First Semester

Curriculum

MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore

For

Affiliated Institutions
# FIRST YEAR

## First Semester

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COURSES AND SYLLABUS FOR SECOND, THIRD AND FOURTH SEMESTER SHALL BE COMMUNICATED LATER.
FT-101C MANAGEMENT PRINCIPLES AND PRACTICES

Course Objective
The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.
Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course contents

1. Concept of Management
Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, the Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers. Cross cultural issues in management.
Case:Shui Fabrics.

2. Planning
Case:Planning for Diversified Activities in a Changing Environment

3. Concept and Nature of Objectives:
Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.
Case:Detroit and Toyota

4. Strategies and Policies:
Case: Coke verses Pepsi

5. Organizing
Case:Bajaj Auto
6. Controlling:
Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

Case: Controlling Information At Frito-lay, INC.

Text Readings

Suggested Readings
Course Objective
The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Examination
The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student (8 marks for internal test and 12 marks for cases / class participation). The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A will contain four questions from Part I-Business Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well numerical and/or cases/ practical problem(s). All questions will carry equal marks.

Course Contents

PART I – BUSINESS MATHEMATICS
Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

1. **Sets and Functions**: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications.

2. **Limits and Continuity of Functions**: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.

3. **Differentiation concepts**: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.

4. **Integration Concepts**: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus.

5. Discounting, Compounding, and Annuity.


PART II – BUSINESS STATISTICS
Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion- mean deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).
1. **Introduction to Statistics**: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions,

2. **Probability Theory and Probability Distributions**: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications

3. **Correlation & Regression**: Correlation (Karl Pearson’s and Spearman’s Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method


5. **Statistical Decision Theory**: Decision making process, Decisions under Uncertainty and Decisions under Risk.

**Text Reading**


**Suggested Readings (Latest Edition books)**


FT-103C ACCOUNTING FOR MANAGERS

Course Objective
The objective of this course is to acquaint the students with the basic concept of Financial, Cost, and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making.

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation) The semester examination carrying 80 marks will have two sections A and B. Section A worth 20 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 60 marks will contain five practical/numerical problem(s), out of which a candidate is required to attempt any three. These questions would require the candidates to take decision on management problems considering quantitative and non-quantitative factors both and to defend their decisions. Relevant data leading to simple calculations for arriving at relevant figures will be given to them.

Course Content
Part I: Financial Accounting
1. Basic Accounting Concepts and Fundamental Conventions.
5. Bank Reconciliation.

Part II: Cost Accounting
1. Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs.
2. Concept, Elements and Managerial Uses of Unit Cost, Batch Cost, Job Order Costs, Contract Cost, Process Cost, Joint Product Cost and By-Product Cost.
3. Cost Control and Cost Reduction, Target Costing and Activity Based Costing.

Part III: Management Accounting
4. Managerial Decision Making through Accounting Information.
Text Readings
3. Hansen, Management Accounting, 7th edition Cengage Learning, India

Suggested Readings
5. Louderback, Managerial Accounting 10th edition, Cengage Learning, India
Course Objective

The objective of this course is to help students to understand the basics of Information Technology and eBusiness Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment.

Examination Scheme:

The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). An External viva-voce will be of 30 marks. The end semester examination will be worth 50 marks having theory and cases/practical problems. There will be 7/8 questions out of which a student will be required to any 5 questions.

Course Content

Prerequisites for Course

1. Introduction to Computer:
   Hardware: Input / output devices, storage devices and memory.
   Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

2. Operating Systems
   WINDOWS XP: Basic Operations, utilities and features.
   UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, chmod, rmdir, who, who am i, banner, date, kill, etc.).
   (Students should be familiar with these concepts but there will be no questions from topics)

1. Application Software (MS-Office XP 2003)
   MS Word: word basics, formatting text and documents, introduction to mail merge & macros.
   MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects.
   MS PowerPoint: PowerPoint basics, creating presentation
   MS Access: Database creation, screen/form design, report generation using wizard


3. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

5. Payment Systems: Type of E-payment, digital token–based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment


7. Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI


Text Readings


Suggested Readings

1. Daniel Amor, “The E-Business (R) Evolution”, PHI Learning, New Delhi,
2. Hanson, E-Commerce & Web Marketing, Cengage Learning, India, 1st edition, 2009
FT-105C BUSINESS ENVIRONMENT

Course Objective
To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.
Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

Course Contents
1. Business Environment
Case Study: Lucent in the Era of Economic Reforms
2. Economic Planning & Development
Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world,
Case Study: Mahindra and Mahindra
3. India and the world
Liberalization and Privatization in India, Impact of Globalization in India, India’s Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multi national enterprises in India, Impact of WTO n Indian Business, NGO sector in India,
Case Study: Global Expansion Strategy of Indian Firms in China
4. International Tread
Case Study: Finolex’s Focus on Exports
5. Strategies for going Global
Case Study: Softcore Consultancy Services

