

ANNEXURE : 54 K
SCAA DT: 29.02.2008

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046
SCHOOL OF DISTANCE EDUCATION
COURSE STRUCTURE (2008-2010)

MBA (INDUSTRY INTEGRATED)

PAPER NO	NAME OF THE SUBJECT	MARKS
First Year		
1.1	Principles of Management and Organisational Behaviour	100
1.2	Managerial Economics	100
1.3	Accounting and Finance for Managers	100
1.4	Marketing Management	100
1.5	Human Resource Management	100
1.6	Quantitative Techniques for Management	100
1.7	Research Methods for Management	100

BHARATHIAR UNIVERSITY: COIMBATORE – 641 046
SCHOOL OF DISTANCE EDUCATION
SYLLABUS (2007-2009)

Subject Title : Principles of Management and Organizational Behaviour

Course Number :
Number of Credit Hours : 3 (Three)

Subject Description :

This course presents the principles of management, emphasizing managerial functions and behavioural concepts and its practical applications in the organisation.

Goals: To enable the students to learn the basic functions, principles, concepts of management and behavioral aspects in the organization.

Objectives: On successful completion of the course the students should have:

1. understood the principles and functions of management.
2. learnt the scientific decision making process and problem solving techniques.
3. learnt modern management process.
4. learnt behavioural aspects of an individual in the organization.

Contents:

UNIT I

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

UNIT II

The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

UNIT III

The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.

UNIT IV

Organisational Behaviour : History - evolution, Challenges & opportunities, contributing disciplines, management functions and relevance to Organisation Behaviour. Organizational Behaviour responses to Global and Cultural diversity.

Personality - Determinants, structure, behaviour, assessment, psycho-analytical social learning, job-fit, trait theories.

Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behaviour, sources, types, consistency, work attitudes, values - importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organisation Errors, Managerial implications of perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.

UNIT V

Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, negotiation. Foundations of group behaviour : team decision making. Issues in Managing teams.

Organisational change - Managing planned change. Resistance to change - Approaches to managing organisational change - Organisational Development - values - interventions, change management- Organisational culture - Dynamics, role and types of culture and corporate culture.

REFERENCE

1. Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
2. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
3. Robbins.S.P., Fundamentals of Management, Pearson, 2003.
4. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
5. Umasekaran, Organisational Behaviour.
6. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Managerial Economics
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description :

This course presents the principles of economics, demand analysis, market structure and macro environment and its application in the decision making.

Goals: To enable the students to learn the basic principles of economics and its application in the decision making in the business.

Objectives: On successful completion of the course the students should have:

1. understood the principles economics.
2. learnt the demand analysis and various cost aspects in the business.
3. learnt the market structure and the decision making process for various markets.
4. learnt the profit, profit policies, cost volumes relationship.
5. learnt the macro environment of the business.

Contents:

UNIT I

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics- Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

REFERENCE

1. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
3. Athmanand.R., Managerial Economics, Excel, New Delhi, 2002.
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2004.
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Accounting and Finance for Managers
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description :

This course presents the principles of accounting, preparation of financial statements, analysis of financial statements, costing techniques, financial management and its functions.

Goals: To enable the students to learn the basic principles of accounting and preparation and analysis of financial statements and also the various functions of financial management.

Objectives: On successful completion of the course the students should have:

1. understood the principles and objectives of accounting.
2. learnt the preparation of financial statements and the various techniques of analyzing the financial statements.
3. learnt the costing methods and its application in decision making.
4. learnt the basic objectives of financial management , functions and its application in financial decision making .

Contents:

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)- Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems.

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT IV

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT - EPS Analysis - Operating Leverage - Financial Leverage - problems.

Capital Structure Theories - Dividend Policies - Types of Dividend Policy.

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

REFERENCE

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

**Note : 80% of the questions shall be theory based
20% of the questions shall be problems.**

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, Tally, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Marketing Management
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description :

This course presents the various concepts of marketing, buyer behaviour, marketing mix and the analysis of the market.

Goals: To enable the students to learn the basic of marketing, process, product mix, marketing channels, product promotion and the market.

