

VERY IMPORTANT INSTRUCTIONS:
Kindly refer the official communication of the University in the
B.A. R&S file .

UNIVERSITY OF MADRAS

DEGREE OF MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

CHOICE BASED CREDIT SYSTEM

(W.E.F. 2008-2009)

REGULATIONS

(I) FOR FULL - TIME COURSE – (2 YEARS)

1. CONDITIONS FOR ADMISSION:

Candidates shall be required to have passed a Bachelor's Degree of the University of Madras or of any other University or a qualification accepted by the Syndicate of this University as equivalent thereto, shall be eligible for admission to MBA Degree Course.

2. ELIGIBILITY FOR THE AWARD OF DEGREE:

A candidate shall be eligible for the award of the Degree only if he/she has satisfactorily undergone the prescribed Course of Study in a College affiliated to this University for a period of not less than TWO academic years, passed the examinations of all the FOUR Semesters prescribed earning 91 CREDITS and fulfilled such conditions as have been prescribed therefore.

3. DURATION OF THE COURSE:

The course for FULL-TIME students shall extend over a period of TWO academic years consisting of FOUR Semesters. Each academic year shall be divided into Two Semesters. The FIRST academic year shall comprise the First & Second Semesters, the SECOND academic year the Third & Fourth Semesters and the THIRD academic year the Fifth & Sixth Semesters respectively.

The ODD Semesters shall consist of the period from July to November of each year and the EVEN Semesters from December to April of each year.

The duration of each semester will be about 16 weeks. The subjects of study shall be in accordance with the syllabus prescribed from time to time.

4. EXAMINATION:

There shall be four examinations, first semester examination at the middle of the first academic year and the second semester examination at the end of the first academic year. Similarly the third and fourth semester examinations will be held at the middle and the end of the second academic year respectively.

5. COURSE OF STUDY AND SCHEME OF EXAMINATIONS (FULL TIME)

The total number of subjects of study shall be 26 out of which 13 shall be compulsory subjects and the remaining 7 will be Electives, 4 will be soft skills and 1 Internship. A Project Work and a Viva-voce will also be in the Final Semester.

The FULL-TIME candidates shall take 7 subjects in the First semester, 8 subjects in the Second Semester, a summer internship, 6 subjects in the Third Semester and 3 Subjects and the Project Work and the Viva-voce in the Fourth Semester.

ELECTIVE SUBJECTS:

For any College affiliated to this University which wishes to offer Elective Subjects to their students, a Minimum enrolment in the Elective Subjects shall be SEVEN.

PROJECT REPORT & VIVA VOCE:

The Project Report must be submitted through the Supervisor and the Head of the Department on or before 15th April FOLLOWING THE THIRD SEMESTER Examination failing which the candidate will be treated as appearing on a second occasion and shall NOT BE ELIGIBLE for First Class and Ranking. The last date for submitting the Project Work for the November Examination shall be 30th November.

FIRST SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
1.	CORE MBA 1001	PAPER 1	I	4 HRS	4	3	25	75
2.	CORE MBA 1002	PAPER 2	I	4 HRS	4	3	25	75
3.	CORE MBA 1003	PAPER 3	I	4 HRS	4	3	25	75
4.	CORE MBA 1004	PAPER 4	I	4 HRS	4	3	25	75
5.	CORE MBA 1005	PAPER 5	I	4 HRS	4	3	25	75
6.	Elective MBA (Inter Disciplinary) MBA 1015 (A) or (B)	PAPER 6	I	3 HRS	3	3	25	75
7.	Soft Skills	PAPER 7	I	2 HRS	2	3	25	75

SECOND SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
8.	CORE MBA 1006	PAPER 8	II	4 HRS	4	4	25	75
9.	CORE MBA 1007	PAPER 9	II	4 HRS	4	4	25	75
10.	CORE MBA 1008	PAPER 10	II	4 HRS	4	4	25	75
11.	CORE MBA 1009	PAPER 11	II	4 HRS	4	4	25	75
12.	CORE MBA 1010	PAPER 12	II	4 HRS	4	4	25	75
13.	CORE MBA 1011	PAPER 13	II	4 HRS	4	4	25	75
14.	Elective MBA (Interdisciplinary) MBA 1016 (A) or (B)	PAPER 14	II	3 HRS	3	3	25	75
15.	Soft Skills	PAPER 15	II	2 HRS	2	3	25	75

SEMESTER I

S. No.	Subject Code	Subject
1.	MBA 1001	MANAGEMENT PRINCIPLES
2.	MBA 1002	QUANTITATIVE AND RESEARCH METHODS IN BUSINESS
3.	MBA 1003	ORGANISATIONAL BEHAVIOUR
4.	MBA 1004	MANAGEMENT ACCOUNTING
5.	MBA 1005	MANAGERIAL ECONOMICS
6.	MBA1015	(A) BUSINESS COMMUNICATION OR (B) ENTREPRENEURSHIP AND MANAGEMENT OF SMALL BUSINESS
7.	Soft skills	SOFT SKILLS – 1*

SEMESTER II

8.	MBA1006	LEGAL SYSTEMS IN BUSINESS
9.	MBA 1007	APPLIED OPERATIONS RESEACH
10.	MBA 1008	HUMAN RESOURCES MANAGEMENT
11.	MBA 1009	MARKETING MANAGEMENT
12.	MBA 1010	PRODUCTION AND MATERIALS MANAGEMENT
13.	MBA 1011	FINANCIAL MANAGEMENT
14.	MBA 1016	(A) COMPUTER LANGUAGES FOR MANAGEMENT OR (B) TOTAL QUALITY MANAGEMENT
15.	Soft Skills	SOFT SKILLS – 2 *

* Refer to Soft Skills (PG) Syllabus for soft skills and internship.

** Students should choose Five Subjects from the following list in consultation with the Head of the Institution.

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted with Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits).

