

Syllabus

MBA PART I

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| Paper I | – | Management Process, Ethos and Values |
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| Paper XII | – | Organisational Behaviour |

PAPER I

MANAGEMENT PROCESS, ETHOS AND VALUES

1. CONCEPT OF MANAGEMENT

Its nature, scope and purpose. Managing science or arts. Management Vs Administration. Skills of a manager. Organization and its pervasiveness. Reasons for organisations. significance of goals in organisations.

2. EVOLUTION OF MANAGEMENT THOUGHT

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Scientific Management: Frederick W. Taylor. Contributions and limitations of Scientific Management Theory. Classical Organisation Theory. Contributions and limitations of Classical Organisation Theory. Henry Fayol's Principles of Managements. Human Relations Movement: The Hawthorne Experiments. Concept of system and systems approach. Organisations as socio-technical system. The Contingency Approach to Management.

3. ORGANISATION STRUCTURE

Formal and Informal Organisations. Forms of Formal Organisation Structures. Line and Staff Organisation. Functional Organisation. Product / Market Organisation. Project Organisation and Matrix Organisation. Benefits and Cost of Informal Organisations.

4. DECISION MAKING

Phases of Decision Making. Problem discovery. Problem definition. Goal setting. Developing Alternatives. Evaluating Alternative and Making Choices. Nature of Managerial Decision Making Certainty, Risk and Uncertainty. Rationality. Dealing with barriers to Decision Making Group as Decision Maker. Individual Vs Group Decision Making.

5. MANAGEMENT PROCESS

Plans and Decision Making. Basic steps in Planning. Operational Plans, Single Use Plans (Policies . Strategies) and Standing Plans (Projects, Programmes, Budgets). Forecasting. MBO- meaning, process, benefits and weaknesses.

6. ORGANISING

Division of Work. Job Specialisation. Span of Management. Organisation Chart. Coordination. Approaches to Achieving Effective Coordination. Selecting the appropriate coordination mechanism. Delegating and Decentralisation. Concept and significance of Delegation. Delegation: Authority, Accountability and Responsibility. Classical guidelines for delegation and its Limitation. Effective delegation. Factors influencing Decentralisation. Centralisation Vs Decentralisation.

7. DIRECTION

Meaning, Nature, Scope, Principles and Techniques.

8. COMMUNICATION

Importance of Communication. The Communication Process. Channels of Communications. Formal and Informal Barriers to Effective Communication. Overcoming Barriers to Interpersonal Communication. Communication in Organisation. Factors Influencing Organisation Communications. Communication Network within the Organisation: Vertical, Horizontal, Diagonal and Informal. Overcoming Organisational Barriers to Communication.

9. LEADERSHIP

Meaning and Approaches.

10. CONTROLLING

The Meaning of Control. Steps in Control Process. Importance of Control. Types of Control. Types of Control Methods. Sources of Control. Design of the Control Process. Characteristics of effective control system.

11. VALUES IN MANAGEMENT

Transnational Environment and Perspectives of Business. Quality of Work Life. Japanese Management Techniques: Search for Excellence. Human Values in Management: Indian Perspectives. Values for Managers. Holistic concept of Management and Decision-making. Ethical dilemma in Management: Self-Development and Lessons from Ancient Indian Tradition.

REFERENCES

| AUTHOR | BOOK |
|---|--------------------------------------|
| Amitai Etzioni | Modern Organisations |
| Harold Koontz | Management |
| Herbert J. Hicks | The Management of Organisations |
| Hugh J. Arnold and Daniel E. | Organisational Behaviour |
| Feldm James F. Stoner, et al | Management |
| Katz and Kunn | Social Psychology of Organisations |
| Stephen L. Fink, R. Stephen Jenks and Robing D. Willits | Designing and Managing Organisations |
| V. S. P. Rao and P. S. Narayana | Organisations Theory |

PAPER II

QUANTITATIVE TECHNIQUES

1. QUANTITATIVE METHODS

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Meaning of Quantitative Methods. Statistical Methods. Role of Quantitative Methods in Business, Industry and Business Management. Limitations of Quantitative Methods.

2. A.P. & G.P. AND THEIR MANAGERIAL APPLICATIONS ONLY (EXCEPT PROVING THE THEOREM)

3. DETERMINANTS AND MATRIX

Important Rules Concerning Matrix Algebra i.e. Addition, Subtraction, Multiplication Rules (Except Proving the Theorem). Matrix Representation of Business and Economic Data. Solution of Equation (Simple Consistent Equation System – Only Linear Equations).

