

**SWAMI VIVEKANAND UNIVERSITY, SIRONJA,  
SAGAR (M.P.)**



**SYLLABUS**

**For**

**M.B.A.**

**(Semester)**

**Department of Agriculture  
Swami Vivekanand University, Sironja Sagar  
2012-2013**

# SWAMI VIVEKANAND UNIVERSITY SAGAR (M.P)

## M.B.A. First Semester

Paper No.	Title
101:	Indian Ethos in Management & Managerial Economics
102:	Organizational Behavior
103:	Principles of Management
104:	Principles of Marketing Management
105:	Financial & Cost Accounting
106:	Seminar & Term Papers, Minor Projects, Viva-Voce & Communication
107:	Fundamentals of Computers and Boolean Algebra.

## M.B.A. Second Semester

Paper No.	Title
201:	Marketing Research
202:	Personal Management
203:	Quantitative Techniques & Operations Research
204:	Accounting & Financial Management
205 :	Spread Sheet Analysis and Data Base Management
206 :	Seminar, Case Analysis, Term Papers, Minor Projects & Viva-voce
207 :	Comprehensive Viva-Voce

## M.B.A. Third Semester

Paper No.	Title
301:	E-Marketing & Service Marketing
302:	Sales Management & Distribution Management
303:	Seminar & Term Paper ( Internal)
304:	Comprehensive Viva-Voce
<b>Major : Marketing Management</b>	
603:	Consumer Behaviour & Brand Management
605:	Advertising management & Promotion Management.
<b>Major : Financial Management</b>	
702:	Merchant Banking Financial Services & Mutual Funds.
705:	Security Analysis & Portfolio Management & Capital Market Systems.
<b>Major : Human Resource Management</b>	
1002:	Organizational Development
1005:	Labour Legislation

## M.B.A Fourth semester.

Paper No.	Title
401:	Strategic Management
402:	Seminar & Term Paper (Internal).
403:	Project Report & Viva Voice (internal)
404:	comprehensive viva – voice(internal)
<b>Major Marketing management</b>	
604:	International Marketing
<b>Major Financial management</b>	
704:	International Finance
<b>Major Human resource management</b>	
1004:	Human Resource Development

**Faculty of Management Studies**

**Swami Vivekanand University, Sagar – (M.P.)**

**M.B.A. Syllabus ( 1<sup>st</sup> Batch) Year 2012-2014**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional

Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

**M.B.A. First Semester**

**Paper No. Title**

**101: Indian Ethos in Management & Managerial Economics**

**102: Organizational Behavior**

**103: Principles of Management**

**104: Principles of Marketing Management**

**105: Financial & Cost Accounting**

**106: Seminar & Term Papers, Minor Projects, Viva-Voce & Communication**

**107: Fundamentals of Computers and Boolean Algebra.**

**Title : Indian Ethos in Management & Managerial Economics**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

UNIT – 1 An introduction to values, ethics, morals and religion in the pursuit of managerial effectiveness, Secular value, Vs, Spiritual values in management: A comparative profile of value system of Japan, America & India. Value based holistic concept of management: An Indian Insight into Total quality Management.

UNIT – 2 Indian Ethos for Ethico moral management. The Guna, Karma, Samskar theories, Leadership values from Indian thoughts, Giving model of motivation, Work ethos; The doctrine of work, Creativity: Brain Storming Vs. Brain Stilling ( Decision making in silence). Detaches involvement: work ethics Vs. Ethics in Work, Value oriented Stress free behaviour.

UNIT – 3 Nature & scope of managerial economics, Basic economic tools, Opportunity Cost Principle, Incremental Principles, Principle of Time Perspective, Discounting Principle. Role & Responsibilities of managerial economist Demand Analysis and forecasting. Price and Demand. Income and demand. Price of related goods and demand Advertising and Demand. Demand forecasting: Methods, purpose and factors involved.

UNIT – 4 Cost concepts and classifications, Economies and Diseconomies of Scale, Production function, Cost control and cost reduction, Trade Cycles, Reasons, Stage, Principles and their consequences. Price and output decision under perfect competition determination of price effect of time on supply, pricing under monopoly, imperfect competition, monopolistic competition and oligopoly, price discrimination.

**Suggested Readings for Indian Ethos in Management & Managerial Economics:**

1. Bhatta, S.K. Business Ethics & Managerial Values.
2. Dave, Nalini V: Vedanta and Management, Deep and Deep Publication 1997.
3. Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998
4. Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill Publishing Company, New Delhi – 1987
5. Chakraborty, S.K.: Management by Values, Oxford University Press 1991.
6. Sherlekar, SA, Ethics in Management, Himalaya Publishing House
7. Sherlekar, SA, Global Dharmic Management.
8. Managerial Economics, D.N. Dwivedi, Vikas Publishing Company, New Delhi.
9. Managerial Economics, R.L. Varshney & K.L. Maneshwari, Sultanchand & Sons.
10. Managerial Economics, by J. Dean, Prentice Hall, New Delhi.

**Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during materials distributed in the classroom session. Visiting Faculty/ consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, Group discussion and Seminars and the Additional Sources of knowledge.**

- UNIT – 1 Introduction to Organizational Behaviour: Nature of Organizational Behaviour, Perception, Attitudes and Values, Personality, Learning.
- UNIT – 2 Motivation: Basic Concepts and Theories of motivation, Applications of Theories Leadership: Basic Concepts and Theories of Leadership, Job Design.
- UNIT – 3 Interpersonal Communication, Interpersonal Conflict, coaching and Mentoring, Power & Politics in Organizations.
- UNIT – 4 Foundation of Group Behaviour: Defining and classifying Groups, Why do people join groups, Stages of Group Development, workshop Behaviour, External Conditions Imposed on Groups, Group Member Sources, Group Processes, Group task, Group Cohesiveness, Group Decision Making, Group Think, Organization culture, Work Stress, Managing Change.

**Suggested Readings for Organizational Behaviour:**

1. Keith Davis : Human Behaviour at work Organizational Behaviour ( Tata McGraw Hill)
2. T. Herbert : Dimensions of Organizational Behaviour ( Mac Millan Publishing Co.)
3. R.D. Agrawal : Organization and Management (Tata McGraw Hill)
4. A Szilagyl & M.J. Wallace : Organisational Behaviour and performance scoff, Foesman and Co.)
5. Stephen P. Robbins & Seema Sanghi, Organizational Behaviour, Pearson Education.
6. Dr. S. Shajahan, Linu Shajahan, Organizational Behaviour, ( New Age International Publisher)
7. R.S. Dwivedi, Human Relations and Organisational Behaviour, Mac Millan India
8. Hersey, Management of Organisational Behaviour : Leading Human Resource, Pearson Education.
9. Greenberg, Behaviour in Organization : understanding and Managing Human Side of work, Pearson Education.