ELECTIVE SUBJECTS

S. No.	Subject Code	SUBJECT
1.	MBA 1017	MARKETING RESEARCH AND CONSUMER BEHAVIOUR
2.	MBA 1018	CORPORATE FINANCE
3.	MBA 1019	ADVERTISING MANAGEMENT AND SALES PROMOTION
4.	MBA 1020	SALES MANAGEMENT AND DISTRIBUTION MANAGEMENT
5.	MBA 1021	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
6.	MBA 1022	TAX MANAGEMENT
7.	MBA 1023	NEW PRODUCT STRATEGY AND MANAGEMENT
8.	MBA 1024	INDUSTRIAL MARKETING
9.	MBA 1025	DATA BASE MANAGEMENT SYSTEMS
10.	MBA 1026	SERVICES MARKETING
11.	MBA 1027	SYSTEM ANALYSIS AND DESIGN
12.	MBA 1028	DECISION SUPPORT SYSTEM
13.	MBA 1029	E-BUSINESS TECHNOLOGY AND MANAGEMENT
14.	MBA 1030	MERCHANT BANKING AND FINANCIAL SERVICES
15.	MBA 1031	HUMAN RESOURCES DEVELOPMENT (HRD)
16.	MBA 1032	CUSTOMER RELATIONS MANAGEMENT AND RELATIONSHIP MARKETING
17.	MBA 1033	TRAINING AND DEVELOPMENT
18.	MBA 1034	ORGANISATIONAL DEVELOPMENT
19.	MBA 1035	RETAIL MARKETING
20.	MBA 1036	RURAL MARKETING
21.	MBA 1037	DERIVATIVES
22.	MBA 1038	RISK MANAGEMENT AND INSURANCE
23.	MBA 1039	INDUSTRIAL AND LABOUR RELATIONS
24.	MBA 1040	INTERNATIONAL MARKETING

6. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER:

- i. Candidates shall register their names for the First Semester Examination after the admission in PG Courses.
- ii. Candidates shall be permitted to proceed from, the First Semester upto Final Semester irrespective of their failure in any of the Semester Examination subject to the condition that the candidates should register for all the arrears subjects of earlier semester along with current (subsequent) Semester subjects.
- iii. Candidates shall be eligible to go to subsequent Semester, only if they earn, sufficient attendance as prescribed by the Syndicate from time to time provided in case of candidate earning less than 50% of attendance in any one of the Semesters due to any extraordinary circumstance such as medical grounds. Such candidates, who shall produce Medical Certificate issued by the

Authorized Medical Attendant (AMA), duly certified by the Principal of the College, shall be permitted to proceed to the next semester and to complete the course of study. Such candidate shall have to repeat the missed semester by rejoining after completion of final semester of the course, after paying the fee for the break of study as prescribed by the University from time to time.

7. PASSING MINIMUM:

- (i) A candidate who secures not less than 50 percent marks in the External Written Examination and the aggregate (i.e. Written Examination Marks and the Internal Assessment Marks put together) respectively of each paper shall be declared to have passed the examination in that subject.
- (ii)
 - (a) A candidate shall be declared to have passed Project Work and Viva-Voce respectively, if he/she secures a minimum 50 percent marks in the Project Work Evaluation and the Viva Voce respectively.
 - (b) A candidate failing in any subject will be permitted to appear for the examinations again on a subsequent occasion without putting in any additional attendance.
 - (c) A candidate who fails in either Project Work or Viva-Voce shall be permitted to redo the Project Work for evaluation and reappear for the Viva-Voce on a subsequent occasion, if so recommended by the Examiners.
- (iii) A Candidate who successfully completes the course and passes the examinations of all the FOUR Semesters prescribed as per Scheme of Examinations earning 91 CREDITS shall be declared to have qualified for the Degree, provided the whole course has been completed within a maximum of 4 YEARS from the date of initially joining the course in the case of a FULL-TIME candidates.

8. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Successful candidates securing not less than 60 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class, provided they have passed the Project Work and the Viva-Voce at the FIRST appearance and the Examination of all the other subjects within TWO YEARS after their admission in the case of FULL-TIME students.

Successful candidates securing not less than 75 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class with Distinction provided they pass all the examinations prescribed for the course at the First appearance/instance. All other successful candidates shall be declared to have passed the examination in the Second Class.

9. GRADING SYSTEM

The term grading system indicates a Seven (7) point scale of evaluation of the performance students in terms of marks obtained in the CIA and External Examiners grade and letter grade.

SEVEN POINT SCALE (As per UGC notification 1998)

GRADE	GRADE POINT	PERCENTAGEEQUIVALENT
'O' = Outstanding	5.50 - 6.00	75 -100
'A' = Very Good	4.50 - 5.49	65-74
'B' = Good	3.50 - 4.49	55-64
'C' = Average	2.50 - 3.49	45-54
'D' = Below Average	1.50-2.49	35-44
'E' = Poor	0.50 -1.49	25-34
'F' = Fail	0.00 - 0.49	0-24

10. RANKING:

Candidates who pass all the examinations prescribed for the Course in the FIRST APPEARANCE ITSELF ALONE are eligible for Ranking/Distinction.

Provided in the case of Candidates who pass all the examinations prescribed for the Course with a break in the First Appearance due to the reasons as furnished in the Regulations under REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER are only eligible for Classification.

11. QUESTION PAPER PATTERN

Total Marks for each subject 100 Marks

University Exam 75 Marks

Internal Assessment 25 Marks

Duration: 3 Hours Max. Marks: 100

Part A - 10 out of 12 questions (10X 1 = 10)

Part B – 5 out of 7 questions (5 X 5 = 25)

Part C 1 question (Case Study or Problem) is Compulsory

3 out of remaining 4 questions (4 X 10= 40)

12. APPEARANCE FOR IMPROVEMENT:

Candidates who have passed in a theory paper / papers are allowed to appear again for theory paper / papers only once in order to improve his/her marks, by paying the fee prescribed from time to time. Such candidates are allowed to improve within a maximum period of 10 semesters counting from his/her first semester of his/her admission. If candidate improve his marks, then his improved marks will be taken into consideration for the award of Classification only. Such improved marks will not be counted for the award of Prizes / Medals, Rank and Distinction. If the candidate does not show improvement in the marks, his previous marks will be taken into consideration.

No candidate will be allowed to improve marks in the Practical, Project, Viva-voce, Field work.

13. TRANSITORY PROVISION:

Candidates who have undergone the course of study prior to the academic year 2008-2009 will be permitted to appear for the examinations under those Regulations for a period of three years i.e. up to and inclusive of April/May 2012 Examination only under the Regulations then in force.

UNIVERSITY OF MADRAS

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

(M. B.A.)

