

Unit IX

Trading in stock exchanges - functions of intermediates - screen based and scripless trading - online trading - types of quotes - settlement procedures - clearing house - speculation - margin trading - insider trading - investor protection.

Unit X

New issues market - IPOs pricing - listing requirements - stock indices - computation of indices - derivatives - options and futures - trading and settlement of derivative contracts

- pricing of options and futures.

REFERENCE

1. M.Y. Khan, "Financial Services", Tata McGraw Hill, 2001.
2. Machiraji, "Indian Financial System", Vikas Publishers, 1998.
3. Mark Grinblatt, Sheridan Titman, "Financial markets and corporate strategy", Tata McGraw Hill, New Delhi, 2003.
4. B.S. Bhatia, G.S. Bhatra, "Management of Capital Markets, Financial services and institutions", Deep & Deep Publishers, 2000.
5. Dr. S. Gurusamy, "Financial Services and Systems", Vijay Nicole Imprint, Pvt. Ltd. 2004.
6. L.M. Bhole, Financial Institutions and Markets, Tata McGraw Hill, 2002.
7. Sahadevan and Thiripalraju, Mutual Funds : Data interpretation & Analysis, Prentice Hall, New Delhi, 1997.
8. Sadhak, H, Mutual Funds in India, Sage Pub., New Delhi, 1997.
9. NCFM Study Material for Capital Markets, Financial Institutions, Mutual Funds, Derivatives Market, Trading Services & Regulations, NSE Publications, Chennai.
10. SEBI Guidelines, Bharat Publications, New Delhi.

SYLLABUS FOR MBA COURSE

Paper	Subject
FIRST YEAR	
1.	MANAGEMENT PRINCIPLES
2.	QUANTITATIVE METHODS IN BUSINESS
3.	ORGANISATIONAL BEHAVIOUR
4.	MANAGEMENT ACCOUNTING
5.	MANAGERIAL ECONOMICS
6.	LEGAL SYSTEMS IN BUSINESS
7.	RESEARCH METHODOLOGY AND COMMUNICATION
8.	APPLIED OPERATIONS RESEARCH
9.	HUMAN RESOURCES MANAGEMENT
10.	MARKETING MANAGEMENT
SECOND YEAR	
11.	PRODUCTION AND MATERIALS MANAGEMENT
12.	FINANCIAL MANAGEMENT
13.	COMPUTER LANGUAGES FOR MANAGEMENT
14.	BUSINESS POLICY AND STRATEGIC MANAGEMENT
15.	MANAGEMENT INFORMATION SYSTEMS AND EDP
16.	INTERNATIONAL MARKETING
17-20.	ELECTIVE SUBJECTS
21.	PROJECT WORK

FIRST YEAR

PAPER 1 - MANAGEMENT PRINCIPLES

Management defined – Basic Principles and process of Management. The evolution of Management. The evolution of Management Science.

Planning : Planning as the first step in the process of Management cycle – Basic techniques of Planning – Basic factors involved in planning – Key planning points – Psychological hazards to rational planning – Strategic consideration in planning.

Policy Making: Policy making as a guide to action in the organization – General policies and specific policies in an organization – Basic areas of policy making.

Need for organization – Organizational hierarchy in large concerns – Top Management organization – Staff units and Committee – Factors to be considered in the establishment of an organization.

Basic division of Functional activities – Methods of grouping activities – Typical patterns used – Use of organizational charts and manuals.

Authority, relationship – Line function and staff – Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each.

Span of control – Pros and cons of narrow and wide spans of control – Optimum span.

Communication - Traits of good communications - Formal and informal channel - Follow up - Standard indoctrination - Explaining why consultative direction links in the chain of command, MIS - Basic.

Co-ordination - Need for co-ordination - techniques of securing co-ordinations. Concept of control - Application of the process of control at different levels of management (top, middle and first line). Performance standards - Measurements of performance - Remedial action. An integrated control system in an organization.