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/ Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge,**

- UNIT – 1 Management: Definition & Concepts, Management and Administration, functions of Management, ( Management process), Evolution of Management thought, the classical theories. Taylor Vs. Fayol in management evolution, neo- classical theory, Hawthorne experiments, decision-making process.
- UNIT – 2 Planning function, types of plans, MBO strategies, policies, proceedings, methods & rules, project management, planning & evaluation, feasibility report, planning process major steps in managerial planning, planning under systems approach.
- UNIT – 3 Organizing: Major approaches to Organization theory: Classical approach, the neoclassical approach, Systems & Contingency approach, principles of organization, the organization process, Span of control for Supervision. Departmentation, Delegation & Decentralization.
- UNIT – 4 Directing, Supervision, Communication & Co-ordination, principles of communication, barriers of communication, Controlling, nature & purpose, control mechanism, planning & control techniques, Budgetary control.

**Suggested Reading for principles of Management:**

1. Harold, Koontz, Cyril O'Donnel & Weilrich : Management ( International students Edition, Koga Kusha, Tokyo, 1980).
2. Harold Koontz & Cyril O'Donnel : Management : A Contingency and System Analysis.
3. Peter F. Drucker : The Practice of Management
4. Newman Summer Warren : The Process of Management, Concepts, Behaviour & Practice ( Prentice Hall of India, 1981).
5. R.D. Agrawal: Organisation & Management ( Tata Mc Graw Hill, New Delhi).
6. Robbins & coller : Management ( Pecnson Edition)

J.K. Jain & Sherleker

**In additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journal, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshop, Group Discussion and Seminars are the additional sources of knowledge.**

- UNIT – 1 Marketing Management : Understanding its critical role in organization & society managing the marketing process and Marketing Planning.
- UNIT – 2 Identifying market segments and selecting target markets. Marketing strategies for new products & services.
- UNIT – 3 Managing Products through their products life cycle. Designing marketing strategies for market leaders, challengers, Followers etc.
- UNIT – 4 Managing Retailing, Wholesaling and physical distribution systems. Designing marketing and sales promotion and public relation programs, Organizing and implementing Programs marketing and sales promotion and public relations programs, Organising & implementing Programs. Evaluating and Controlling Marketing performance.

**Suggested Reading for Principles of Marketing Management.**

1. McCarthy E.J.: Basic Marketing – A Managerial Approach.
2. Philip Kotler : Marketing Management : Analysis, Planning and Control, ( Prentice Hall of India, New Delhi.)
3. Still & Cundiff : Basic Marketing ( Prentice Hall)
4. Hanson H.I.: Marketing : Text & Cases.
5. Pheeps & Westing : Marketing Management.
6. Boyd and Kapoor: Reading in Marketing Management.
7. Britt & Boyd : Marketing Management & Administrative action.
8. Lazer & Kailey : Marketing Management View Point and Perspectives.

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint themselves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge.**

**M.B.A. – First semester**

**Paper No. : 105A**

**Title : Financial & Cost Accounting**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination  
Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

- UNIT – 1 The Basic accounting principles books of accounts, journals ledger etc.  
adjustment entries trial balance, balance, preparation of trading account, profit & Loss Account.
- UNIT – 2 Final Accounts, the Balance sheet, Responsibility Accounting.
- UNIT – 3 Cost Accounting, Objectives of cost accounting methods & techniques of costing elements of cost, Cost Sheet-Output of Unit costing.
- UNIT – 4 Contract costing application & features, Costing procedure, Process costing Reconciliation of cost and financial statement, Cost Audit.

**Suggested Reading for financial & Cost Accounting :**

1. Financial Accounting, dr. S.N. Maheshwari, Vikas Publishing, New Delhi.
2. A Text Book of Cost Accountancy, M.N. Arora, Vikas Publishing, New Delhi.
3. Arulanandam, M.A. Raman, K.S. corporate Accounting, Himalaya Publishing House, Mumbai.

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge.**



**M.B.A. – First semester**  
**Paper No. : 106A**  
**Title : Seminar & Term Papers, Minor Projects,**  
**Viva-Voce & Communication**  
**(Maximum Marks: 100 Minimum Pass Marks : 40%)**

The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case completions group discussion, week and conferences and surveys, management games, role-plays, workshops presentation, extempore and prepared speeches, library assignments, company studies project assignment etc. The wiehgtagte of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean, F.M.S. The plan for the semester will be announced separately. The topics of the selected shall be from all the subject that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be notified by the Professor & Head/Dean, DMS. The evaluation is to be made externally out of 100 marks.

**In additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with Workshops, Group Discussion and Seminars are the additional sources of knowledge.**

- UNIT – 1      Computers- An introduction – Computers in Business : Elements of Computer System Set-up; PC software Package – An introduction disk Operating System and Windows.
- UNIT – 2      Text Processing Software, Introduction to a spreadsheet Software; Creation of spreadsheet applications; Range, Formulas, functions, Data Base Functions, in spreadsheet Graphics on Spreadsheets.
- UNIT –3      Data file – Types/Organization; Master & Transaction File: Relevance of Data Base Management Systems and Integration of Applications.
- UNIT – 4      Data Communication and networking, Hardware, required for Networking, Media for networking, Concepts of Internet, Emailing, Cutting and net-meeting. Introduction to e-commerce and Web-page designing.

**Suggested Readings for Financial & Cost Accounting:**

1. Computer Fundamentals by P.K. Sinha, BPB Publication.
2. Introduction to Computers by C. Xavier
3. Computer Today.

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest, Journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at ato new knowledge to which the students should acquaint them selves with, Workshops, Group Discussion and Seminars are the additional sources of knowledge.**

**Faculty of Management Studies**  
**Swami Vivekanand University, Sagar – (M.P.)**  
**M.B.A. Syllabus ( 1<sup>st</sup> Batch) Year 2012-2014**  
**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**  
Minimum Pass Marks: 40% in Written Examination & 40% is Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

**M.B.A. Second Semester**

<b>Paper No.</b>	<b>Title</b>
201	Marketing Research
202	Personal Management
203	Quantitative Techniques & Operations Research
204	Accounting & Financial Management
205	Spread Sheet Analysis and Data Base Management
206	Seminar, Case Analysis, Term Papers, Minor Projects & Viva-voce
207	Comprehensive Viva-Voce

**M.B.A. – Second semester**

**Paper No. : 201**

**Title : Marketing Research**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% is Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

UNIT – 1	<b>Introduction</b> : Conceptual framework, nature, scope, importance & Limitations of marketing research, Marketing Research Process, Marketing Research Agencies, Some special techniques of Marketing Research.
UNIT – 2	types of research Meaning, objectives & Types of Research, Criteria of good research, Research approaches, Research Designs in case of different.
UNIT – 3	Sampling & sample design : Essentials of good sampling, steps in Sampling Process, sampling methods. (Probability & non-probability). Data collection methods; Questionnaire design & Interviews.
UNIT – 4	Statistical methods of Data Collection; Measures of Central tendencies, Mean, Median, mode, quartiles, Measures of Dispersion : Range, Mean deviation, Standard Deviations & their Coefficients, Correlation Analysis.