(II) REGULATIONS FOR PART-TIME COURSE - (3-YEARS)

(Effective from the Academic Year 2008-2009 and thereafter)

1. CONDITIONS FOR ADMISSION:

Candidates shall be required to have passed a Bachelor's Degree of the University of Madras or of any other University or a qualification accepted by the Syndicate of this University as equivalent thereto. The provision of sponsoring candidates by the concerned Organization be dispensed with. The minimum of Two Years Work Experience at Executive/Supervisory Level is essential after passing the qualifying examinations for admission to MB.A. Part-time Degree Course.

2. ELIGIBILITY FOR THE AWARD OF DEGREE:

A candidate shall be eligible for the award of the Degree only if he/she has satisfactorily undergone the prescribed Course of Study in a College affiliated to this University for a period of not less than THREE academic years, passed the examinations of all the SIX Semesters prescribed earning 91 CREDITS and fulfilled such conditions as have been prescribed therefore.

3. DURATION OF THE COURSE:

The Part-time Master's Degree Courses shall be conducted as EVENING COURSES.

4. EXAMINATION:

The course for PART-TIME students shall extend over a period of THREE academic years consisting of SIX Semesters. Each academic year shall be divided into Two Semesters. The FIRST academic year shall comprise the First & Second Semesters, the SECOND academic year the Third & Fourth Semesters and the THIRD academic year the Fifth & Sixth Semesters respectively.

The ODD Semesters shall consist of the period from July to November of each year and the EVEN Semesters from December to April of each year.

The duration of each semester will be about 16 weeks. The subjects of study shall be in accordance with the syllabus prescribed from time to time.

5. COURSE OF STUDY AND SCHEME OF EXAMINATION

The total number of subjects of study shall be 26 out of which 14 shall be compulsory subjects including project work and Viva- Voce, 7 shall be electives including 2 interdisciplinary electives, 4 soft skills courses and an Internship .

The PART-TIME candidates shall take 4 Core subjects in the First Semester, 3 Core subjects and 1 elective (Interdisciplinary) in the Second and Third Semesters, 3 Core subjects and 1 Elective subject in the Fourth Semester and 4 Elective Subjects in the Fifth Semester. The Sixth Semester will be devoted exclusively for completing the Project Work and the Viva-voce.

The candidates shall also take 1 soft skills course in the First, Second, Third and Fourth Semester. They will also undertake an internship at the end of the Fourth Semester.

ELECTIVE SUBJECTS:

For any College affiliated to this University which wishes to offer Elective Subjects to their students, a minimum enrolment in the Elective Subjects shall be SEVEN.

Scheme of examinations (Part Time)

FIRST SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
1.	CORE MBA 1001	PAPER 1	I	4 HRS	4	3	25	75
2.	CORE MBA 1002	PAPER 2	I	4 HRS	4	3	25	75
3.	CORE MBA 1003	PAPER 3	I	4 HRS	4	3	25	75
4.	CORE MBA 1004	PAPER 4	I	4 HRS	4	3	25	75
5.	SOFT SKILLS	PAPER 5	1	2HRS	2	3	25	75

SECOND SEMESTER

S.NO	COURSE COMPONENTS	NAME OF COURSE	SEMESTER	INST. HOURS	CREDITS	EXAM DURATION HRS	MAX MARKS	
							CIA	EXTERNAL
6.	CORE MBA 1005	PAPER 6	II	4 HRS	4	3	25	75
7.	CORE MBA 1006	PAPER 7	II	4 HRS	4	3	25	75
8.	CORE MBA 1007	PAPER 8	II	4 HRS	4	3	25	75
9.	Elective MBA (Interdisciplinary)	PAPER 9	II	3HRS	3	3	25	75
10.	SOFT SKILLS	PAPER 10	II	2HRS	2	3	25	75

SUBJECTS OF STUDY

SEMESTER-I

S.No.	Subject Code	Subject
1.	MBA 1001	MANAGEMENT PRINCIPLES
2.	MBA 1002	QUANTITATIVE AND RESEARCH METHODS IN BUSINESS
3.	MBA 1003	ORGANISATIONAL BEHAVIOUR
4.	MBA 1004	MANAGEMENT ACCOUNTING
5.	Soft Skills	SOFT SKILLS – 1*

SEMESTER II

6.	MBA 1005	MANAGERIAL ECONOMICS
7.	MBA 1006	LEGAL SYSTEMS IN BUSINESS
8.	MBA 1007	APPLIED OPERATIONS RESEARCH
9.	MBA 1015	(A) BUSINESS COMMUNICATION OR (B) ENTREPRENEURSHIP AND MANAGEMENT OF SMALL BUSINESS
10.	Soft Skills	SOFT SKILLS – 2 *

* Refer to Soft Skills (PG) Syllabus for soft skills and internship.

** Students should choose FIVE Subjects from the following list in consultation with the Head of the Institution.

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted with Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits).

6. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER:

- i. Candidates shall register their names for the First Semester Examination after the admission in PG Courses.
- ii Candidates shall be permitted to proceed from, the First Semester upto Final Semester irrespective of their failure in any of the Semester Examination subject to the condition that the candidates should register for all the arrears subjects of earlier semester along with current (subsequent) Semester subjects
- iii. Candidates shall be eligible to go to subsequent Semester, only if they earn, sufficient attendance as prescribed by the Syndicate from time to time provided in case of candidate earning less than 50% of attendance in any one of the Semesters due to any extraordinary circumstance such as medical grounds. Such candidates, who shall produce Medical Certificate issued by the Authorized Medical Attendant (AMA), duly certified by the Principal of the College, shall be permitted to proceed to the next semester and to complete the course of study. Such candidate shall have to repeat the missed semester by rejoining after completion of final semester of the course, after paying the fee for the break of study as prescribed by the University from time to time.

7. PASSING MINIMUM:

- (i) A candidate who secures not less than 50 percent marks in the External Written Examination and the aggregate (i.e. Written Examination Marks and the Internal Assessment Marks put together) respectively of each paper shall be declared to have passed the examination in that subject.
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 - (a) A candidate shall be declared to have passed Project Work and Viva-Voce respectively, if he/she secures a minimum 50 percent marks in the Project Work Evaluation and the Viva Voce respectively.
 - (b) A candidate failing in any subject will be permitted to appear for the examinations again on a subsequent occasion without putting in any additional attendance.
 - (c) A candidate who fails in either Project Work or Viva-Voce shall be permitted to redo the Project Work for evaluation and reappear for the Viva-Voce on a subsequent occasion, if so recommended by the Examiners.
- (iii) A Candidate who successfully completes the course and passes the examinations of all the FOUR Semesters prescribed as per Scheme of Examinations earning 91 CREDITS shall be declared to have qualified for the Degree, provided the whole course has been completed within a maximum of 5 YEARS from the date of initially joining the course in the case of a PART-TIME candidates.

8. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Successful candidates securing not less than 60 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class, provided they have passed the Project Work and the Viva-Voce at the FIRST appearance and the Examination of all the other subjects within THREE YEARS after their admission in the case of PART - TIME students.

Successful candidates securing not less than 75 percent in the aggregate of the marks prescribed for the Course shall be declared to have qualified for the Degree in First Class with Distinction provided they pass all the examinations prescribed for the course at the First appearance/instance. All other successful candidates shall be declared to have passed the examination in the Second Class.

9. GRADING SYSTEM

The term grading system indicates a Seven (7) point scale of evaluation of the performance students in terms of marks obtained in the CIA and External Examiners grade and letter grade.

SEVEN POINT SCALE (As per UGC notification 1998)

GRADE	GRADE POINT	PERCENTAGE EQUIVALENT
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'A' = Very Good	4.50 - 5.49	65 - 74
'B' = Good	3.50 - 4.49	55 - 64
'C' = Average	2.50 - 3.49	45 - 54
'D' = Below Average	1.50 - 2.49	35 - 44
'E' = Poor	0.50 - 1.49	25 - 34
'F' = Fail	0.00 - 0.49	0 - 24

10. RANKING:

Candidates who pass all the examinations prescribed for the Course in the FIRST APPEARANCE ITSELF ALONE are eligible for Ranking/Distinction.

Provided in the case of Candidates who pass all the examinations prescribed for the Course with a break in the First Appearance due to the reasons as furnished in the Regulations under REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER are only eligible for Classification.

11. QUESTION PAPER PATTERN

Total Marks for each subject 100 Marks

University Exam 75 Marks

Internal Assessment 25 Marks

Duration: 3 Hours Max. Marks: 100

Part A - 10 out of 12 questions (10X 1 = 10)

Part B – 5 out of 7 questions (5 X 5 = 25)

Part C 1 questions (Case Study or Problems) each Compulsory.

3 out of remaining 4 questions (4 X 10= 40)

12. APPEARANCE FOR IMPROVEMENT:

Candidates who have passed in a theory paper / papers are allowed to appear again for theory paper / papers only once in order to improve his/her marks, by paying the fee prescribed from time to time. Such candidates are allowed to improve within a maximum period of 10 semesters counting from his/her first semester of his/her admission. If candidate improve his marks, then his improved marks will be taken into consideration for the award of Classification only. Such improved marks will not be counted for the award of Prizes / Medals, Rank and Distinction. If the candidate does not show improvement in the marks, his previous marks will be taken into consideration.

No candidate will be allowed to improve marks in the Practical, Mini Project, Viva-voce, Field work.

13. TRANSITORY PROVISION:

Candidates who have undergone the course of study prior to the academic year 2008-2009 will be permitted to appear for the examinations under those Regulations for a period of three years i.e. up to and inclusive of April/May 2012 Examination only under the Regulations then in force

MBA 1001 MANAGEMENT PRINCIPLES

UNIT - I

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.

UNIT - II

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.

UNIT – III

Communication – Traits of good communication – Formal and informal channel – Follow up – Standard indoctrination – Explaining why consultative direction links in the chain of command, MIS – Basics

Co-ordination – Need for co-ordination – techniques of securing co-ordinations.

UNIT – IV

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.

UNIT – V

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. SathyaRaju, Management :Text & Cases, PHI ,2002.
10. Stoner :Management,6 th Edition,PHI,2002.
11. Robbins:Management,7th Edition,PHI,2002
12. Certo : Modern Management,9th Edition,PHI,2002.

MBA 1002 QUANTITATIVE AND RESEARCH 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 applications

Risk and uncertainty in decision making – minimax, maximin and regret criteria – Hurwitz and Laplace criteria in business decision making – Decision tree

UNIT – II

Research meaning, scope and objectives – types of research and research design – Methods of data collection - Questionnaire design, interview, Scheduling – Scaling techniques – Nominal, Ordinal, ratio, interval -Sampling techniques and sample size determination for survey research Formulation of hypothesis – hypothesis testing

UNIT III

Data analysis - Editing and coding of data- Univariate, bivariate - Chi-Square test – Correlation and regression analysis – Single and two factor analysis of variance- Application of statistical tests – Parametric and non parametric and interpretation of test results. Multivariate analysis - Elementary Concepts of factor analysis, Multiple regression analysis, Discriminant analysis, Cluster analysis and Conjoint analysis in marketing problems – Stastical packages.

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, Sultan Chand 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 India
7. Good & Hatt, Research Methods in Social Science.
8. Akar and Day, Marketing Research, Wiley and Sons 1998.
9. Cooper, Schindler, Business Research Methods; New Delhi, Tata McGraw Hill. 2001.
10. Kothari, Research Methods.
11. E. Mory & Copper, Business Research Methods.

MBA 1003 ORGANISATIONAL BEHAVIOUR

UNIT - I

Behaviour - Personality, Perception, Learning, Values and Introduction of Organisational Behaviour: Foundations of Individual Attitudes.

UNIT - II

Motivation -Early theories, Contemporary theories, Motivation at work -Designing Motivating Jobs

UNIT - III

Group Dynamics -Group Behaviour, Communication and Group Decision making, Intergroup relations.

UNIT - IV

Leadership – trait, Behavioral and contingency theories; Power and Politics; Trait, Behavioral Analysis (T.A.); Work stress.

UNIT - V

Organisational structure and Design; Organisational change and development; Organisational Culture and climate.

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.

MBA 1004 MANAGEMENT ACCOUNTING

UNIT - I

Management Accounting – Meaning and purpose

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

Ratio Analysis and Funds Statement.

UNIT - II

Capital Expenditure Evaluation – Capital budgetary concept – Methods – Limitations – Capital Expenditure control.

Budgetary Control – Nature and Objective of budgetary control – Limitations.

UNIT - III

Cost Accounting – Elements of cost – Cost of goods manufactured – Pricing of elements – Basis of allocation – Standard costing and variance analysis – Job and process costing.