6. Theory of Demand, Firms & Market Structure
Demand function, Income and substitution effects, Revealed preference approach and Demand forecast. Profit Maximization, Sales Maximization, Organizational slack, Ownership and Control. Competition, Monopoly, Oligopoly and Non-Price Competition
Case Study: Is Coca Cola in “Perfect” Business

Text Readings:
2. Palwar, Economic Environment of Business, PHI, New Delhi, 2009

Suggested Books
FT-106C ORGANIZATIONAL BEHAVIOUR AND PROCESSES

Course Objectives
Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.
Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course Contents

1. Foundations of Individual Behavior:
The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories, Perception, Cross cultural issues in OB.
Case: Right Man, Wrong Job?

2. Motivation:
Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.
Case: Frustrated at age 30.

3. Foundations of Group Behavior:
Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.
Case: A virtual team at Nanavati Associates.

4. Leadership:
Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent Development in Leadership Theory.
Case: Narayanmurthi and Infosys

5. Conflict and Negotiation

Case: The making of the Brooklyn Bluebirds.

6. Organizational Culture:
Concept, Relationship of Culture with organizational behavior, National and Global Culture, Levels of organizational culture, Analyzing managing and changing organizational culture, Global Implications for manager.

Case: Amazon.Com : Innovation via the "Two – Pizza Team."

7. Organizational Change and Stress Management:
Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management

Case: Innovating innovation.

Text Reading
5. Hitt, Millar, Colella, Organizational Behaviour A Strategic Approach, Wiley India edition

Suggested Reading
COURSE OBJECTIVE
The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

EXAMINATION
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.
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COURSE CONTENTS
I. Basics of Communication
   • Defining Communication.
   • Distinguishing between Business Communication and General Communication.
   • Process of Communication explained through various Models; Importance of Feedback.
   • Purpose of Organizational Communication.
   • Introduction to Corporate Communication.

2. Communication Networks
   • Channels of Communication - Formal : Upward, Downward, Lateral.
     Informal : Grapevine; Advantages and Disadvantages of the grapevine.
   • Comparing Formal and Informal Channels for Communication Situations.
   • Principles of Effective Communication.
   • Verbal Communication : using words, addition and obsolescence of words from the dictionary,
     Language as a tool for Communication.
   • Non-Verbal Communication : Importance of non-verbal communication, Kinesics, Proxemics,
     Paralanguage.
   • Cultural differences in Non-Verbal Behaviour.

3. Factors affecting Communication
   • Barriers to Effective Communication and ways to overcome them.
   • Listening : Importance of Listening
     Types of Listening
     Barriers to Listening and overcoming them
     Listening situations
     Developing Listening Skills.
4. Business Writing
- Basic patterns of business letters.
- Cover letters, Sales and Credit letters, Applications, etc..
- Directness in good news and neutral situations.
- Indirectness in bad news and persuasive messages.
- Choosing appropriate channels and media for effective communication.

5 Office Management
- Writing the perfect resume; tailoring the content to suit the requirements.
- E-mails, Memos and Circulars.
- Writing Reports and Proposals.

6 Presentation Strategies
- Preparing for and conducting Presentations.
- Interviewing and being interviewed.
- Group Discussions.
- Speeches and Public Speaking.

Practicals:
- Case analyses, discussion and presentation.
- Role plays.
- Group discussions.
- Comprehension skills based on reading and listening using audio-visual media.

TEXT READINGS

Suggested Readings
FT–108C BUSINESS LEGISLATION

Course Objective
The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

Course Contents
6. LAW OF PARTNERSHIP:
   - Definition and Nature of Partnership.
   - Formation of Partnership.
   - Rights, Duties and Liabilities of Partners.
   - Dissolution of Partnership Firm.

Text Readings
1. Avtar Singh, Mercantile Law, Eastern Book Company
5. Taxman’s General and Commercial Laws, 2009

Suggested Readings
- Rohini Aggrawal, Mercantile & Commercial Law, Taxmann, 2007
- Indian Contract act 1872
- Negotiable Instruments Act 1881
- Sale of Goods Act 1930
- Consumer Protection Act 1986
- Companies Act 1956
Second Semester
MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore
For
Affiliated Institutions

Chairman
Board of Studies in Management
Devi Ahilya Vishwavidyalaya
Indore
# Second Semester

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<td>FT 202C</td>
<td>Fundamentals of Operations Management</td>
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<td>FT 203C</td>
<td>Entrepreneurship</td>
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<td>FT 204C</td>
<td>Fundamentals of Financial Management</td>
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<td>FT 205C</td>
<td>Fundamentals of marketing Management</td>
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<td>FT 206C</td>
<td>Fundamentals of Human Resource Management</td>
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*Courses and syllabus for third and fourth semester shall be communicated later.*
FT-201C Operation Research for Business Decisions

Course Objective
The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A, worth 20 marks, will consist of three theory questions out of which student will be required to attempt any two questions. Section B, worth 60 marks will have five numerical/practical problems out of which a student will be required to attempt any four questions.