**Suggested Readings for Marketing Research :1.**

1. Marketing Research : Principles, Application & Cases : Sharma D.D., ( Sultan Chand & Sons, New Delhi)
2. Marketing Research : Beri G.C.
3. Marketing Research : ( Methodology foundation): Churchill, JR Gilbert A.
4. Marketing Research : luck, D.J. Hugh, G. Wales, D.A. Taylor & Rubin, R.S.
5. Mordem Marketing Research : Patil, S.G. P.V. Li;larmo & H. Pradhan.
6. Marketing Research : Weiers, R.M.
7. Marketing Research : Theory & Practice : Bellur, V.V.
8. Kothari, C.R. : Research Methodology
9. Honson: Mangerial Statics
10. Cochran : Sampling Techniques.
11. Croxton Cowden & Bolch Practical Business Statistics.
12. Hoel & Jassen : Basic Statistics for Business & Economics
13. Willkinson & Bhandarkar : Methodology & Techniques of Social Research ( Himalaya)
14. Shrivastava G.L. & V.N. shastry : Practical Problems in Statistics
15. Ethance D.N. : Fundamentals of statistics
16. Ethance D.N. : Practical Problems in Statistics.
17. S.P. Gupta Statistical Methods ( Sultan Chand)
18. Marketing Research : Principles, Application & Cases : Sharma D.D. ( Sultan Chand & sons., New Delhi).
19. Chunawalla, S.A. : Marketing Research Overview, ( Himalaya Pub., Nagpur/Bombay).
20. Patil S.G. Modern Marketing Research ( Himalaya Publ., House, Hagpur/Bombay).

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions, Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants selves with. Workshops, Group Discussion and Seminars are the additional sources of knowledge.**

**M.B.A. – Second semester**

**Paper No. : 202**

**Title : Personal Management**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

- UNIT – 1 Nature of Personal Management, Qualities of a Personal Manager, Functions of Personnel Management, Human Resource Planning : Process, Short Range and Long Range Analysis, Job Analysis, Job evaluation
- UNIT – 2 Recruitment & Selection Process, Psychological Testing, Interviews. Placement & Induction, Promotion demotions, Transfers, Separation, Absenteeism & Turnover. Employee Training, employee Discharge.
- UNIT – 3 Performance appraisal, traditional methods & modern methods of appraisal, Wages & Welfare Administration.
- UNIT – 4 Industrial Disputes Settlement, Trade Unionism, Unfair Labour Practices, Grievance Handling Management, discipline Management.

**Suggested Reading for Marketing Research:**

1. Dr. C.B. Mamoria : Personnel Management, Himalaya Publishing House, New Delhi
2. Bhagoliwal, T.N. Economics of Labour And Industrial Relations.
3. Davar, R.S.: personnel Management & Industrial Relations, Vikas Publishing House.
4. Fippo, E.B. Personnel Management McGraw Hill International Edition.
5. Jayagopal, R.: Human Resource Development : Conceptual Analysis & Strategies.
6. Prasad, L. & A.M. Bannerjee : Management of Human Resources.
7. Rubrabasawaraj M.N. Cases in Human Resource Management.
8. P.R.N. Sinha, I.B. Sinha S.P. Sekhar, Industrial Relation, Trade Union and labour Legislation, Pearson Education.
9. Ratna Sen, Industrial Relation in India : Shifting Paradigms, Mac Millan
10. Arun Monoappa, Managing Human Resource, Mac Millan
11. Arun Monappa Ms saiyadain Personnel Management, Tata Mc Graw Hill

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the class/rooms sessions. Students are supposed to update the knowledge with the new arrivals and study materials distributed in the class/room session. Visiting Faculty/ Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, Group Discussion and Seminars are the Additional sources of knowledge.

**M.B.A. – Second semester**

**Paper No. : 203**

**Title : Quantitative Techniques and Operations Research**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

- UNIT – 1 Index number, construction on index number, base shifting, splicing of two index number senses, uses and limitation of index numbers. Time series analysis : Variation time series, Trend Analysis, Cyclical Variation, Seasonal variation, Irregular Variation in time series, Trend Analysis, Variation, Seasonal Variation, Irregular Variation.
- UNIT – 2 Linear Programming Formulation LP Problem, Characteristics of LP problem, solution by graphic method, general LP problem.
- UNIT – 3 Transportation and Assignment Problem. The general structure of the problem, solving transportation problem, methods for initial feasible solution : VAM ( Vogel'a approximation method, N-WCM ( North west corner method, I.C.M. ( Lowest cost entry method). To find optimal solution: Modified distribution method, SSM ( Stepping stone method, Assignment problems.
- UNIT – 4 Replacement Decision Replacement of capital equipment that deteriorates with time, replacement of equipment's failing completely, replacement of staffing problem.

**Suggested Reading for Marketing Research :**

1. Quantitative Techniques. U.K. Shrivastava , New Age International (P) Ltd. For Management Decisions, G.V. Shenoy S.C. Sharma.
2. Statistical Methods, Dr. S.C. Gupta, Sultan Chand & Sons.
3. Quantitative Techniques, C.R. Kothari, Vikas Publishing House Pvt. Ltd.
4. Operations Research, S.D. Sharma, Kedar Nath Raminath & Co.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their backvolumes, periodicals and cases discussed during the classrooms sessions, Students are supposed to update this knowledge with the new arrivals and study material distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, Group Discussion and Seminars are the Additional sources of knowledge.

## M.B.A. – Second semester

Paper No. : 204

### Title : Accounting & Financial Management

(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)

Minimum Pass Marks: 40% in Written Examination & 40% is Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

- UNIT – 1 An overview of Management Accounting : Nature and functions Statement of Financial Information and changes in Financial Position, fund Flow and Cash Flow Statement preparation, financial Analysis, Evaluation of a firm's earning Power.
- UNIT – 2 Standard Costing and Variance Analysis, Cost Volume-Profit-Analysis. Decision making costs and marginal analysis.
- UNIT – 3 Nature Scope & Objectives of Financial Management, function of finance, Capital Structure, meaning & determinants of capital structure sources of capital shares, debentures, long-term loans, retained earning, financial leverages.
- UNIT – 4 Techniques of financial analysis, Determination of ratios, Liquidity ratios, Leverage ratios, profitability ratios, activity ratios, capital budgeting process, methods of investments evolution. Working Capital Management, cash & receivable management, Divided policy meaning & significance of dividend policy, forms & dividend.