4. REQUENCY DISTRIBUTION

5. MEASUREMENT OF CENTRAL DISTRIBUTION

Arithmetic Mean, Mode, Median and Geometric Mean. Uses and Limitations of the Measures of Central Tendency.

6. MEASURES OF DISPERSION AND SKEWNESS

Range, Mean, Deviation, Standard Deviation and Quartile Deviation. Mean + 3 Standard Deviation Concept. Skewness and its Measurement. Symmetrical and Asymmetrical Data. Coefficient of Variation.

7. CORRELATION AND REGRESSION ANALYSIS

Karl Pearson's Co-efficient of Correlation and Spearman's Co-efficient of Correlation by Ranking Method. Concept of Regression and the Difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.

8. ANALYSIS OF QUALITATIVE DATA

Yule's Coefficient of Association.

9. IMPORTANCE OF INDEX NUMBERS IN BUSINESS STUDIES

Different Methods of Constructing Price and Quantity Index Number. Fixed Base and Chain Base Index Numbers. Problems of Reversibility in Index Numbers.

10. ANALYSIS OF TIME SERIES

Components of a Time Series. Determination of Secular Trend and Seasonal Variations in Business Data. Least Squares Method as a Tool for Forecasting.

11. TEST OF SIGNIFICANCE AND ITS DESIGNING

Null Hypothesis and Level of Significance. Concept of Standard Error of Mean. Confidence Limits. Large Sample.

12. TESTS OF VARIABLES AND PROPORTIONS

Students 't' Tests in Small Samples. Application of X Test. Testing of Coefficients of Correlation. Analysis of Variance. Latin Square Design.

13. THEORY OF PROBABILITY

Basic Concepts. Addition and Multiplication Theorems. Conditional Probability. Baye's Theorem – Mathematical Expectation.

14. PROBABILITY DISTRIBUTIONS

Binomial, Poisson and Normal Distributions. Characteristics of the Normal Curve. Area Property of the Normal Curve. Use of Area Tables.

15. PROBABILITY AND DECISION MAKING

Decisions under Certainty, Risk and Uncertainty. Decision Criteria. Minim ax, Maxim in, Maxim ax and Baye's Criteria. Certainty Vs Uncertainty.

16. CONSTRUCTION OF PAY-OFF AND LOSS TABLES

EMV, EOL, EPUC and EVPI. Expected Value and Utility. Objective and Subjective Probabilities. Decision Trees and their Application.

REFERENCES

| AUTHOR | BOOK |
|--|---|
| Acoff and Susoni, M. | Operations Research |
| Bierman H., Bonini C. P. and Housman W. H. | Quantitative Analysis for Business Decisions |
| Boot and Cox | Statistical analysis for Managerial Decision |
| Cooke, W. P. | Quantitative Methods for Management Decisions |
| Gupta, C. B. | An Introduction to Statistical Methods |

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| Gupta, S. P. | Statistical Methods |
| Hillier, P. S & Leiberman G.J | Operative Research |
| Kanti Swaroop | Operative Research |
| Levin R. I., Rubin D.s.& Stinson J. P. | Quantitative Approaches to Management |
| McClave, T. T. | Statistics for Business and Economics |
| Mik Wisniewski | Quantitative Methods for Decision Making |
| Mood, Alexander N. | An Introduction to the Theory of Statistics |
| Richard, Leurin | Statistics for Management |
| Sharma, J. K. | Quantitative Techniques and Operations Research |
| Shenoy G.V, Sherma S.C & Srivastava U.K | Operations Research for Management |
| Shukla and Gulshan | Statistics |
| Taha, H. A. | Operative Research |
| Thompson, W. W. | Operative Research Techniques |
| Vohra, N. D. | Quantitative Techniques in Management |
| Vohra, N. D. | Operations Research |

PAPER III

MANAGERIAL ECONOMICS

1. NATURE AND SCOPE OF ECONOMICS

Micro Economics and Macro Economics. Managerial Economics and its Relevance in Business Decisions. Fundamental Principles of Managerial Economics: Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle Concept of Time Perspective, Equi-Marginal Principle.

