

Faculty of Management Studies
Dr. Hari Singh Gour University, Sagar – 470 003 (M.P.)
M.B.A. Syllabus (28th Batch) Year 2008-2010

[Maximum Marks : Each Paper – 100]

[Maximum Marks: Each Paper – 100, Written 80, Sessional : 20, Pass Marks : 40%]

M.B.A. First Semester

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

M.B.A. Second Semester

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

Faculty of Management Studies
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M.B.A. First Semester

Paper No.	Title
101	Indian Ethos & Managerial Economics
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107A	Fundamentals of Computers & Boolean Algebra

M.B.A. – First Semester

Paper No.: 101

Title: Indian Ethos in Management & Managerial Economics

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

- UNIT – I** An introduction to values, ethics, morals and religion in the pursuit of managerial effectiveness, value Vs. skills, Values for Indian managers, Relevance of values in management. Secular Vs. Spiritual values in management: A comparative profile of value system of Japan, America & India. Value based holistic concept of management: An Indian Insight into Total Quality Management.
- UNIT – II** Indian Ethos for Ethico moral management: The Guna, Karma, Samskar theories, Leadership values from Indian thoughts, Giving model of motivation, Work ethos; The Doctrine of work, Creativity: Brain Storming Vs. Brain Stilling (Decision making in silence). Detached Involvement: work ethics Vs. Ethics in Work, Value oriented Stress free behaviour.
- UNIT – III** Nature & scope of managerial economics, Basic economic tools, Opportunity Cost Principle. Incremental Principles, Principle of Time Perspective. Discounting Principle. Role & Responsibilities of managerial economist Demand Analysis and forecasting. Price and Demand. Income and Demand. Price of related goods and demand. Advertising and Demand. Demand forecasting: Methods, purpose and factors involved.
- UNIT – IV** Cost concepts and classifications. Economies and Diseconomies of Scale. Production Function, Cost control and cost reduction. Trade Cycles, Reasons, Stages, Principles and their consequences. Price and output decisions under perfect competition, determination of price effect of time on supply, pricing under monopoly, imperfect competition, monopolistic competition and oligopoly, price discrimination.

Suggested Readings for Indian Ethos in Management & Managerial Economics:

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

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

M.B.A. – First Semester

Paper No.: 102

Title: Organisational Behaviour

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

- UNIT – I** Introduction to Organisational Behaviour: Nature of Organisational Behaviour, Perception, Attitudes and Values, Personality, Learning.
- UNIT – II** Motivation: Basic Concepts and Theories of Motivation, Applications of Theories Leadership: Basic Concepts and Theories of Leadership, Job Design
- UNIT – III** Interpersonal Communication, Interpersonal Conflict, Coaching and Mentoring, Power & Politics in Organisations
- UNIT – IV** Foundation of Group Behaviour: Defining and Classifying Groups, Why do People Join Groups, Stages of Group Development. Workshop Behaviour. External Conditions Imposed on Groups, Group Member Sources, Group Processes, Group Task, Group Cohesiveness, Group Decision Making, Group Think, Organisation Culture, Work Stress, Managing Change.

Suggested Readings for Organisational Behaviour :

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

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

M.B.A. – First Semester

Paper No.: 103

Title: Principles of Management

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

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

Suggested Readings for Principles of Management :

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

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

M.B.A. – First Semester

Paper No.: 104

Title: Principles of Marketing Management

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

- UNIT – I** Marketing Management : Understanding its critical role in organization & society, managing the marketing process and Marketing Planning.
- UNIT – II** Identifying market segments and selecting target markets. Marketing strategies for differentiating and positioning the marketing offer. Developing, Testing & Launching new products & services.
- UNIT – III** Managing Products through their products life cycle. Designing marketing strategies for market leaders, challengers, Followers etc.
- UNIT – IV** Managing Retailing, Wholesaling and physical distribution systems. Designing marketing and sales promotion and public relations programs, Organising & implementing Programs marketing programs. Evaluating and Controlling Marketing performance.