UNIT - IV

Marginal Costing – Cost volume – Profit relationship – Break – Even Analysis – Direct costing vs Absorption costing.

UNIT - V

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.

MBA 1005 MANAGERIAL ECONOMICS

UNIT - I

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; Constraint Optimization – by substitution, by Lagrangion Multiplier Method.

Approach to Managerial Decision Making and the theory of firm.

UNIT - II

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.

UNIT - III

Market Structure, Pricing and output; General Equilibrium.

Pricing – Objectives – Pricing Methods and Approaches Product Line Pricing – Differential Pricing.

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

UNIT - IV

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

UNIT - V

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

MBA 1006 LEGAL SYSTEMS IN BUSINESS

UNIT – I

MERCANTILE LAW

Contracts – Nature & Classification of contracts – consideration, capacity, performance & discharge of contracts.

(Only General Contracts)

UNIT – II

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.

UNIT – III

COMPANY LAW

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

UNIT – IV

INDUSTRIAL LAW

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

UNIT – V

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

MBA 1007 APPLIED OPERATIONS RESEARCH**UNIT – I**

Background, Concept, Methodology and scope of Operations Research. Linear programming - Graphical method, Simplex method, Distribution method, MODI method, Assignment Method.

UNIT – II

PERT & CPM

PERT – Determination Slack, Critical Path, etc.,

CPM: Time Cost Optimization.

UNIT – III

Queuing Theory by simulation method and by application of standard formulations.

UNIT – IV

Application of quantitative methods in Marketing, Purchasing, Production Planning, Inventory Control Replacement, Sequencing etc. – Use of models.

UNIT – V

Theory of Games – Strategies.

References

1. Sharma J.K., Operations Research: Theory and Application, New Delhi, Macmillan India 2001.
2. Quantitative approaches to Decision making, Levis and Krikaptrik. McGraw-Hill – 1998.
3. Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson, 2002.
4. Operations Research – Hamdy A Taha, Pearson Education Asia, 2002.
5. Quantitative Analysis for Management Barry Render, Ralph M. Stair, Jr, Prentice Hall of India 2000.
6. Operations Research, Paneerselvam; PHI 2002,

MBA 1008 HUMAN RESOURCES MANAGEMENT

UNIT - I

Introduction of Human Resources Management: Definition, Importance of Human Resources, Objectives of Human Resources Management, Qualities of a good personnel manager – Evolution and growth of Personnel Management in India.

Human Resource Policies: Need, type and scope – Advantage for a written policy - Human Resources policies and work Culture.

Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description and Job Specification.

UNIT - II

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods; Personnel Search, Selection Instruments, Reduction of recruitment costs.

Functions of Human Resources Management from Procurement to Separation: Placement, Induction, Transfers, Promotions, Disciplinary actions, Termination of Services: Resignation, Dismissal, Retrenchment and Voluntary Retirement Schemes, Exit Interviews, Prevention of employee turnover.

UNIT - III

Performance Evaluation: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Job evaluation, Criteria for Promotions and job enrichment.

Wage and Salary Administration: Meanings, Calculation of Wage, Salary, Perquisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives: Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria.

UNIT - IV

Employee's Safety and Health: Preventive approaches including health education, Audit of safety programs and safety training, Work-stress: Causes and Consequences, Stress-Management programs.

Personnel Office Management: Functions of the office, correspondence, O & M in personnel departments, Maintenance of Personnel records.

UNIT - V

Time Management: Importance of Time factor, Time waster, Prioritizing Work Scheduling, Functions of the Time Office, Flexible Work arrangements.

REFERENCES

1. Luis R. Gomez – Mejia, David B. Balkin and Robert L. Cardy. Managing Human Resources, PHI, 2002.
2. Beardwell and Len Holder, Human Resource Management Macmillan India Ltd.,
3. Straus and Sayles, Managing Human Resources – Prentice Hall Inc, (1977).
4. Graham H.T., & R. Bennet, Human Resources Management – Pitman, London, (1995).
5. Edwin Flippo, Principles of Personnel Management – McGraw Hill.
6. Douglas McGregor, the Human Side of Enterprise.
7. Hersey and Blanchard, Management of Organizational Behaviour, 8th Ed. PHI 2002.
8. Performance Appraisal, Theory and Practice – AIMA VIKAS Management Series, New Delhi, 1986.
9. Dale S. Beach, Personnel – The Management of People at Work.

10. Blum M.L., Industrial Psychology and Social Functions.
11. C.B. Mammoria, Personnel Management – Himalayan Publishing Co., New Delhi.
12. M.C. Gehee, William and Thayer, Training in Business and Industry – John Wiley and Sons, New York.
13. Decenzo/Robbins: Personnel / Human Resource Management, PHI, 2002.
14. Pattanayak: Human Resource Management, PHI, 2002.

MBA 1009 MARKETING MANAGEMENT

UNIT - I

Marketing Management Philosophies – What is marketing – The concepts of marketing.- E-Marketing

UNIT - II

Strategic planning – Marketing Management process – Analysis marketing opportunities, selecting target consumers, developing marketing mix.

Analysis of macro and micro environment.

Marketing Research as an aid to marketing, Marketing Research Process – Sales of forecasting – Techniques.

UNIT - III

Buyer behaviour; influencing factors on Consumer Behaviour – Buying situation – Buying decision process – Industrial buyer behaviour.

Market segmentation, targeting and positioning; Competitive Marketing Strategies.

UNIT - IV

Product policies – consumer and industrial product decisions, branding, packaging and labeling – New product Development and Product life cycle strategies.

Pricing – Pricing strategies and approaches.

UNIT - V

Distribution – Nature of channels – channel – decision, retailing and wholesaling.

Promotions – Advertising scope, designing copy, media selection, Sales promotions strategies.

Sales force decisions, Selection, Training, Compensation and Control Consumer protection – Awareness of consumer rights in the market place.

References

1. Berkoviz Kerin Hontley Rudelivs, *MARKETING*, 6th ed., New York, Mcgraw Hill, yr.2002.
2. Gony Armstrong, Philip Kotler, *Marketing an Introduction* 11th ed., Pearson Education Asia.
3. Philip Kotler, *Marketing Management (Millennium ed.)* New Delhi, Prentice Hall of India (P) Ltd., yr. 2001.
4. Rajan Saxena, *Marketing Management*, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co.Ltd., yr. 2001.
5. V.S. Ramasamy and S. Namakumari, *Marketing Management, Planning, Implementation & control*, New Delhi, Macmillan, yr. 2002.
6. Zikmundld' Amico, *Marketing*, 7th edition, Australia, South Western Thompson learning.
7. Srinivasan : *Case Studies in Marketing*, 2ND edition, PHI ,2002.