2. DEMAND ANALYSIS AND DEMAND FORECASTING

Theory of Demand. Types of Demand and their Characteristics. Utility Analysis. Cardinal Utility and Ordinal Utility. Elasticity of Demand and its Measurement. Price Elasticity. Income Elasticity. Arc

Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and Elasticity of Demand. Techniques of Demand Forecasting.

3. INDIFFERENCE CURVE ANALYSIS

Concept and Properties of Indifference Curves. Income Effect, Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption Curve. Derivation of Demand Curve. Superiority of Indifference Curve Analysis over Utility Analysis

4. COST ANALYSIS

Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Law of Variable Proportions – Increasing, Decreasing and Constant Returns. Cost Output Relationship in the Long-run. Cost Output Relationship in the Short-run. Production Functions. ISO – Cost Curves and their Significance in Cost Analysis. Economies of Scale. Least Cost Combination Concept.

5. MARKET STRUCTURE AND PRODUCT PRICING

Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Price of a Product under Demand and Supply Forces. Equilibrium Price. Price Behaviour and Time Element. Market Price and Normal Price. Pricing Under Perfect Competition. Prices under Short-run and Long-run. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices.

6. PROFIT ANALYSIS AND PROFIT FORECASTING

Concept of Profit. Accounting Profit and Economic Profit. Theories of Profit. Dynamic theory of Profit. Risk and Uncertainty – Bearing Theory of Profit. Innovation Theory of Profit. Profit Forecasting and Management of Profit. Profit Standards and the Problems Relating to Profit Maximisation. Cost-Volume Profit and Break-Even Analysis

7. NATIONAL INCOME

Definition of National Income. Product and Money Flows. Measurement of National Income- Net Output or Value Method. Factor Income Method. Expenditure Method. Choice of Methods. Growth and Composition of India's National Income.

REFERENCES

| AUTHOR | BOOK |
|--------|------------------------|
| Dewitt | Modern Economic Theory |

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|-------------------------------|--|
| Dwivedi, D. N. | Managerial Economics |
| Gupta, G. S. | Managerial Economics |
| Gupta, G. S. | Macro Economics – Theory and Application |
| Haynes, Mate and Paul | Managerial Economics |
| Joel Dean | Managerial Economics |
| Ladler | Introduction to Micro Economics |
| Paterson and Lewis | Managerial Economics |
| Varshney, R. L. and Maheswari | Managerial Economics |
| Warren Haynes | Managerial Economics |

PAPER IV

MANAGEMENT OF ENVIRONMENT

1. ECONOMIC ENVIRONMENT OF INDIA

Pattern of trends in and development strategies of economic development in India since Independence. Industrial growth in India. Broad features of India's Industrial Policy. Small-scale industries in India – their role in Indian economy and Government Policy. Role of public and private sectors in the economic development of India.

2. ECONOMIC POLICIES OF THE GOVERNMENT

Pricing monetary and Fiscal Policies in India – their broad features and trends. Participative, regulatory and promotional roles of Governments of India.

3. SOCIAL AND CULTURAL ENVIRONMENT IN INDIA

Salient features of Indian society – Class and Caste Structure of India Society. Rural – Urban differences. Joint Family System. Business participation in social and cultural affairs.

4. POLITICAL AND LEGAL ENVIRONMENT IN INDIA

Political Institutions in India: Legislature, Executive and Judiciary – A brief review of their functions. Indian Constitution- Fundamental Rights and Directive Principles and their influences on Indian business. Centre–State relationships.

5. TECHNOLOGICAL ENVIRONMENT IN INDIA

R & D in Indian industries. Technological collaboration and Government Policy.

6. ENVIRONMENT MANAGEMENT SYSTEM

EMS Standard. ISO 14000. Environmental auditing. Clearance / Permissions for establishing an industry.

7. ENVIRONMENTAL MANAGEMENT AND VALUATION

Environmental Accounting. Green Funding. Environmental Ethics.

8. ENVIRONMENTAL LAWS

Acts, Patents, IPRS, Pollution and Waste Management – Water and Air Pollution.

9. APPROACHES TO CORPORATE ETHICS, BIO-ETHICS- A BRIEF ACQUAINTANCE

10. INTERNATIONAL ENVIRONMENT AND MANAGEMENT-AN OVERVIEW

Globalisation: Features and Essential Conditions. World Trade Organisation: India and WTO. Multinational Corporations: MNCs in India, Indianisation of Transnational Corporations (TNCs). Tariff and non-tariff barriers. Foreign Exchange Market Mechanism: Determinants of Exchange Rates, Euro Currency Markets. International Banks. Export Management: Licensing, Joint Venture Technology and Global Competition. Issues in asset protection: Multinational Settlements, Consortium Approaches and External Relation Approach.