#### Suggest Readings for Marketing Research :

1. Khan, M.Y. & P.K. Jain : Financial Management
2. Kuchhal, S.C. : Financial Management
3. Kulkarni P.V. : Corporation Finance : Principles and Problems.
4. Pandey L.M.: financial Management
5. Van Home J.C. : financial Management ( Tata McGraw Hill).
6. Khan M.Y. : Financial Management ( Tata McGraw Hill)
7. Jain N.K. : How to Borrow from Financial & Banking Institutions ( Nabhi Pub., New Delhi)
8. Srinivasan, S.Cash and Working Capital Management, Vikas Publishing House, New Delhi.
9. Dhameeja Nand and Sastry, K.S. Finance and Accounting for Management Competitiveness Wheeler Publishing Allahabad.
10. D.C. Sharma, Management Accounting.
11. Accounting from Financial Analysis: J.D. Agrawal, Institute of Finance, New Delhi.
12. Hingorani, N.L. & O.P. Chawala : Management Accounting
13. Hingorani, N.L. Ramanathan A.R. & Grewal T.S. Management Accounting.
14. Gupta, S.P. Management Accounting
15. Murthy, Guruprasad : Management Accounting
16. Shukla, S.M. Practical Problems in Advanced Accountancy.
17. Srinivasan, N.P. : Management Accounting
18. Anthony, R.N. : Management Accounting Text & Case ( Richard D. Inwin, Ilioois)
19. Anthony, R.N. : Management Accounting principle ( Richard D. Inwin, Ilioois)
20. Agarwal, J.D. : Accounting for Financial analysis ( Indian Institute of Finance, New Delhi)
21. Asdhir, Geal, Aggarwal: Basic Accounting ( Himalaya)
22. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.

## M.B.A. – Second semester

Paper No. : 205

### Title : Spread Sheet Analysis and Data Base Management

(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)

Minimum Pass Marks: 40% in Written Examination & 40% is Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

- UNIT – 1 Introduction of MS-Excel'97: worksheets – structure, components, saving, opening, formatting the worksheet, Working with Charts: Creating selecting the values, saving, loading and printing, Data Retrieval: Filter, Pivot Table, Working with functions- Mathematical, Statisticals and Financial.
- UNIT – 2 Database Management with MS Access: Building and database editing & editing records, deleting records, sorting and finding records. Concepts of Table, query, Form, Reports, Macro and module, Create Table, Data types and its properties.
- UNIT – 3 Forms : Creating & editing, Searching the database, sorting the database Editing and Modifying the database, Designing the custom screen display, working with Wizard, Query, Designing and execution of query.
- UNIT – 4 Report : Creating and printing formatted reports, Designing and different views of reports, Utility of reports, Concept and Primary and Foreign key in database, Relationship : Create and define the utility, managing multiple data files, Making decisions, Designing and developing programs, Debugging techniques, managing numbers and dates.

#### Computer Laboratory Practical Training

The course is designed to impart intensive training to the students in computer operation. It shall cover practical training in software packages through project work & assignments on MS Excel, MS-ACCESS. The shall be decided from time to time by the teacher(s) concerned and approved by Head of the Department.

### **Suggested Readings for Marketing Research:**

1. MS Access, BPB Publication.
2. Excel 4, BPB Publication.
- 3.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.

### **M.B.A. – Second semester**

**Paper No. : 206**

#### **Title : Seminar Case Analysis, Term Papers,**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% is Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

UNIT – 1 The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competitors group discussion, week and conferences, and surveys, management games, role-plays, workshops presentation, extempore and prepared speeches, library assignments, company studies project assignment etc. The wiehgtage of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean, F.M.S. The plan for the semester will be announced separately. The topics of the selected shall be from all the subject that are being taught or any other general topic of academic importance. Marks may be awarded on the basis of total performance of the examinees, for which the scheme of examination and evaluation shall be notified by the Professor & Head/Dean, DMS.The Evaluation is to be made internally out of 100 marks.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.

### **M.B.A. – Second semester**

**Paper No. : 207**

#### **Title : Comprehensive Viva-Voce**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% is Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.

**Faculty of Management Studies**

**Swami Vivekanand University, Sagar – (M.P.)**

**M.B.A. Syllabus ( 1<sup>st</sup> Batch) Year 2012-2014**

**(Maximum Marks: Each Paper – 100)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination  
Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

**M.B.A. Third Semester**

**Paper No. Title**

- 301 E-Marketing & Service Marketing
- 302 Sales Management & Distribution Management
- 303 Seminar & Term Paper ( Internal)
- 304 Comprehensive Viva-Voce

**Major : Marketing Management**

- 603 Consumer Behaviour & Brand Management
- 605 Advertising management & Promotion Management.

**Major : Financial Management**

- 702 Merchant Banking Financial Services & Mutual Funds.
- 705 Security Analysis & Portfolio Management & Capital Market Systems.

**Major : Human Resource Management**

- 1002 Organisational Development
- 1005 Labour Legislation

## M.B.A. – Third semester

Paper No. : 301

### Title : E-Marketing & Service Marketing

(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

- UNIT – 1 Introduction to the Resources of electronic Marketing Electro Marketing Resources that can be integrated into the traditional marketing process.
- UNIT – 2 Marketing Planning for on the Activities E-Marketing mix elements of electronic Ps.
- UNIT – 3 Electronic Marketing Implementation, Electronic Marketing Mix Strategies. An introduction to the internet, various preparations in the process of electronic marketing and E- Commerce.
- The future of online electronic marketing resource. Elements of electronic marketing, long term marketing relationship, securing the E-marketing site.
1. Ongoing customer communication.
  2. Customer Profile and Data Management
  - 3.
- UNIT – 4 Services: Service Sector and Economic, Growth, Service Concept, Characteristics and Classification of Service, Challenges. In Service Marketing Application of Service Services, Marketing for Non-Profit Organizations, Creating and delivering services: Planning, design, development and delivery of services product support services Relationship Marketing Concept, Process and importance.

#### Suggested Reading for Organization Development:

1. Electronic Marketing Electronic Resources in the Marketing Process, Joel Ready, Sharma

Schultz Kenneth Zimeman, Harcourt College Publishers. (The Dryden Press).