MBA 1010 PRODUCTION AND MATERIALS MANAGEMENT

Objectives: The course is aimed at acquainting the student with the various activities involved in the production and the materials function and also to emphasize the process of decision.

UNIT - I

Production design: Process planning – plant capacity - capacity planning – make or buy decisions – Use of cross over chart for selection processes.

Plant location: Factories to be considered in plant location – choice of general region, particular community and site – Multiplant location decision – Plant location trends.

Layout of facilities: Principles of a good layout – Layout factors – Basic types of layout – Service facilities – Principles of materials Handling – Materials handling equipment.

UNIT – II

Production and Inventory control: Basic types of production, Intermittent, Batch, Continuous – Routing, Scheduling, Activating and Monitoring – Basic Inventory Models – Economic Order Quantity, Economic Batch Quantity – Reorder point – Safety stock – Classification and codification of stock - Classification and codification of stock – ABC classification – Procedure for stock control, Materials Requirement Planning (MRP). JIT. Implications for Supply chain Management.

UNIT – III

Maintenance: Preventive Vs. Breakdown maintenance – Break-down time distribution – Maintenance cost balance – Procedure for maintenance.

Quality Control: Purposes of inspection and quality control – Acceptance sampling by variables and attributes – Control charts for variables, fraction defectives and defects. Total Quality Management.

UNIT - IV

Methods Analysis and Work Measurement: Methods study procedures – The purpose of time study – Stop watch Time study – Performance rating – Allowance factors – Standard time – Work sampling technique.

Human Factors in Job-design: Consideration of Man and Machine in job – design, adaptation of machine to man – Ergonomics – Working environment – Worker safety.

UNIT - V

Dynamic Purchasing: Purchasing function – Selection of materials and vendors – Purchasing Organisation – Concept of value analysis.
Store-Keeping and Warehousing Management.

References

1. Alan Mulemann, John Oakland, Keith Locker, 'Production and Operations Management' Macmillan India Ltd.
2. Datta A.K., Materials Management: Procedures, Text and Cases, Prentice Hall of India.
3. Everett E. Adam Jr & Ronald J. Ebert , Prpduction and Operations Management, Prentice Hall of India.
4. Gaither, Operations Management, Thomson Learning.
5. Gopalakrishnan, P. & Sundaresan, M., Materials Management: An Integrated Approach, Prentice Hall of India.

6. Joseph Monks, Operations Management, McGraw Hill.
7. Mohanty, 'Advanced Operations Management', Pearson Education.
8. Paneerselvam, 'Production and Operations Management', Prentice Hall of India.
9. Richard B. Chase, Nicholas J. Aquilano and F. Robert Jacobs, 'Production and Operations Management' Tata McGraw Hill.

MBA 1011 FINANCIAL MANAGEMENT

UNIT – I

Finance Function – Nature and scope – Its relationship with other functions – Finance organization- Finance Information System (FIS).

Interpretation and analysis of financial statements – Financial Forecasting – Actual proforma and model statements – Preparation and uses.

UNIT – II

Financial Planning and Control – Break-even analysis – Operating Leverage – Profit Cost (and volume) Analysis.

Liquidity Management: Current assets management – Cash, Receivables, Inventory, Liquidity, Profitability and Solvency criteria.

UNIT – III

Current Liabilities Management – Size and sources – Money Market – Banks – Regulation of working Capital Finance – Dehejia Committee – Tandon Committee – Chore Committee – Marathe Committee.

UNIT – IV

Long term Capital Management: Cost of Capital – Basic concepts, rational and assumptions – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings.

UNIT – V

Capital structure decision of the Firm – Compositions and sources of Long term funds – Financial leverage – Factors determining funds requirements.

Budgetary control – Performance Budgeting – Zero base Budgeting.

References

1. Moyer McGuisan, Kretlow, "Contemporary
2. JAMES C.VAN HORNE, Financial Management and Policy – Prentice Hall of India Pvt. Ltd., New Delhi – 2002 12th edition.
3. P.V. KULKARNI, Financial Management – Kimalaya Publishing House.

4. PRASANNA CHANDRA, Financial Management – Theory and Practice – Tata McGraw – Hill Publishing Co. Ltd., New Delhi.
5. I.M. PANDEY, Financial Management – Vikas Publishing House Pvt.Ltd.
6. S.C. KUCHHAL, Financial Management – An Analytical and Conceptual Approach – Chaitanya Publishing House, Allahabad.
7. Thomson South West. Keown, Martin, Petty, Scoff, Jr. Financial Management Principles and Application. PHI 2002.
8. Van Horne : Fundamentals of Financial Management, 11th Edition, PHI ,2002.

MBA 1015 (A) BUSINESS COMMUNICATION

UNIT I

Definition- Methods - Types- Principles of effective communication - Business Letter-Layout (Examples of banking, Insurance, & Agency Letters) - Kinds of Business Letters: Enquiry and Reply - Order Letters - Sales Letters - Sales Letters- Dealing with non payment problems (Collection Letters) – Complaints - Circular Letters.

UNIT II

Advertisement - Application Letters - Curriculum Vitae - Invitation to Interview- Acknowledgement - Offer Letter - Letter of acceptance - Letter of Resignation - Testimonial.

UNIT III

Reports – Structure - Formal Report, Informal report - Checklist for compiling reports - Executive Summary – Comprehension - Agenda, Minutes of Meeting - Compiling a Press Release.

UNIT IV

Face- to- face Communication: Basic skills and techniques for talking to people in business situation - Telephonic conversation- Role Play - Body Language.

UNIT V

Role of Technology in Communication: Fax- Email - Video Conferencing – Internet- Websites - Public Address System - Cell Phones – Intercom - Dictaphone.