REFERENCES

| AUTHOR | BOOK |
|-------------------|------------------------------------|
| A. N. Agrawal | Indian Economy |
| Dutt and Sundaram | Indian Economy |
| F. Cherunilam | Business Environment |
| G. N. Pandey | Indian Economy |
| Gupta and Das | Environmental Accounting |
| Hurley, Nick | Environmental Economics |
| K. Ashwathappa | Essentials of Business Environment |

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|--------------|--|
| N. D. Kapoor | Elements of Commercial Laws |
| N. K.Oberoi | Environmental Management |
| N. K.Sharma | Business Environment in India |
| Vatsyanam | Indian Society and Social Institutions |

PAPER V

ACCOUNTING PRINCIPLES AND TECHNIQUES

1. INTRODUCTION

Concept, Types and Importance of Accounting, Accounting Principles. Basic Accounting Procedure, Journalising, Cash Book, Ledger Posting and Trial Balance. Financial Statement Preparation of Trading and Profit–Loss Account and Balance Sheet. Annual Accounts of Company as per Indian Companies Act.

2. ACCOUNTING CONCEPT

Capital Vs Revenue Concept of Expenditure. Inventory Valuation – Concept and Principle. Valuation of Shares. Goodwill Valuation – Methods of Valuating Goodwill. Depreciation Accounting – SLM, DBM and Annuity Method.

3. ANALYSIS AND INTERPRETATION

Concept and Techniques of Financial Statement Analysis. Comparative Analysis and Trend Analysis.

4. FINANCIAL RATIO

Concept and importance of Ratio Analysis. Ratios relating to Trading and Profit and Loss Account and Balance Sheet.

5. FLOW ANALYSIS

Fund Flow Statement, Schedule of Changes in Working Capital – Concept, Preparation and Managerial Uses. Cash Flow Statement – Meaning, Preparation and Importance.

6. PRICE LEVEL CHANGES AND ACCOUNTING

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Problems Created by Changing Price Level. Introduction to Approaches to Price Level Adjustments – Current Purchasing Power. Index Number and Current Cost.

REFERENCES

| AUTHOR | BOOK |
|--------------------------|----------------------------------|
| Agrawal, A. N. | The Higher Science of Accounting |
| Batliboy, J. R. | Advanced Accounting |
| Grewal, T. S. | Introduction to Accounting |
| Jain S. P., Narang K. L. | Advanced Accounting |
| Pandey, I. M. | Management Accounting |

PAPER VI

ACCOUNTING FOR MANAGERS

1. INTRODUCTION

Management Accounting – Concept, Scope and Functions. Management Accounting Vs Traditional Accounting.

2. AN INTRODUCTION TO COST ACCOUNTING

Concept and Objectives. Elements of Cost. Kinds of Costing. Classification of Costs. Responsibility Centres Vs Cost Centres and Investment Centres. Inter-Divisional Transfer Pricing- Concepts and Methods.

3. COMPUTATION OF COST

Unit Costing – Concept and Objects of Cost Sheet, Preparation of Cost Sheet, Tender Price. Contract Costing – Preparation of Contract Account. Process Costing – Process accounts, Normal and Abnormal Loss, by-product Accounting.

4. MARGINAL COSTING

Meaning of Marginal Cost. Analysis of Incremental Costs and Revenues. Management Application of Marginal Income and Accounting.

5. BREAK- EVEN ANALYSIS

Concept and Determinants of Break–Even Analysis. Break-Even Point. Break-Even Chart and their interpretation. Managerial uses of break-even analysis.

6. BUDGET AND BUDGETING

Concept of Budget, Budgeting and Budgetary Control, Types of Budgets. Preparation of Functional Budgets – Sales Budget, Production Budget and Cash Budget. Flexible Budgeting – Concept and Preparation, Zero-Base Budgeting, Performance Budgeting.

7. STANDARD COSTING

Concept of Standard Costing. Standard Costing Vs Budgetary Control. Variance Analysis: Material and Labour Variance – their use in making appraisal and fixing responsibility. Activity Based Costing – Concept, Main Activities and their Cost Drivers, Developing ABC System. Reporting to Management – meaning and importance of Reporting System, Types of Accounting Reports and their significance.