Motivation - determination of behaviour - Employee as a “Total Person” - Primary incentives.

Management by objectives - Management by exception - Decision making theory in management.

REFERENCES

1. Allen, L.A., Management and organization, McGraw Hill publishing co., ltd.
2. Chandrabose. D. Principles of Management and Administration PHI2002.
3. Hellriegel / Jackson / Solum, Management – A Competency based approach, Thomson, South Western.
4. Hannagan, Management concepts and practices, Macmillan India Ltd.,

5. Koontz o'Dohnel, Principles of Management Mcgraw Hill publishing co., Ltd.,
6. Prasad, I.M, Principles and practices of Management Sultanchand & Sons.
7. Peter Drucker, The practice of management – Hillied Publications.
8. Prasad, I.M., Principles and practice of management Sultan Chand & Sons .
9. Sathya Raju, Management : Text & Cases, PHI ,2002.
10. Stoner : Management, 6th Edition, PHI, 2002.
11. Robbins: Management, 7th Edition,PHI,2002
12. Certo : Modern Management, 9th Edition,PHI,2002.

PAPER 2 - QUANTITATIVE METHODS IN BUSINESS

UNIT - I

Probability: Rules of probability, Binomial, Poisson and Normal distribution – their applications in Business and Industrial problems – Baye's Theorem and its business applications. Risk and uncertainty in decision making – minimax, maximini and regret criteria – Hurwitz and Laplace criteria in business decision making – Decision tree.

UNIT - II

Elementary idea of different sampling techniques – Hypothesis testing – chi-Square test – Correlation and regression analysis – Single and two factor analysis of variance.

UNIT - III

Elementary Concepts of factor analysis, Multiple regression analysis, discriminate analysis, Cluster analysis and Co-joint analysis in marketing problems.

UNIT – IV

Application of Differentiation and Integration: Maxima, minima, average cost, total cost, marginal revenue, average revenue, total revenue – Consumer surplus and producer surplus.

UNIT – V

Research in business – Conducting investigation – Report writing – Academic and Business Research Reports – Research format.

REFERENCES

1. Richard I Levin and David S. Rubin Statistics for Management. Pearson Education Asia 2002.
2. David M. Levin, Simothy C Krehbiel and Mark L Berenson. Business Statistics – A first course. Pearson Education Asia – 2002.
3. Levin and Rubin, Statistics for Management – Prentice Hall of India 2001 7th edition.
4. Gupta S.P., and Gupta M.P., Business Statistics, New Delhi, Sultanchand 1997.
5. Sharma J.K., Quantitative Techniques for Managerial Decision, Macmillan India Ltd., 2001.
6. G.V. Shenoy and Madan Port, Statistical methods in Business and Social Science, Macmillan Indian Ltd., 1994.
7. Green and Tull, Marketing Research, Prentice Hall 1998.
8. Akar and Day, Marketing Research, Wiley and Sons 1998.

9. Cooper, Schindler, Business Research Methods; New Delhi, Tata MaGraw Hill.2001.
10. B.M. Agarwal, Quantitative Methods, Sultanchand, New Delhi 1996.
11. Render, Quantitative Analysis for Management, 7th Edition., PHI

PAPER 3 - ORGANISATIONAL BEHAVIOUR

1. Introduction of Organisational Behaviour: Foundations of Individual Behaviour - Personality, Perception, Learning, Values and Attitudes.
2. Motivation -Early theories, Contemporary theories, Motivation at work -Designing Motivating Jobs
3. Group Dynamics -Group Behaviour, Communication and Group Decision making, Intergroup relations.
4. Leadership – trait, Behavioural and contingency theories; Power and Politics; Trait, Behavioural Analysis (T.A.); Work stress.
5. Organisational structure and Design; Organisational change and development; Organisational Culture and climate.
6. Organisational conflict; causes, types of conflict, Management conflict.