Course Contents
1 : Quantitative Techniques and Operations Research
Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques, OR Models

2 : Linear Programming

3 : Transportation Model
Mathematical Formulation, Initial Basic Feasible Solution, Vogel’s Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

4 : Assignment Problem
Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation.

5 : Dynamic Programming
6 : Waiting Line Models
Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations and Application of M/M/C (Infinite Population)

7 : Replacement Models

8 : Game Theory & Markov Chain Analysis

9 : Simulation & Computer Solutions
Introduction to simulation, Monte Carlo Technique and Its Applications. Linear programming Problem, Transportation problem with TORA and Excel solver.

Text Readings
1. Anderson, 
   Introduction to Management Science
2. Hamdy A. Taha, 
   Operations Research: An Introduction
   Pearson 2008
3. H.M. Wagner, 
   Principles of Operations Research with Application to Managerial Decisions
   PHI Learning, 2nd Ed., 2009.
4. Chawla, 
   Operation Research
   Kalyani Publication Ludhiyana, 2009
5. Sharma Anand, 
   Operation Research
   2008, Himalaya Publishing House
6. Kalawati, 
   Operations Research
   Vikas Publication Pvt.ltd.2008

Suggesting Readings
1. Winston, 
   Operation Research Application and Algorithm
   Cengage Learning 2008
2. Krajewski, Ritzmen, Malhotra, 
   Operations management: Process & value
   Pearson 2008
3. V. K. Kapoor, 
   Problems and Solutions in Operations Research
   New Delhi, Sultan Chand and Sons, 2001
4. F. Hillier, 
   Introduction to Operation Research
   TMH, 2005
5. Bobby Srinivasan and C.L. Sandblom, 
   Quantitative Analysis for Business Decisions
6. C.R. Kothari, 
   An Introduction to Operational Research
FT-202C FUNDAMENTALS OF OPERATIONS MANAGEMENT

Course Objective
The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases/ practical problems.

Course Contents
1. Introduction to Production and Operations Management:

2. Facilities Planning:
   Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model.

3. Layout of Manufacturing/service facility:
   Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.

4. Resources Requirement Planning:
   Capacity Planning, Concept and Application of Learning Curve.

5. Production Planning and Control: Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning.

6. Operations Scheduling:
Production Activity Control for Mass Manufacturing. (Assembly line balancing, batch processing and
Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson’s Rule), 2-jobs on m-
machines (Graphical method – Aker’s Algorithm)

7. **Quality Management** :

Evolution of Quality Concept, TQM, Quality Gurus (Juran, Crosby, Deming), Statistical Process
Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics
Curve and its applications, Quality Circles, Six Sigma, ISO 9000 & ISO14000.

8. **Emerging Trends in Operations Management**:

Business Process Reengineering (Principles and guidelines for implementation), Theory of
constraints.

**Text Readings (Latest Editions)**

1. Evans, *Operations Management Concepts Techniques and Applications*, Cengage Learning,
2. B. Mahadevan; *Operation Management; Theory and Practice*’ Pearson Education, Fifth
   Edition, New Delhi

**Suggested Readings (Latest Editions)**

1. Norman Gaither, *Operations Management*, Cengage Learning, India,
   Edition, New Delhi
FT- 203C Entrepreneurship

Course Objective:
The objective of this course is to familiarise the students with the ground realities of starting & managing their own Entrepreneurial ventures.

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.
Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course contents

Unit1: Introduction to Entrepreneurship
Case Study:- Entrepreneurship---Luck or Persistence

Unit II: Creating and Starting the Venture
Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.
Case Study: - 180s

Unit III: The Business Plan
Case Study:-(1) Dealing with the Competition, (2) A New Spin On Music.(Kuratko)

Unit IV: Financing and Managing the new venture
Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls.
Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising
. Case Study: - Darshan Enterprises
Unit V: New venture Expansion Strategies and Issues

Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

Case Study: - Satyam and GE

Unit VI: Institutional support to Entrepreneurship

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Case Study:- Project Planning A Case Study (V.Desai)

Unit VII: Choice of organisation:

Sole proprietorship, partnership, joint stock co., and co-operatives

Unit VIII: Exit strategies and social responsibilities


Case Study: - Air Asia

Text Readings:

5. Rajeev Roy, Entrepreneurship, Oxford University press 2009

Suggested Readings:

3 Barringer, Entrepreneurship Pearson education, 2008
4 Kanishka Bedi, Management and Entrepreneurship, Oxford University Press.
5 Desai Vasant, Dynamics of Entrepreneurship Development and Management, 2008, Himalaya Publishing House
6 Coulter, Entrepreneurship in Action, PHI Learning, 2008
Course Objective

The Objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

Examination

Internal Marks: 20 by way of class participation of 8 marks and 2 class tests for 12 marks.