8. ACTIVITY BASED COSTING

Concept, Main Activities and their Cost Drivers. Developing ABC System.

9. REPORTING TO MANAGEMENT

Meaning and importance of Reporting System. Types of Accounting Reports and their significance.

REFERENCES

| AUTHOR | BOOK |
|---|---|
| Anthony R. N & Reece J. S. | Accounting Principles |
| Anthony R. N & Reece, J. S. | Management Accounting |
| Anthony R. N & Welsch G. A. | Fundamentals of Management Accounting |
| Batty, J. | Management Accounting |
| Bhattachary S. K & Dearen John | Accounting for Management |
| Chakravarty R & Chakravarty S | Management Accounting |
| Hingorani N. L. Ramanathan A. R. and Grewal T. S. Hongren, Charles T. | Management Accounting Introduction to Management Accounting |
| Jain, Narang | Cost and Management Accounting |
| Khan, M. Y. and Jain, S. P. | Management Accounting |
| Kishore, Ravi M. | Taxman's Advanced Management Accounting |

PAPER VII**HUMAN RESOURCE MANAGEMENT**1. HUMAN RESOURCE MANAGEMENT

Concept, Objectives, Nature and Scope of the Human Resource Management. HR Functions. Role of HR Managers. Challenges ahead. HR Policy and its Formulation.

2. HUMAN RESOURCE PLANING

Meaning, Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Job Analysis, Job Description and Job Specification.

3. HUMAN RESOURCE ACQUISITION

Meaning of Recruitment. Various Sources. Methods of Recruitment. Definition of Selection and Selection Process. Placement, Induction, Socialisation.

4. DEVELOPMENT OF HUMANRESOURCES

Training – Meaning and Importance. Assessment of Training Need. Methods and Procedures of Training. Management Development Programmes, Purposes and Methods.

5. JOB EVALUATION

Meaning and Importance. Methods of Job Evaluation and Wage Determination.

6. PERFORMANCE APPRAISAL

Concept, Objectives and Importance of Performance Appraisal. Problems of Performance Appraisal. New Developments in Performance Appraisal.

7. EMPLOYEE COMPENSATION

Elements of Compensation. Factors Affecting Compensation. Factors Affecting Compensation. Incentive.

8. DISCIPLINE AND GRIEVANCE MANAGEMENT

Causes of Indiscipline. Management of Discipline. Causes of Employees' Grievance. Grievance Procedure. Management of Employees' Grievance.

9. HUMAN RESOURCE AUDITING

Meaning and Objective of HR Audit. Need for HR Audit. Methods of HR Audit.

10. INDUSTRIAL RELATIONS AND TRADE UNION –A BRIEF ACQUAINTANCE

REFERENCES

| AUTHOR | BOOK |
|-------------------------------|---|
| Arun Monappa and S. S. Mirza | Personnel Management |
| Aswathappa K. | Human Resource and Personnel Management |
| Blum and Naylor | Social Foundation of Industrial Psychology |
| Dale Yodder | Personnel Management and Industrial Relations |
| De Cenzop D. A & Robbins S. P | Human Resource Management |
| E. B. Flippo | Principles of Personnel Management |
| Guy, V. and Mattock, J. | The New International Manager |
| Holloway, J. Ed. | Performance Measurement and Evaluation |
| Monappa A. & Saiyadin, M. | Personnel Management |
| Stone Lloyed & Leslie W. Rue | Human Resource and Personnel Management |
| Strause and Sayles | Personnel: The Human Problems of Management |
| Tiffin and McCormic | Industrial Psychology |

PAPER VIII

FINANCIAL MANAGEMENT

1. INTRODUCTION

Concept, Objectives and Scope of Financial Management. Organisation of Finance Function. Financial Environment.

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2. TIME VALUE OF MONEY

Risk, Certainty and Uncertainty Appraisal.

3. COST OF CAPITAL

Concept and importance of Cost of Capital. Cost of Debt Capital. Cost of Preference Capital. Cost of Equity Capital – Problems.

4. CAPITAL STRUCTURE

Meaning of Capital Structure. Patterns of Capital Structure. Optimum Capital Structure. Factors determining Capital Structure [Capital Structure theories not included].