2. Tata Mc-Graw Hill Publishing Company Limited, New Delhi E-Commerce, The Cutting Edge of Business by : Kamlesh K. Bajaj & Debjani Nag.
3. Singapore Pvt. Ltd. E-Business with Net-Commerce, Samantha Surely, Addison Westey Longman,
4. Limited, New Delhi Hand Book of Electronic Messaging Nancy Cox. Editor CRC, Viva-Book Private
5. Limited New Delhi. Hand Book of its management, Robert E Um Baugh, Editor CRC Book Private
6. Pvt. Ltd, CRC Press, LLC, New Delhi The Network Manager's Hand Book, John M. Lusa, Consulting Editor, Viva-Books
7. Press LLC, New Delhi. Hand Book of Data Management Sanjiv Purb a, Editor, Viva-Books Pvt.Ltd. CRC
8. New Delhi. V.A. Zethamal and M.J. Bitner, Service Marketing New Delhi Tata Mc-Graw Hill,
9. Ravishankar Service Marketing, New Delhi Global Press.
10. Western University. Kotler Philip, Marketing Management Eleventh Edition Person Education Asia, North
11. Pearson Education Asia. Amor Daniel: The E-Business Revolution, Hawley & Packard Professional Books,

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint themselves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.



**M.B.A. – Third semester**

**Paper No. : 302**

**Title : Sales Management Distribution Management**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

- UNIT – 1 Introduction definition, objectives, Functions and classification of Sales Management sifting under the marketing concept Interdependence of Salesmanship and Advertising.
- The sales Organization: Purpose principles and policies of Sales Organization sifting up the sales organization, typical sales of ionization structure, planning of the sifting factors.
- UNIT – 2 Sales Forecasting Sales Strategies and policies of determining the size of the sales force, sales territories, routing and scheduling, controlling the selling effort sales, budget and budgeting procedure quota sifting and administration.
- UNIT – 3 Management of Sales force: Personal Problems of Sale Management, recruiting and selecting, training and development motivating salesmen, sales meetings and contests compensating sales personnel, evaluating and supervising salesmen.
- UNIT – 4 Distribution: Design Distribution Channel management of Channels and cooperation, conflict and competition, vertical and Horizontal Marketing Systems. Wholesaler, Retailing & Retailer Marketing Decisions. Physical Distribution: Objectives, order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution. Emerging Trends in Distribution customer oriented supply chain and internet as a medium for order processing.

**Suggested Readings for Organization Development:**

1. Sales Management Decision Strategies & Cases, R.R. Still, E.W. Curd if & N.A.P. Govoni, Prentice Hall India.
2. Sales Distribution Management, F.L.Lobo, Global Business Press New Delhi.
3. Salesmanship and Publicity, Rustom S. Davar, Sohrab R. ar Mis;; R. Davar, Vikas Publishing House New Delhi
4. Cindiff and Govni, Sales Management- Decisions, Strategy and Cases, New Delhi: Prentice Ha of India Ltd.
5. Watuba, Thomas R, Sales Management – Texts and Cases, Business Publication Inc.
6. Acharya and Govekar, Marketing and sales Management concept prentice and Cases.
7. Johnson, Kutz and Schedving – Sales Management Concept Prentice andCases.

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.**

**M.B.A. – Third semester**

**Paper No. : 304**

**Title : Seminar / Term Paper**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% is Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competitors group discussion, week and conferences and surveys, management games, role-plays, workshops presentation extempore and prepared speeches, library assignments, company studies project assignment etc. The wiehgtag of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean, F.M.S. The plan for the semester will be announced separately. The topics of the selected shall be informal the subject that are being taught or any other general topic of academic importance, Marks may be awarded on the basis total performance of the examinees, for which the scheme of examination and evaluation shall be notified by the Professor & Head/ Dean, DMS.The evaluation is to be made initially out f 100 marks.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.

**M.B.A. – Third semester**

**Paper No. : 305**

**Title : Comprehensive Viva-Voce**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% is Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

The Comprehensive Viva-Voce Examination would assess the theoretical, Pracatic as well as behavioral competence of the candidate. The evaluation in panoramic covering the subject taught in the entire two year programme to examine the managerial skills the candidate is supposed to posses. The candidate is required to update him/her self with the computer education he/she has undergone; the management games and exercises they have been taught and the cases that have been discuss during the session. The candidate in this Examination a supposed to be abreast with the corporate and business environment within and outside the nation.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.

## Major Specialization : Marketing Management

M.B.A. – Third semester

Paper No. : 603

### Title : Consumer Behaviour & Brand Management

(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)

Minimum Pass Marks: 40% in Written Examination & 40% is Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

UNIT – 1 Introduction: The application of consumer behaviour principles to strategic marketing, consumer Research.

Consumer Psychographics: Constructing a psychographics inventory, application psychographics analysis.

The Nature of consumer Attitudes: Structural models of attitudes, The measurement of attitudes. Social Class and consumer Behaviour. The measurement of social class. Lifestyle profiles of the social classes.

The influence of Culture on Consumer Behaviour: Characteristics of Culture. The measurement of culture. Personal Inference and the Opinion Leadership process: Measurement of opinion leadership.

UNIT – 2 Consumer Decision Making: Four views of consumer decision making – Economic man, passive man, cognitive man, emotional man, A model of consumer decision-making. Comprehensive models of consumer Decision making, Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model, Sheth family decision making model, B tman's information- procession model of consumer choice, Sheth-Newman- Gross model of Consumption values.

UNIT – 3 diffusion of innovations: The diffusion process. The tion process, A profile of the consumer innovator, Consumer Behaviour Applications of Profit and Non-For-Profit service organization: The marketing of services, Marketing Ethics and Public Policy Considerations: The social marketing concept Ethics in marketing.

UNIT – 4 Brand Management: Branding Concept, Brand Identify, Elements of Branding, Brand Decision, Brand Portfolio, Creating Brand: Brand Personality, Brand Image, Brand equity, Managing Brand Equity through Brand Loyalty, Brand Awareness, Perceived Quality, and Brand Associations, Branding Strategy, Brand Extension Decision, Evaluation of Brands.

#### Suggested Reading for Organization Development:

1. Leon G. Schiffman & Lesite Lazr Kamuk: Consumer Behaviour ( Prentice Hall of India Private Limited, New Delhi).
2. Singh, Raghbir: Marketing and Consumer : Behaviour ( Hall of India Limited, New Delhi).
3. Engel, J.F.: Consumer Behaviour ( Holt Reinshart, New York).
4. Peter, D. Bennett Hanold H. Kassarjian : Consumer behaviour ( Prentice Hall of India Limited, New Delhi).
5. David Aakers, Managing Brand Equilty, New York: Feeepress.
6. Jean Noel Kapters. Strategic Brand Management, New York: Freepress.
7. Tynn B. Upshaw, Building Brand bidentity.
8. David Aaker, Building Strange Brand.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.