Reference books

1. Essentials of Business Communication- Rajendra Pal & J.S. Koralahalli
2. Communication for Business – Shirley Taylor
3. Business Communication Today- Bovee, Thill, Schatzman
4. Advanced Business Communication- Penrose, Rasberry, Myers
5. Doing Business on the Internet- Simon Collins
6. Business Communication- Process and Product- Mary Ellen Guffey

MBA 1015 (B) ENTREPRENEURSHIP AND MANAGEMENT OF SMALL BUSINESS

UNIT I

The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India: Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Identification of potential entrepreneurs.

UNIT II

Development and Training of Entrepreneur – Cultural and Social environment in promoting entrepreneurship – Entrepreneurial environment. Checklist for organizing and operating small business – Entrepreneur and Business Executive personnel administration and Management Development.

UNIT III

Small Scale Industries – Definition – Classification of Small Industries – Organisation structure and plant location of small scale industries. Planning for production and inventory project counseling and technical feasibility. The significance in the Indian Economy – Problems and possibilities of ancillary industries – Sickness in small scale industries – Causes and Remedies.

UNIT IV

Capital structure and working capital: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional arrangement and encouragement of entrepreneurship.

UNIT V

Marketing Feasibility – New Product ideas and evaluation – Marketing Methods – Pricing policy and distribution channels – Exports – Problems of Small Scale Units.

Reference Books:

1. VASANT DESAI, Problems and Prospects of Small Scale Industries in India – Himalaya Publishing House, Bombay.
2. KHAN, Management of Small Scale Industries – Sultan Chand Publication.
3. CLIFFORD and JOSEPH P. MANCUSO, Entrepreneurship and Venture Management – Paraporawala & Co.
4. J.M. PARKIN, How to Finance Small Business Enterprise.
5. K.K. MENON, handbook of Small Industries Management
6. B.C. TANDON, Environment and Entrepreneur.
7. SIPCOT, A Guide to Entrepreneur – Chennai.
8. O.A. DAILEY, Entrepreneurial Management.
9. H.N. PATHAK, The Entrepreneur, Technician and Manager in Small Scale Unit.

10. K.L. SHARMA, Entrepreneurial Performance in Role Perspectives.

11. Schumacher, E.F. Small is Beautiful, New Delhi, Rupa, 1990.

MBA 1016 (A) COMPUTER LANGUAGES FOR MANAGEMENT

UNIT – I

Introduction to Programming Language – Generations of Computers and Computer Languages – Program development life cycle – Flow Charting – Disk Operating System and Window.

UNIT – II

PC – SOFTWARE packages – MS-word – Text Manipulations – Usages of spell check – Text Formating – Picture Insertion and alignment – Creation of documents using templates – Mail Merge Concepts – Accounting package.

UNIT – III

MS-EXCEL – Worksheet Preparation – Constructing Excel Formulas - Using Excel's Built-in Functions – Creating and Modifying charts.

UNIT – IV

Introduction to C – Data types, constants, variables and arrays, Declarations – Expression's operators and statements. Data input and output, preliminaries – the getchar () – putchar () – scanf () – printf () – gets () – puts () functions, control statements, functions and arrays.

UNIT – V

Pointers: Fundamentals – pointer declarations – Passing pointers to Functions – Structures and union – data files – Opening and Closing a Data file – Creating a Data file – Processing a Data file – Unformatted Data files-Internet Usage.

Theory 75%, Practical 25%

References

1. SANJAY SAXENA: A first course in computers 2000 edition – Vikas Publishing House Pt. Ltd. – first edition, 2000.
2. R.K. TAXALI: "PC SOFTWARE" Tata McGraw Hill Publications.
3. USING MICROSOFT EXCEL 2000 QUE'S APPLICATION TOOLS Prentice Hall of India, New Delhi.

4. BYRON GOTTFRIED – “Programming with C” Edn.2, 1998.
5. V. RAJARAMAN “COMPUTER PROGRAMMING’C’ Prentice Hall of India New Delhi.
6. Programming in C , Schaum’s Outline Series.

MBA 1016 (B) TOTAL QUALITY MANAGEMENT

UNIT I

Introduction to Quality Control – Quality and Cost Considerations – Statistics and its applications in Quality Control – Sampling Inspection in Engineering Manufacture –

UNIT II

Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal – Reliability Engineering – Value Engineering and Value Analysis.

UNIT III

Theory of Sampling Inspection – Standard Tolerancing ABC Analysis – Defect Diagnosis and Prevention

UNIT IV

Recent Technique for Quality Improvement – Zero Defect – A Quality Motivation Techniques – Quality Management system and Total Quality Control.

UNIT V

Selection of ISO and Model and Implementation of ISO 900 Human Resources Development and Quality Circles – Environmental Management System and Total Quality Control.

Reference Books:

1. Dahigaard Jens J., Kristensen K., Kanji Gopal K, “Fundamental of Total Quality Management” Bross Chapman & Hall, London, 1998.
2. George, Stephen and Weimerskirch, Arnold, “Total Quality Management – Strategies and Techniques Proven”, Mohit Publications, 2001
3. Juran, Joseph M., “Total Quality Management : Mc Graw-Hill Pub
4. Hakes, Chris (editor) Total Quality Management : The Key to Business Success”, NyChapman and Hall Pub, 1991.
5. Fox, Roy., “Making Quality Happen. Six steps to Total Quality Management” McGraw-Hill, 1991
6. Jain, “Quality Control And Total Quality Management”, Tata McGRaw Hill, 2002
7. H.Lal “Total Quality Management: A Practical Approach”, New Age International Private Ltd., 2002
8. Besterfield, “Total Quality Management”, Pearson Education, 1999, Rao, Ashok, “Total Quality Management : A Cross Functional Perspective”, Wiley & Sons.

List of Courses on Soft-Skills for PG Course

S. No.	Course Code	Course Title	Credits
1	UOMS 002	LANGUAGE AND COMMUNICATION	2
2	UOMS 004	SPOKEN AND PRESENTATION SKILLS	2
3	UOMS 006	MANAGERIAL SKILLS	2
4	UOMS 008	COMPUTING SKILLS	2

UOM S 002 LANGUAGE AND COMMUNICATION

Objectives

- *enable* students to convert the conceptual understanding of communication in to everyday practice.
- *train* students to ground concepts/ideas in their own experience.
- *create* a learner-language interface enabling students to exercise control over language use.
- *sensitise* students to the nuances of the four basic communication skills – Listening, Speaking, Reading and Writing.

UNIT I: Twinning Functions of Listening and Speaking.

UNIT II: Twinning Functions of Reading and Writing.