5. LEVERAGE

Concept of Leverage. Operating Leverage. Financial Leverage. Total Leverage. Problems.

6. CAPITAL BUDGETING

Capital Budgeting Process. Appraisal Criteria. Pay Back Period. Internal Rate of Return. Net Present Value.

7. ACQUISITION OF FUNDS AND DIVIDEND POLICY

External and Internal Forms of Corporate Financing. Forms of Dividends. Factors Affecting Dividend Policy. Dividend Payout Decision [Dividend Theories not Included].

8. FINANCIAL MARKETS AND INVESTMENTS

Nature and Significance of Money Market. Financial Investments. Nature and significance of Capital Market. Primary and Secondary Markets – objectives, functions. concept of Futures and Options.

9. CONCEPT OF FINANCIAL INSTITUTIONS AND THEIR ROLE IN ECONOMIC DEVELOPMENT

Types, Nature and Functions.

10. MANAGEMENT OF WORKING CAPITAL

Concept and Determinants of Working Capital. Estimation of Working Capital. Management of Cash. Management of Receivable. Management of Receivable . Management of Inventory.

REFERENCES

| AUTHOR | BOOK |
|--------|------|
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|--------------------------------------|--------------------------------------|
| Archer, Stephen | Financial Management |
| Bhalla, V. K. | Financial Management and Policy |
| Chandra, Prasanna | Fundamentals of Financial Management |
| Franklin R. Edwards & Cindy W. Ma | Futures and Options |
| J. Fred Weston and Eugene F. Brigham | Managerial Finance |
| James Van Horne | Essentials of Financial Management |
| Mc Menamin, Jim | Financial Management |
| Pandey, I. M. | Financial Management |
| Srivastava, R. M. | Financial Management |
| Srivastva R. M. | Essentials of Business Finance |
| Walker, E. W. | Essentials of Financial Management |

PAPER IX

MARKETING MANAGEMENT

1. AN OVERVIEW OF MARKETING

Marketing concepts scope and tools. Corporate orientations towards the market place. The marketing process. Tasks of marketing.

2. THE MARKETING ENVIRONMENT

External and Internal Marketing Environment. Macro and Micro Environment. Features of Consumer and Industrial Markets.

3. MARKETING INFORMATION SYSTEMS

Gathering Information for Decision Making. The Information System in Marketing and the role of MIS in Decision Making.

4. SEGMENTING AND TARGETING MARKETS (STP STRATEGY)

Rationale for Market Segmentation. Bases for Segmenting Markets. Steps in Segmenting. Strategies for Selecting Target Markets. Positioning. Variable Determining Consumer Behaviour.

5. PRODUCT DECISIONS

Product Mix. Product Life Cycle. New Product Development Process. New Product Adoption Process. Branding and Packaging Decisions.

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6. PRICE DECISIONS

Importance of Price. Pricing Objectives. Determinants of Price. Setting the Right Price

7. PROMOTION DECISIONS

Then Communication Process. Barriers to Marketing Communications. The Role of Promotion in the Marketing Mix The different elements of the Promotion Mix. Factors that affect the Promotion Mix. Developing the Promotional Plan. Three Additional Ps – Process, People, Physical Attraction.

8. DISTRIBUTION DECISIONS

Functions of Marketing Channels. Alternative Channel Arrangements. Marketing Channel Design Decision.

9. MANAGING DIRECT AND ON LINE MARKETING

The Growth and Benefits of Direct Marketing. Major Channel for Direct Marketing. E-Commerce.

10. MANAGING THE TOTAL MARKETING EFFORT

Formal Vs Informal Control, How Control Works? Strategic Control, Marketing Audit.

11. Indian Agricultural Marketing – Regulated Market. Produce Exchange – Development and Oraganistion, Functions.

REFERENCES

| AUTHOR | BOOK |
|------------------------------|--|
| Chhabia and Grover | Marketing Management |
| Cravems Hills woodruff | Marketing Management |
| Kotler and Armatrong | Principles of Marketing |
| Kotler and Kox | Marketing Management and Strategy |
| Kotler Phillip & Armstrong G | Principles of Marketing |
| Namakumari and Ramaswami | Marketing Management |
| Panswar, J.S. | Marketing in the Era |
| Phillip Kotler | Marketing Management Analysis Planning and Control |

| | |
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| Rosenberg | Marketing |
| Stanton and others | Fundamentals of Marketing |