## Major Specialization : Marketing Management

M.B.A. – Third semester

Paper No. : 605

### Title : Advertising Management & Promotion Management

(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

- UNIT – 1 Introduction: Definition, Objective, Functions and classification of advertising, Advertising as communication process: advertising versus other forms of mass communication, planning the communication programme, the communication mix, building of advertising programme: Copy, Strategy, message, Advertising appeals, AUDA Concept.
- UNIT – 2 Advertising media” general and special characteristics of different media, Media, Media planning, Advertising effectiveness: The rationale of advertising effectiveness through opinion recognition recall and inquiry tests and Sales measures, measurement of printed media audiences.
- UNIT – 3 Advertising Agency : functions of a modern agency, functions of the advertising department and advertising manager, advertising organization, Advertising Budget: Approaches and methods for determining the size of the advertising budget, factors influencing the size of advertising budget, advertising budget procedure, implementation and control of advertising budget.
- UNIT – 4 Self – Regulation of Advertising – Self Regulation by Advertising Media Public Relations & Sponsorship Marketing, Events Marketing: Goods in Advertising “Public” of Public Relation, Consumer Relations, Dealer Relation, employee Relation, Modeling, Fashion Show, Shop Display, E-Advertising. Making of advertisement Films. Sales Promotion planning. Direct Marketing: Direct response advertising. Tele Marketing, advertising on Internet.

#### Suggested Readings for Organization Development:

1. Advertising theory and practice Chunawalla Kumar, Sethaia Subramantion, Sachak the Malaya Publication House.
2. Advertising Management, Concept and Cases, Manendra Man, Tata McGraw Hill Publishing Company Limited,. New Delhi.
3. B.S. Rathore Advertising Management , Himalaya Publishing House.
4. Sale Promotion and Advertising Management M.N. Mishra Himalaya Publishing House.Bombey, Delhi, Nagpur.
5. Advertising Management Parag Diwan, Deep \* Deep Publication F- 159, Rajourt Garden, New Delhi.
6. Dr. C.N. Sontakki, Kalyani Publication, New Delhi.
7. Salesmanship and publicity, Rustom S. Davar, Vikas Publishing House, Pvt.Ltd.
8. Marketing Management ( The Millennium Edition, Philip Kitter)
9. Aalkes, Batra and Meyers, Advertising Management, New Delhi: Prantice Hall of India 1994
10. Manendra Mohan, Advertising Management, New Delhi: Tata McGraw Hill, 1995
11. Russel and Lange, Klepner’s Advertising Procedure, New Delhi: Perntice Hall of India
12. Promotion Management andMarketing Communication – Terence shimp – Dryden Press 1990.

**In Additional to above, students are supposed to use library’s reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.**

## Major Specialization : Marketing Management

M.B.A. – Third semester

Paper No. : 702

### Title : Merchant Banking, Financial Service and Mutual Fund

(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

- UNIT – 1 Origin of Merchant Banking, Service rendered by Merchant Bankers, Regulation of Merchant Banking Activity.
- UNIT – 2 Pre-issue Management: Preparation of Prospectus, Coordination, Marketing, Underwriting post-issue Management: Share – Transfers, Listing.
- UNIT – 3 Rating Agencies \_ CRISIL, ICRA, CARE: Depositions – ISDL : Venture Capital Development of Institutional Financing- IDBI and ICICL.
- UNIT – 4 Mutual Funds – Meaning and Concept, Investment, Trust Companies v/s Mutual Funds and Unit Trusts, Unit Trust of India; SEBI's Regulations, Types of Fund; Open and Funds; Off Shore Funds.

#### Suggested Readings for Organization Development:

1. Mutual of Merchant Banking ( Concepts, Practices & Procedures with SEBI clarification, guidelines, Rules and Regulations, Dr. J.C. Verma, Bharat Law House, New Delhi.
2. Agrawal, Dr. P.R.A. comprehensive Approach to Mutual F.....Orint Law House, New Delhi
3. Kuchhal, M.C., Corporation Finance.
4. Reilly Frank K., Investments, The Dryden Press, USA
5. Verma, J.C. Mutual Funds and Investment Profile, Bharat Publishing House, New Delhi
6. Emerging Scenailo of financial Services, by E. Gordan K. Natrajan, Himalaya Publishing House, New Delhi
7. Verma, J.C. Credit Rating, Practice & Proceudue, Bharat Publishing House New Delhi.
8. Haslem John A. The investor's Giode tp <itia; Fimds. ....rentice Hall, Erglewood Cliffs USA
9. Booson, Wanen: Keys to Investing in Mutual Funds.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge

## Major specialization: Financial Management

### M.B.A. – third semester

Paper no. : 705

## Title: security analysis & portfolio management and capital market system

(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

UNIT-I saving, investment, speculation, types of risks, measuring risk, variance, risk free rate of return, risk/return trade off, market equilibrium. Portfolio construction, diversification of portfolio, traditional v/s modern theories of portfolio analysis, capital asset pricing model(CAPM); beta v/s CAPM. Capital market line, securities market line.

UNIT-II utility of wealth, portfolio combinations, opportunities sets, efficient frontiers, portfolio mix and risk, the efficient market, asset allocation and dynamic hedging, equity research, fundamental analysis and country, industry, company, stock selection. Top down v/s bottom up approach, fundamental v/s technical analysis, technical analysis – dow theory, wave theory, FIBONACCI-golden section, relative strength analysis.

UNIT-III Instruments for issue of capital, stock exchange, prospectus, offer of sale, SEBI guidelines on public issues.

UNIT- Stock market- operations , functions, trading and settlement, national clearance and depository system, over the counter exchange of india(OTCEI), National stock exchange (NSE), stock holding corporation of india limited(SHCIL), central depository system.

Suggested reading for security analysis & portfolio management and capital market systems

1. Nabhi's mutual of SEBI: jain book agency, newdelhi
2. Manual of SEBI acts, rules , regulations , guidelines, criteria etc. Bharat law house newdelhi
3. Avadhani V.A , investment Management , Himalaya publishing house Mumbai
4. Blake , david, financial market analysis, McGraw- Hill international editions, financial services
5. Haugen, Robert A: Modern investment theory, Prentice hall inc. USA
6. Fisher, Donald E & Jordan Ronald J, Security analysis an portfolio management, Prentice hall of india newdelhi
7. Barva, samir K, Verma J.R and raghunath V.Portfolio Management, Tata McGraw Hill Company Ltd. Newdelhi
8. Francis jack clark, investment analysis and management McGraw- Hill USA

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge

**Major specialization: personnel management**

**M.B.A. – third semester**

**Paper no. : 1002**

Title: Organisation development

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

UNIT –I Introduction: definitions, nature of organizational development, organizational effectiveness, management of change, change agents.