UNIT III: Individual Communication.

UNIT IV: Intermediary Communication.

UNIT V: Social Communication.

Recommended Texts

- Windshuttle, Keith and Elizabeth Elliot. 1999. *Writing, Researching and Communicating: Communication Skills for the Information Age*. 3rd Reprint. Tata McGraw-Hill. Australia.
- Dignen, Flinders and Sweeney. *English 365*. Cambridge University Press.
- Goleman, Daniel. 1998. *Working with Emotional intelligence*. Bantam Books. New York.
- Jones, Leo and Richard Alexander. 2003. *New International Business English*. Cambridge University Press.

Websites

- www.tatamcgrawhill.com/sites/0070600988

UOM S 004 SPOKEN AND PRESENTATION SKILLS

Objectives

- *coach* students to identify, classify and apply relevant skill sets.
- *illustrate* role of skills in real-life situations with case studies, role play, etc.
- *translate* performance of skills into efficient habits.
- *enable* students to perceive cultural codes involved in presentation and design language performance accordingly.

UNIT I: General Language Knowledge and Presentation.

UNIT II: Special Language Knowledge and Presentation.

UNIT III: General Communication Skills for Presentation.

UNIT IV: Professional Communication Skills for Presentation.

UNIT V: Social Communication Skills for Presentation.

Recommended Texts

- Cathcart, Robert. S. and Larry A. Samovar. 1970. *Small Group Communication: A Reader*. 5th Edition. Wm. C. Brown Publishers. Iowa.
- Tamblyn, Doni and Sharyn Weiss. 2000. *The Big Book of Humours Training Games*. 2004 Edition. Tata McGraw-Hill. New Delhi.
- Andrews, Sudhor. 1988. *How to succeed at Interviews*. 21st Reprint. Tata McGraw-Hill. New Delhi.
- Monippally, Matthukutty. M. 2001. *Business Communication Strategies*. 11th Reprint. Tata McGraw-Hill. New Delhi.

UOM S 006 MANAGERIAL SKILLS

Objectives

- To help students to understand the mechanism of stress particularly negative emotions such as anxiety, anger and depression for effective management.
- To introduce the basic concepts of body language for conflict management.
- To give inputs on some of the important interpersonal skills such as group decision-making, negotiation and leadership skills.
- To make students learn and practice the steps involved in time management.
- To impart training for empowerment thereby encouraging the students to become successful entrepreneurs.

Unit I- Stress management

- Definitions and Manifestations of stress.
- Stress coping ability and stress inoculation training.
- Management of various forms of fear (examination fear, stage fear or public speaking anxiety), depression and anger.

Unit II- Conflict Management skills

- Types of conflict (intrapersonal, Intra group and inter group conflicts).
- Basic concepts, cues, signals, symbols and secrets of body language.
- Significance of body language in communication and assertiveness training.
- Conflict stimulation and conflict resolution techniques for effective management.

Unit III- Interpersonal Skills

- Group decision making (strengths and weaknesses).
- Developing characteristics of charismatic and transformational leadership.
- Emotional intelligence and leadership effectiveness- self awareness, self management, self motivation, empathy and social skills.
- Negotiation skills- preparation and planning, definition of ground rules, clarification and justification, bargaining and problem solving, closure and implementation.

Unit IV- Time Management

- Time wasters- Procrastination.
- Time management personality profile.
- Time management tips and strategies.
- Advantages of time management.

Unit V- Towards Empowerment

- Stimulating innovation and change- coping with “temporariness”.
- Network culture.
- Power tactics and power in groups (coalitions).
- Managerial empowerment and entrepreneurship.
- Prevention of moral dwarfism especially terrorism.
- Altruism (prosocial behaviour/helping behaviour).
- Spirituality (clarifications with regard to spirituality)- strong sense of purpose- trust and respect- humanistic practices- toleration of fellow human beings expressions.

PRACTICAL TRAINING

Relaxation exercises- Western (Autogenic Relaxation) and Indian techniques (Shavasana).

Role-play.

Transactional Analysis.

REFERENCES

1. Swaminathan. V.D & Kaliappan. K.V. (2001). Psychology for Effective Living. Chennai. The Madras Psychology Society.
2. Robbins, S.B. (2005). Organizational Behaviour. New Delhi: Prentice Hall of India.
3. Smith, B. (2004). Body Language. Delhi: Rohan Book Company.
4. Hurlock, E.B. (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.

UOM S 008 COMPUTING SKILLS

Objective: The major objective in introducing the Computer Skills course is to impart training for students in Microsoft Office which has different components like MS Word, MS Excel, MS Access, Power point etc., at two levels based on their knowledge and exposure. It provides essential skills for the user to get adapted to any work environment, as most of the systems in any6 work place have MS Office installed for their day to day activities. The course is highly practice oriented rather than regular class room teaching.

Pre-requisite: Pass in Level B are an equivalent course.

Unit I: *Word Processing* – Formatting – Paragraph and character styles, templates and wizards, table and contents and indexes, cross referencing; Tables and Columns – creating manipulating and formatting; Mail Merge, Labels and Envelopes.

Unit II: *Spreadsheets* – Workbook, Building, Modifying, navigating; worksheet- Autofiull, copying and moving cells, inserting and deleting rows, printing; Formulas and functions- Troubleshooting formulas, Functions and its forms like database, financial, logical, reference , mathematical and statistical – Databases – Creating, sorting, filtering and linking.

Unit III: *Presentations* – Power point – exploring, creating and editing slides, inserting tables and charts- special effects- Clip Art, creating and drawing shapes, inserting multimedia content – presentations – planning, animation, handouts, slideshow..

Unit IV: *Databases* – Access – Components, creating a database and project, import and exporting, customizing; Tables- creating and setting fields; Queries –Types, creating, wizard- Reports- creating and layout.

Unit V: *Information Management* – Outlook – Starting, closing, contacts, tool bars, file management; email-reading, composing, responding, attachments, signature, junk mail; tasks- screen, sorting, creating, deleting, assigning, updating; scheduling- calendar.

Note: All units needs an approach through practical exposure.

References:

1. Working in Microsoft Office; Ron Mansfield, Tata McGraw Hill
2. Microsoft Excel 2007; Guy Hart Davis, Tata McGraw Hill.

Examination:

1. Internal assessment could be based on Theory and/or practicals.
2. End semester is based on practicals.