PAPER X

RESEARCH METHODOLOGY

1. Meaning and Significance of Research in Management. Different Approaches to Research. Scientific Method of Investigation. Scientific Methods and Non-Scientific Methods. Types of Research. Historical Studies. Case Studies. Survey. Statistical Studies. Experimental Studies and Simulation. Problems of Research in Management. Survey of Literature.
2. Formulation of a Research Problem. Defining a Research Problem. Techniques involved in defining a Problem. Research Designs. Exploratory Research. Conclusive Research. Experimental Research. Field Investigations. Features of a good Research Design.
3. Data Collection Methods. Primary Vs Secondary Data. Collection of Primary Data. Observation Method. Collection of data through questionnaires. Characteristics of a good questionnaire. Indirect Methods of Data Collection. Selection of Appropriate Methods of Data Collection. Pitfalls in the use of Secondary Data.
4. Sampling Techniques. Steps in Sampling. Probability Sampling Vs Non-probability Sampling. Random Sampling and Stratified Sampling. Judgment Sampling. Size of a Sample. Sampling Errors.
5. Scaling Concepts and its importance in business Research Studies. Important Scaling Techniques. Ratings and Ranking Scale Construction of Thurston and Likert Types of Scale and their uses in study of qualitative phenomena in management. Reliability and Validity of Measurements.
6. Processing of Research Data and their analysis and interpretation. Editing, Coding, Classification and Tabulation. Application of computers in processing and analysis of data.
7. Research Reports and its significance. Steps in Report Writing. Layout of a Research Report. Types of Research Report. Citations and Bibliography.

REFERENCES

| AUTHOR | BOOK |
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| Andrews F. M. & Witney, S. B | Social Indications of Well Being |
| Bent, Roger | Management Research |
| Boot and Cox | Statistical Analysis for Managerial Decision |

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| Dwivedi, R. S. | Research Methods in Behavioural Sciences |
| Fowler, Floyd J. Jr. | Survey Methods |
| Goods William J & Hatt Paul K. | Methods in Social Research |
| Gupta, C. B. | An Introduction to Statistical Methods |
| Gupta, S. P. | Statistical Methods |
| Karlinger, Fred N. | Foundations of Behavioural Research |
| Kothari, C. R. | Research Methodology – Methods and Techniques |
| Mohsin, S. M. | Research Methods in Behavioural Research |
| Mood, Alexander N. | An Introduction to the Theory of Statistics |
| Richard, Leurin | Statistics for Management |
| Sharma, R. D. | Research Methods in Social Sciences |
| Shukla and Gulshan | Statistics |
| Tandon, B. C. | Research Methodology in Social Sciences |
| Young, Pauline V. | Scientific Social Surveys and Research |

PAPER XI

PRODUCTION AND OPERATIONS MANAGEMENT

1. NATURE AND SCOPE OF OPERATIONS MANAGEMENT

Operations Management and Production Management. Systems Approach and Operations Management. Production Management Vs Project Management. Characteristic Features of Job. Batch and Flow Production. Automation and Mechanisation Duties and Responsibilities of Operations Manager.

2. FACTORS GOVERNING THE LOCATION OF A PLANT

Different Types of Plant Layout. Process Layout, Product Layout and Fixed Layout. Principles of Materials Handling. Materials Handling Equipments and their uses.

3. PRODUCTIVITY

Concept and Definitions. Factors Contributing to Productivity Improvement. Value Engineering.

4. WORK STUDY

Concept, Definition and Objectives. Definition and objective of Method Study. Procedure for conducting Method Study. Flow Process Chart (Man Type and www.deptaecpu.in)

Material Type). Two Handed Process Chart. Multiple Activity Chart. Principles of Motion Economy. Work Sampling – concepts, definition and uses. Procedure for conducting Work Sampling. Time Study – definition, procedure for conducting Time Study.

5. OPERATIONS PLANNING AND CONTROL

Aggregate Production Planning. Master Production Scheduling. Materials Requirement Planning (MRP). Loading, Sequencing, Routing, Scheduling Dispatching and Expediting. Line Balancing.

6. PURCHASING MANAGEMENT

Objectives and Functions of Purchasing. Purchasing Cycle. Vendor Rating.

7. ARROW DIAGRAMMING AND NETWORK ANALYSIS

PERT Model. Determination of Critical Path. Distribution of Project Completion Time. CPM Model. Time / Cost Relation. Crashing of a Project. Resource Allocation through Resource Leveling and Resource Smoothing.