UNIT-II Underlying assumptions of organizational development, operation components of OD, action research in the process of OD.

UNIT –III Team building interventions , intergroup interventions, personal, interpersonal and group process interventions.

UNIT-IV Comprehensive interventions and structural interventions

Suggested reading for Organization Development

1. Dr. C.B Mamoria personnel management.
2. Bhagoliwal, T.N Economics of labour and industrial relation.
3. Davar, R.S: Personnel management .
4. Flippo, E.B:Personnel Management.
5. Jayagopal, R: Human Resource Development: Conceptual Analysis and strategies.
6. Prasad, L. & A.N. bannerjee: management of human resources.
7. Rubrabasavaraj, .M.N. Cases in Human Resource Management.
8. Kesho Prasad, Organisational Development for excellence, Mac millan,India.

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge**

M.B.A. – third semester

Paper no. : 1005

Title: labour Legislation

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination  
Time Written – 3 Hrs. & Sessional – 1.30 Hrs

UNIT-I 1. Factories Act 1948

2. Provident fund and miscellaneous provisions Act 1952

3. Payment of Wages Act 1936

UNIT-II 1. Trade Unions Act 1926

2. Industrial Dispute Act 1947, Object and Scope, Definitions, Settlement of Industrial Disputes, Strike, Lockout, Layoff, Retrenchment, Transfer, Closure.

UNIT-III 1. Workmen compensation Act 1923

2. Employee State Insurance Act 1948

3. Maternity Benefit Act 1961

4. Equal Remuneration 1976

UNIT- IV 1. Minimum Wages Act 1948

2. payment of Bonus Act 1965

3. Payment of Gratuity Act.

Suggested reading for Labour Legislation

1. S.K. Puri: Labour and Industrial Laws, Allahabad Law Agency.
2. S.N. Mishra , Labour & Industrial Laws, Pioneer Books, New Delhi.
3. G.M.Kothari, A Study of Industrial Laws (N.M.Tripathi, Bombay)
4. N.D.Kapoor, Handbook of Industrial Laws, Sultan Chand, New Delhi.
5. B.K Batra & N.K Kalra, Merchantile law including company & industrial laws, Tata Mcgraw hills Publishing house New Delhi.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge



**Faculty Of Management studies**

**Swami Vivekanand University, Sagar – (M.P.)**

**M.B.A. Syllabus ( 1<sup>st</sup> Batch) Year 2012-2014**

**(Maximum Marks: Each Paper-100)**

**(Maximum Marks:Each Paper -100 ,Written 80,Sessional :20,Pass Marks :40%)**

M.B.A Fourth semester.

Paper No.	Title
401	Strategic Management
402	Seminar & Term Paper (Internal).
403	Project Report & Viva Voice (internal)
404	comprehensive viva – voice(internal)
<b>Major</b>	<b>Marketing management</b>
<b>604</b>	<b>International Marketing</b>
<b>Major</b>	<b>Financial management</b>
<b>704</b>	<b>International Finance</b>
<b>Major</b>	<b>Human resource management</b>
<b>1004</b>	<b>Human Resource Development</b>

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

UNIT-I Introduction to business policy and strategic management: introduction to business policy as a discipline, the nature of business policy, importance of business policy, purpose of business policy, objective of business policy.

Conceptual foundation in business policy: understanding strategy, defining strategy, level of at which strategy operates, types of planning system.

An overview of strategic management: nature of strategic decision making approaches to strategic decision making pattern of strategic behavior, process of strategic mgmt, strategist and their role in strategic management.

UNIT-II Mission and purpose, business definition and objectives: mission and purpose, business definition , objectives and goals

Environmental Appraisal: Concept of Environment, Components of Environment, Environmental Scanning, Appraising the Environment.

Organizational Appraisal: Dynamics of Internal Environment, Organizational Capability ,Factors, Consideration in Organizational Appraisal, Methods and Techniques used for Organizational Appraisal, Structuring Organizational Appraisal.

Strategic Alternatives Grand Strategies, Modernization Strategies, Diversification and Integration Strategies, Merger, Takeover and Joint Venture Strategies, Turnaround , Dis-Investment and Liquidation Strategies, Combination Strategies.

UNIT-III Strategic Choice: Process of Strategic Choice , Corporate portfolio analysis, industry, competitor and SWOT analysis, subjective factors in strategic choice, contingency strategies, strategic plan.

Activity strategies: Interrelationship between formulation and implementation, issues in strategy implementation, project implementation, procedural implementation, resource allocation.

UNIT-IV Behavioural Implementation: leadership implementation, corporate culture, corporate politics and use of power, personal values and business ethics, social responsibility and strategic management.

Suggested reading for strategic management:

1. Business policy, azhar kazmi, tata McGraw Hill, New delhi
2. Business policy & strategic management, Azhar, Tata McGraw hill, newdelhi
3. Business policy, strategic planning & management, P.K. Gosh, sultan Chand, New Delhi
4. Strategic management, Francis Chrunilam, Himalaya publishing co. New delhi
5. Business policy & strategy, L.M. Prasad, Sultan Chand, New Delhi
6. Business policy & strategy concepts and reading by Mc-carty, D.J. Minichiello, J.R. Richard Delr Inc. New Delhi.
7. Business Policy & Strategic Management, Lawrence R.Jauch, Frank Bros,.& Co.(Publishers)Ltd. New Delhi.

In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge

Paper no. : 402

Title: Seminar & Term Paper

**(Maximum Marks: – 100, Minimum Pass Marks : 40%)**

The Seminar & Term Paper shall be based on various practical Exercises which, shall comprise of tutorial work, carry home tasks, debates, paper writing, case competitors group discussion, week and conferences and surveys, management games, role-plays, workshops presentation extempore and prepared speeches, library assignments, company studies project assignment etc, The wiehgtage of these items will be announced by the teachers concerned in consultation with the Professor & Head/Dean, F.M.S. The plan for the semester will be announced separately. The topics of the selected shall be informal the subject that are being taught or any other general topic of academic importance, Marks may be awarded on the basis total performance of the examinees, for which the scheme of examination and evaluation shall be notified by the Professor & Head/Dean, DMS. The evaluation is to be made initially out f 100 marks.