REFERENCES

1. Fred Luthans, Organisation Behaviour, McGraw Hill
2. Hell Riegel, Slocum and Woodman, Organisation Behaviour, South Western, Thomson Learning, 9th Edition,
3. R.S. Dwivdi, Human Relations and Organizational Behaviour, Mc Millan India Ltd., 5th Edition.
4. Staw, B.M. Psychological Dimensions of Organizational Behaviour, 2nd Edition, Engle Wood Cliffs, Prentice Hall 1995.
5. Stephen P. Robbins, Organizational Behaviour, 9th Edition, Pearson Education, New Delhi, 2002.
6. Steven L. Mc Shane, Mary Ann Von Glinow, Organizational Behaviour, Tata McGraw Hill.
7. Hersey & Blanchard : Management of Organisational Behaviour, 8th Edition, PHI, 2002.

PAPER 4 - MANAGEMENT ACCOUNTING

Management Accounting – Meaning and purpose Financial Accounting – Preparation of Income statement and Balance Sheet – Interpretation and use of these statements by management.

1. Ratio Analysis and Funds Statement.
2. Capital Expenditure Evaluation – Capital budgetary concept – Methods – Limitations – Capital Expenditure control.
3. Budgetary Control – Nature and Objective of budgetary control – Limitations.
4. Cost Accounting – Elements of cost – Cost of goods manufactured – Pricing of elements – Basis of allocation – Standard costing and variance analysis – Job and process costing.
5. Marginal Costing – Cost volume – Profit relationship – Break – Even Analysis – Direct costing vs Absorption costing.
6. Reporting to management – Uses of Accounting information in Managerial decision-making.

REFERENCES

1. J.R. Batliboi, Double entry Book – Keeping – The Standard Accounting Publication Pvt. Ltd., India.
2. Horngren. Sundem ‘Sralton, Introduction to Management Accounting, New Delhi, Prentice Hall of India Pvt. Ltd., yr.1999.
3. Man Mohan & S.N. Goyal, Principal of Management Accounting – Sahityabhavan, Agra, India.
4. I.M. Pandey, Management Accounting, 3rd edition New Delhi, Vikas Publication, yr. 2000.
5. Robert N. Antony, Management Accounting Principles – D.B. Tareporevala Sons & Co. Ltd.
6. Ronald N. Hilton, Managerial Accounting, 5th edition New Delhi, Tata McGraw Hill yr.2002.
7. Srinivasan N.P. Management Accounting Sterling Publications, 1996.

PAPER 5 - MANAGERIAL ECONOMICS

The Scope and Methods of Managerial Economics, Risk, Uncertainty and Probability Analysis. Optimization techniques: Total, Average and Marginal Relationships, Optimization Analysis. Multivariate Optimization – Partial Derivatives; Constrained Optimization – by substitution, by Lagrangian Multiplier Method.

Approach to Managerial Decision Making and the theory of firm.

Demand Analysis, Basic Concepts, and tools of analysis for demand forecasting. Use of business indicators; Demand forecasting for consumer, Consumer Durable and Capital Goods. Concepts in resource allocation, cost analysis; break even analysis, short run and long run cost functions; production functions; cost-price output relations – Capital Investment Analysis. Economics of size and capacity utilization; Input-Output Analysis. Market Structure, Pricing and output; General Equilibrium. Pricing – Objectives – Pricing Methods and Approaches Product Line Pricing – Differential Pricing.

Capital Budgeting – Capital Management and Financial Policy – Monopoly Policy – Restrictive Agreements – Price Discrimination – Measurement of Economic Concentration – Policy against Monopoly and Restrictive Trade Practices.

Advertising – Contribution of Economic Theory, Methods of Determining Total Advertising Budget, Cyclical Fluctuations of Advertising, Measuring the Economic Effects of Advertising.

National Income and Product; Saving, Consumption, Investment, the theory of income determination.