8. LINEAR PROGRAMMING

Formulation of Problems. Graphical Method and Simplex Method. Dual of a LPP.

9. TRANSPORTATION PROBLEM

Introduction. Initial Solution. North West Corner Rule. Lowest Cost Method. Vogel's Approximation Method. Optimality Test. Modified distribution Method.

10. ASSIGNMENT PROBLEM

Introduction. Hungarian Assignment Algorithm. Maximisation and Minimisation cases.

11. GAME THEORY AND GOAL PROGRAMMING

Two Person Zero Sum Game. Pure and Mixed Strategy. Role of Dominance. Graphical Method and Algebraic Method.

12. QUEUING THEORY

Basic Concepts in Queuing Theory. Arrival and Survey Patterns. M/M/1 and M/M/C Models [only application].

13. INVENTORY MANAGEMENT

Economic Order Quantity and its Determination. Discount on Purchases. Buffer Stock, Safety Stock and Reserve Stock. Reorder Point. EOQ Inventory Models. Inventory Classification Systems. ABC and VED Analysis. JIT System of Inventory Management.

14. STATISTICAL QUALITY CONTROL

Concept of Quality. Objectives of SQC. Chance Causes and Assignable Causes. Process Control Charts for Variables and Process Control Charts for Attributes. Acceptance Sampling for Attributes. Operating Characteristic Curves.

15. ISO 9000 STANDARDS

Total Quality Management (TQM).

16. SAFETY MANAGEMENT

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| Raymond Mayer | Production and Operations Management |
| W. J. Stevenson | Production / Operations Management |

PAPER XII

ORGANISATIONAL BEHAVIOUR

1. NATURE AND SCOPE OF ORGANISATIONAL BEHAVIOUR

Concept of Organisation. Concept of Behaviour. Concept of Organisational Behaviour. The Field of Organisational Behaviour. Individuals, Groups and Systems in Organisations. Manager's Job.

2. PERCEPTION

Perceptual Processes. The Role of Object in Perception. The Role of Environment in Perception. The Role of Observer in Perception. Significance of Perception for Managers.

3. LEARNING

Concept of Learning. Theories of Classical and Operant Conditioning. Learning Curves. Significance of Learning for Managers.

4. ATTITUDES

Concept of Attitudes. Components of Attitudes. Attitude Formation. Significance of Attitude for Managers.

5. MOTIVATION

Concept of Motivation. Abraham Maslow's Hierarchy of Needs. Frederick Herzberg: Hygiene Factors and Motivation. The Expectancy Model of Motivation. McClelland's Achievement Motives. Worker's Job Maturity.

6. TRANSACTIONAL ANALYSIS

Transaction as Unit of Social Interaction. Three Ego States: Parent, Adult and Child. Four life positions.

7. GROUP IN ORGANISATIONS

Concept of Group. Group Membership. Group cohesiveness. Norms. Conformity. Deviance. Group Performance. Group Decision Making.

8. INTERGROUP AND ORGANISATIONAL CONFLICT

Concept of Conflict. Sources of Conflict. Changing Views of Conflict. Functional and Dysfunctional. Dynamics of Organizational Conflict. Methods of Managing Conflict.

9. CREATIVE PROCESSES IN ORGANISATIONS

Concept of Creativity. Types of Creativity. Stimulating Creativity in Organisations. The Creative Climate / Culture.

10. INFLUENCE, POWER AND AUTHORITY

Concept of Influence. Power and Authority. Sources of Power. The Basis of Formal Authority in Organisations.

11. LEADERSHIP

Concept of Leadership. Trait Approach to Leadership. Behavioral Approach to Leadership. Situational Factors in Leadership. Path Goal Theory. Leadership Styles. Successful Vs Effective Leadership. Leadership Vs Managership. Leadership Vs Organisational Change.

12. MANAGEMENT OF JOB STRESS

The Nature of Job Stress. Sources of Job Stress. Consequences of Job Stress. Management Job Stress. Yoga and Stress. Lessons from Indian Scriptures for Coping with Stress.

13. INTERNATIONAL DIMENSIONS OF ORGANISATIONAL BEHAVIOUR

Concept of Cross-Cultural Management. Variation in work behaviour across cultures. Cross-Cultural Communication Barriers. Managing Cultural Diversities.

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