External exam: 80 marks. There will be two sections. Section A, theoretical, is worth 32 marks with 3 questions out of which student will attempt any 2. Section B will contain practical, numerical and case(s) having 5 questions and will be worth 48 marks and student will be required to attempt 3 questions with or without choice.

Course Content

Unit 1: Introduction


Unit 2: Sources of Finance

Understanding about short term and long term sources of funds and their characteristics.

Unit 3: Financial Statement Analysis

Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency. Understanding and computation of various tools of financial analysis—such as Percentile Financial Statement and Ratios used in managerial decisions through analysis of financial statement of companies.

Unit 4: Statement of Changes in Financial Position


Unit 5: Leverage Analysis

Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage. CVP analysis, PV Chart and Break Even Analysis for business decisions. Importance of Margin of Safety for decision Making.
Unit 6: Operational Budgeting

Understanding the importance and process of Budgeting, Budget : Programme Budget, Fixed budget, Flexible Budget, Incremental Budget and responsibility Budgets. Concept and utility of Zero Based Budgeting, Rolling budget, Cash Budget and Operating budget.

Unit 7: Cost of Capital and Capital Structure Decision

Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.

Unit 8: Investment Decisions


Unit 9: Understanding Working Capital


Unit 10: Dividend Decision


Text Readings

Suggested Readings
FT–205C FUNDAMENTALS OF MARKETING MANAGEMENT

Course Objective
The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.
Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course Contents
Unit-1 Marketing Concepts
Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Marketing and Corporate Strategy.
Case Study: Maruti Udyog limited I & II

Unit-2 Market Segmentation, Targeting, Positioning
Case Study: Indian Air force

Unit-3 Product Decision
Case Study: Indian home products (P) ltd

Unit-4 Pricing Decision
Case Study: Ajanta shoes company ltd
Unit-5 Distribution Decisions
Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, Vertical and Horizontal Marketing Systems, Wholesaling and Retailing, introduction to Logistics,
**Case Study: Anand distributors (P) ltd**

Unit-6 Promotion Decisions
Effective Communication, Integrated Marketing Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,
**Case Study: Promotion of fairy Queen Express**

Unit-7 Marketing Strategies for Leaders, Challenges, Followers and Nichers

Unit-8 Emerging Trends in Marketing
An Introduction to Internet Marketing, Multi Level Marketing and Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

Text Readings

Suggested Books
Course Objective
The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices at international level.

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases. Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course Content
1: HRM Concept

Case: Vindhya Steels Ltd

2: Human Resource Acquisition Process

Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organisational Effectiveness

4: Appraising and Improving Performance:

Case: Appraising the Secretaries at Sweetwater U
5: Maintenance of Human Resources:

Case: Swati Textile India Limited.

6: Knowledge Management & International HRM
Knowledge & knowledge transfer, knowledge and situation cognition, Implications for knowledge transfer, knowledge management in multinational companies, knowledge management & International HRM.

Text Readings

Suggested Readings
FT - 108C-BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES

Course Objectives
The objectives of this course are to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases. Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations.

Course Contents

Section A

PART – I BUSINESS ETHICS


PART - II MANAGEMENT BY INDIAN VALUES

1. Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound.
2. Sources of Indian Ethos in Management: Vedas, Shastras, Smrities, Puranas, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopdesh, Guru Granth
Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts.

3. Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.


6. Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.

7. Cultural Heritage of India and its relevance for Modern Management: Concept of ‘Pancha - Rina’ (five-fold debt) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatusththeya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self.

8. Work Place Spirituality.

Section B

Cases in Business Ethics and Management by Indian Values.

Text Readings
1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009

Suggested Readings
1. Shashtri J.L., Ancient Indian Traditions and Mythology , 1st edi, Motilal Banarsidas, New Delhi
2. F. Max Muller, Sacred Books of East , Motilal Banarsidas, New Delhi
3. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,
Course Objective
The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and earn out business research using scientific methods and prepare research report(s) / paper(s).

Examination
The faculty member will award internal marks out of 20 (12 for Tests and 8 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Course Contents
Unit I: Introduction.

Unit II: Research Design:
Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research,

Unit III: Measurement Methods:

Unit IV: Data Analysis:
Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships, statistical inferences for one or two samples. Chi-square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research.

Unit V: Sharing the Results.
Reporting Research, Types of reports and Characteristics of a research report.

Text Readings

**Suggested Readings**