REFERENCES

1. Dominick Salvatore, Managerial Economics in a Global Economy, 4th Edition, Thomson, 2001.
2. H. Craig Petersen, W. Cris Lewis, Managerial Economics, 4th Edition, Pearson Education, Asia, 2001.
3. Joel Dean, Managerial Economics, Prentice Hall India Ltd., 2001.
4. O.P. Chopra, Managerial Economics, New Delhi, Tata McGraw Hill 1985.
5. Paul A. Samuelson and William D. Nordhans, Economics, Tata McGraw Hill, New Delhi, 1998.
6. Maheswari : Managerial Economics, PHI, 2002

PAPER 6 - LEGAL SYSTEMS IN BUSINESS

MERCANTILE LAW

Contracts – Nature & Classification of contracts – consideration, capacity, performance & discharge of contracts. (Only General Contracts)

SALE OF GOODS ACT

Negotiable Instruments Act – Nature & requisites of negotiable instruments – Transfer of Negotiable Instruments – Holder in due course special rules for Cheques and Banks – Discharge of Negotiable Instruments.

COMPANY LAW

Types of companies – Memorandum & Articles of Association – Prospectus – Powers, Duties & Liabilities of Directors Meetings, Resolutions – Winding up.

INDUSTRIAL LAW

Factories Act, Minimum Wages Act, Industrial Disputes Act, Workmen's Compensation Act, Payment of Bonus Act.

ESI Act, CPF ACT 1952, Employees Family Pension Scheme, 1971, Payment of Gratuity Act 1972.

REFERENCES

1. N.D. Kapoor – Elements of Mercantile Law – Sultan Chand & Co., New Delhi 2001.
2. Avtar Singh – Company Law
3. Banking Law & Practice – Varshney
4. Banking Law & Practice – Tanner
5. Industrial Law – N.D. Kapoor

PAPER 7 - RESEARCH METHODOLOGY AND COMMUNICATION

OBJECTIVE

The Primary objective of the course is for the student to understand the relevance process of research for management, and to equip him/her for doing the project work. The secondary objective is to improve the communication ability of the student.

BASICS OF RESEARCH

Research meaning, scope and objectives – types of research, Problem definition, Operationalising the research problem. Formulation of hypothesis. Relevance of research for decision making in various functional areas of management.

COLLECTION OF DATA

Choosing the appropriate research mode, desk research, exploratory, descriptive and conclusive research. Experimental research design. Case study method of research. Questionnaire design: interviews; measurement and scaling techniques. Sampling techniques and sample size determination for survey research.

DATA ANALYSIS

Editing and coding of data, Use of Computer packages for data analysis. Univariate, bivariate and multivariate analysis. Application and statistical tests – Parametric and non parametric and interpretation of test results. (No need of theory and computational techniques).

PRESENTATION OF RESEARCH RESULTS

Tabulation – need, nature and guidelines – Ungrouped and grouped frequency tables, charts and diagram organizing a research report: Use of executive summary, appendix etc., Needs, functions and kinds of business letters. How to write an effective business letter – Language and layout of a business letter. Writing of Circular Letters, Sales Letters, Enquires and Replies, Collection Letters, Complaints and Public Relation Letters.

MEETINGS

Purpose – Procedure – Chairmanship – Participation – Physical arrangements, Seminars and Conferences: Types of discussion groups – Resulting speech – Conducting seminars, Organising conferences, evaluating oral presentation, Technical proposals; key factors – types – contents – format evaluation.

REFERENCE BOOKS

1. GOOD & HATT, Research Methods in Social Science.
2. E. MORY & COPPER, Business Research Methods.
3. K.V. RAO, Research Methods for Commerce and Management.

4. KOTHARI, Research Methods.
5. KRISHNA MOHAN & MEERA BANERS, Developing Communication Skills.
6. RAJENDRA PAL & J.S. KORLA HALLI, Essential of Business Communication.