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.**

Paper no. : 403

Title: Project Report & Viva-Voce

**(Maximum Marks: – 100, Minimum Pass Marks : 40%)**

The candidates has to undergo on the job training as a part of MBA curriculum in any industrial establishment duly approved by the FMS in the MBA second semester. The project report/dissertation prepared by the candidates on the topic assigned for the said training will have to be presented by the candidates. Evaluation will made by the panel of examiners as decided by the prof. head & dean, FMS. Time to time the head and the dean of the department of business management, faculty of management Studies, in consultation with the teacher(S) concerned may also assign the tasks such as survey, project, evaluation, assessment, tours, reviews or any other assignment relevant to the need of the business education which the candidates will have to complete according to the specifications, formats, procedures as laid down the directed.

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint them selves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.**

Paper no. : 404

Title: Comprehensive Viva- Voce

**(Maximum Marks: – 100, Minimum Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

The Comprehensive Viva-Voce Examination would assess the theoretical, Practical as well as behavioral competence of the candidate. The evaluation is panoramic covering the subject taught in the entire two year programme to examine the managerial skills the candidate is supposed to possess. The candidate is required to update him/her self with the computer education he/she has undergone; the management games and exercises they have been taught and the cases that have been discussed during the session. The candidate in this Examination is supposed to be abreast with the corporate and business environment within and outside the nation.

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classroom sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do add to new knowledge to which the students should acquaint themselves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.**

## **Major Specialization: - Marketing Management**

M.B.A -Fourth semester.

Paper no. : 604

Title: International Marketing

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.

UNIT – I Trading Environment : Framework, Basis of International Trade- Foreign Trade and Economic Growth, Recent Trends in world trade- WTO, IMF, World Bank- Forms of Economic groupings- Major Regional Economy Groupings.

UNIT- II Indian foreign trade: Indian Trade policy- Recent trends in India's foreign trade – institutional infrastructure for export promotion in india.

UNIT-III Identification of foreign markets: product planning for exports. Export pricing- market entry and overseas Distribution system – Promotion promoting products internationally.

UNIT-IV Overseas Market Research: Marketing Plan for Exports – New Techniques in International marketing International subcontracting, Joint Ventures, counter trade Arrangements. Multinationals. Export Documents and Procedure.

Suggested Reading for International Marketing

1. International marketing, Rathore & Rathore, Himalaya publishing.
2. International Marketing, P. Sarvanavel, Himalaya Publishing. New Delhi

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint themselves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.**

## **Major Specialization: - International Finance**

M.B.A -Fourth semester.

Paper no. : 704

Title: **International Finance**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

**Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.**

UNIT-I Financial management in a global context, Recent changes in global financial market, The Business of payments, Components of balance of payments, deficit & surplus.

UNIT-II The International Monetary system, Introduction, IMF, European Monetary system(EMS), Economic & Monetary union(EMU).

UNIT-III International financial markets & Instruments, Euro market, an overview of the market funding instruments, International equity markets.

UNIT-IV The Foreign exchange markets, structure of the foreign exchange markets, currency internal rate, Future Contracts- Market & the trading Process.

Suggested Reading for International Finance:

1. Multinational Financial Management, Alan C. Sharpiro, Prentice Hall of India Private Ltd. New Delhi.
2. International Financial management, David B. Zenoff and Jack Zwick, Prentice Hall of India Private Ltd. New Delhi
3. P.G. Apte: International Financial Management, Tata McGraw Hill Publishing Company Limited, New Delhi
4. ICFAI- TMH Contemporary Management Services, International Finance, Tata McGraw Hill, New Delhi
5. Buckley, Adrian, International Finance, Prentice Hall Pvt., Newdelhi

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint themselves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.**

## **Major Specialization: - Human Resource Development**

M.B.A -Fourth semester.

Paper no. : 1004

Title: **Human Resource Development**

**(Maximum Marks: Each Paper – 100, Written 80, Session: 20 Pass Marks : 40%)**

**Minimum Pass Marks: 40% in Written Examination & 40% in Sessional Examination Time Written – 3 Hrs. & Sessional – 1.30 Hrs.**

UNIT-I HRD: Concept, system and Sub System, Goals, Quality of Worklife, Quality Circles, Counselling: Definition, Types of Counselling, Objectives.

UNIT-II Performance Management: concept, motivation and performance, analyzing and improving performance, methods for improving organizational performance: balance score card, bench marking, total quality management, knowledge management.

Reward system: objectives of compensation and reward system, designing reward system.

Career Planning and Development: Concept of career, career transition and choices, career anchors , career problems and organizational strategies for career development.

UNIT-III collective bargaining, workers participation in management: concept, work committee, joint management councils, shop councils and joint councils

India and International Labour Organisation: Objectives of ILO, Structure of ILO, Impact of ILO on Indian Labour issues.

UNIT-IV Voluntary Retirement Scheme, National Renewal Fund, Management Workforce Diversity, International HRM: Staffing, training , Compensation, HRD in Indian industry: strategies and experiences.

Suggested Reading for Human Resource Development

1. Edwin B Flippo: Personnel Management, Tata McGraw Hills, International Editions New Delhi.
2. Keith Davis: Human Behaviour at Work, Tata McGraw Hills publishing company New Delhi.
3. P.C. Tripathi, Human Resource Development, sultan and chand & sons
4. T.V. Rao and Uday Parikh, HRD in 21<sup>st</sup> century, McGraw Hills publishing company New Delhi.
5. B.S Bhatia, H.L. Verma, MC garg, HRD practices, assimilation and implication, deep and deep publication New Delhi
6. Arun monnappa, Industrial Relation, McGraw Hills publishing company New Delhi
7. HL Kaila, Human Resource Management, ALTVS Books Distributors New Delhi
8. Adwin b Phillippo, Personnel management, McGraw Hills international Editions
9. Award knowledge management, Pearson Education
10. Arun mannoppa, marukh engineer, HRM
11. P.R.N. Sinha S.P. Shekhar, Industrial Relation, Trade union and labour legislation, pearson education.
12. T.V. Rao, future of HRD, Mac Millian India.
13. Prem Chandra, Performance management, Mac Millian India.
14. Charanthimath, Total Quality management, Pearson Education
15. Besterfield Total Quality management, Pearson Education

**In Additional to above, students are supposed to use library's reference section of the Departmental and Central Library along with the latest journals, their back volumes, periodicals and cases discussed during the classrooms sessions. Students are supposed to update this knowledge with the new arrivals and study materials distributed in the classroom session. Visiting Faculty/Consultants do at to new knowledge to which the students should acquaint themselves with. Workshops, group Discussion and Seminars are the additional sources of knowledge.**