Objectives: On successful completion of the course the students should have:

1. understood the various concepts of marketing.
2. learnt the buyer behaviour and market segmentations.
3. learnt the product mix, channels of distribution and promotion of a product.
4. learnt about the market and analyzing the market conditions.

Contents:

UNIT I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

UNIT II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

UNIT III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

UNIT IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

UNIT V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

REFERENCE

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmilan India, 2002.
4. Case and Simulations in Marketing - Ramphal and Gupta - Goltatia, Delhi.
5. Marketing Management – S.Jayachandran - TMH, 2003.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Human Resource Management
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description :

This course presents the human resource functions, recruitment, placement, training, development, compensation, managing quality, labour relations and employee security.

Goals: To enable the students to learn the importance of the human resources, recruitment and training and also the importance of the labour relations in the organization.

Objectives: On successful completion of the course the students should have:

1. understood the changing environment of the HRM and the role of the HR managers.
2. learnt the recruitment process and the application of the IT.
3. learnt the importance of the training and development.
4. learnt about the pay plans, performance appraisal and compensation.
5. learnt the importance of the labour relation, the employee security and collective bargaining.

Contents:

UNIT I: Human Resource Function

Human Resource Philosophy – Changing environments of HRM – Strategic human resource management – Using HRM to attain competitive advantage – Trends in HRM – Organisation of HR departments – Line and staff functions – Role of HR Managers.

UNIT II: Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT III: Training & Development

Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

UNIT IV: Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

UNIT V: Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

REFERENCE

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : **Quantitative Techniques for Management**
Course Number :
Number of Credit Hours : **3 (Three)**

Subject Description :

This course presents the various mathematical models, networking, probability, inventory models and simulations for managerial decisions.

Goals: To enable the students to learn techniques of operations research and resources management and their application in decision making in the management.

Objectives: On successful completion of the course the students should have:

1. understood the basic of the quantitative techniques.
2. learnt the feasible solution and optimum solution for the resource management.
3. learnt the time estimation and critical path for project.
4. learnt about the application of probability techniques in the decision making.
5. learnt the various inventory models and simulations in the resource planning and management.

Contents:

UNIT I

QT – Introduction – Measures of Central Tendency – Mean, Median, Mode.

Mathematical Models – deterministic and probabilistic – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution –simplex – solution.

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy and degeneracy model – Trans-shipment Model – Assignment Model – Travelling Salesmen problem.

UNIT III

Network Model – networking – CPM – critical path – Time estimates – critical path – crashing, Resource levelling, Resources planning. Waiting Line Model – Structure of model – M/M/1 for infinite population.

UNIT IV

UNIT IV

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

UNIT V

Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model – Game theory-zero sum games: Arithmetic and Graphical Method.

Simulation – types of simulation – Monte Carlo simulation – simulation problems.
Decision Theory – Pay off tables – decision criteria – decision trees.

REFERENCE

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. Statistical Methods – S P Gupta
3. Operations Research – Kanti Swarup, Gupta And Man Mohan
4. Operations Research – Dr. J.K. Sharma Macmillan Indian Ltd.
5. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

**Note : 80% of the questions shall be theory based
20% of the questions shall be problems.**

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, Excel, Systat, SPSS, Tora, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : **Research Methods for Management.**
Course Number :
Number of Credit Hours : **3 (Three)**

Subject Description :

This course presents the basic concept of research design, hypotheses, sampling techniques, testing the significance and report writing.

Goals: To enable the students to learn the importance of the research, various methods of analysis of data and its applications in the business management.

Objectives: On successful completion of the course the students should have:

1. understood the basic of the research methods..
2. learnt the various techniques of sampling.
3. learnt the various methods of analysis of data and its applicability in the decision making.
4. learnt to write a good research report.

Contents:

UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

REFERENCE

1. Rao K.V. Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

**Note : 80% of the questions shall be theory based
20% of the questions shall be problems.**

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, Excel, SPSS, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

BHARATHIAR UNIVERSITY: COIMBATORE-46
SCHOOL OF DISTANCE EDUCATION (SDE)
COURSE STRUCTURE (2008-2010)

QUESTION PAPER PATTERN

Time : 3 Hours

Max Marks : 100

Answer any Five Questions

(5 X 20 = 100 Marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