Suggested Readings for Principles of Marketing Management :

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

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

M.B.A. – First Semester

Paper No.: 105A

Title: Financial & Cost Accounting

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

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

Suggested Readings for Financial & Cost Accounting :

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

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

M.B.A. – First Semester

Paper No.: 106A

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

Max. Marks 100, Minimum Pass Marks : 40%

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

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

M.B.A. – First Semester

Paper No.: 107A

Title: Fundamentals of Computers and Boolean Algebra.

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

- UNIT – I** Computers – An introduction – Computers in Business; Elements of Computer System Set-up; PC Software Packages – An introduction Disk Operating System and Windows.
- UNIT – II** Text Processing Software, Introduction to a spreadsheet Software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions, in spreadsheet; Graphics on Spreadsheets.
- UNIT – III** Data file – Types / Organizations; Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications.
- UNIT – IV** Data Communication and networking, Hardware, required for Networking, Media for networking, Concepts of Internet, Emailing, Cutting and net-meeting. Introduction to e-commerce and Web-page designing.

Suggested Readings for Financial & Cost Accounting :

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

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

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

M.B.A. Second Semester

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

M.B.A. – Second Semester

Paper No.: 201

Title: Marketing Research

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

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

Suggested Readings for Marketing Research :

1. Marketing Research : Principles, Applications & Cases : Sharma D.D., (Sultan Chand & Sons, New Delhi).
2. Marketing Research, Beri G.C.
3. Marketing Research (Methodology Foundations) : Churchill, JR, Gilbert A.
4. Marketing Research, Luck, D.J., Hugh, G. Wales, D.A. Taylor & Rubin, R.S.
5. Modern Marketing Research : Patil, S.G., P.V. Kulkarni & H. Pradhan.
6. Marketing Research : Weiers, R.M.
7. Marketing Research, Theory & Practice : Bellur, V.V.
8. Kothari, C.R. : Research Methodology
9. Hanson : Managerial Statistics
10. Cochran : Sampling Techniques.
11. Croxton Cowden & Bolch Practical Business Statistics.
12. Hoel & Jassen : Basic Statistics for Business & Economics.
13. Wilkinson & Bhandarkar : Methodology & Techniques of Social Research (Himalaya).
14. Shrivastava G.L. & V.N. Shastry : Practical Problems in Statistics
15. Elhance D.N. : Fundamentals of Statistics.
16. Elhance D.N. : Practical Problems in Statistics.
17. S.P. Gupta Statistical Methods (Sultan Chand).
18. Marketing Research : Principles, Applications & Cases : Sharma D.D. (Sultan Chand & Sons., New Delhi).
19. Chunawalla, S.A. : Marketing Research Overview, (Himalaya Pub., Nagpur/Bombay).
20. Patil S.G. Modern Marketing Research (Himalaya Publ. House, Nagpur/Bombay).

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

M.B.A. – Second Semester
Paper No.: 202
Title: Personnel Management

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

- UNIT – I** Nature of Personnel Management, Qualities of a Personnel Manager, Functions of Personnel Management, Human Resource Planning : Process, Short Range and Long Range Analysis, Job Analysis, Job Evaluation.
- UNIT – II** Recruitment & Selection Process, Psychological Testing, Interviews, Placement & Induction, Promotion, Demotions, Transfers, Separation, Absenteeism & Turnover. Employee Training, Employee Discharge.
- UNIT – III** Performance appraisal, traditional methods & modern methods of appraisal, Wages & Welfare Administration.
- UNIT – IV** Industrial Disputes Settlement, Trade Unionism, Unfair Labour Practices, Grievance Handling Management, Discipline Management.

Suggested Readings for Marketing Research :

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

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

M.B.A. – Second Semester
Paper No.: 203

Title: Quantitative Techniques and Operations Research

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

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

Suggested Readings for Marketing Research :

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

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

M.B.A. – Second Semester

Paper No.: 204

Title: Accounting & Financial Management

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

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

Suggested Readings for Marketing Research :

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

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

M.B.A. – Second Semester

Paper No.: 205

Title: Spread Sheet Analysis and Data Base Management

[Maximum Marks: Each Paper – 100, Written 80, Session : 20 Pass Marks : 40%]

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

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

Computer Laboratory Practical Training

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

Suggested Readings for Marketing Research :

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

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

**M.B.A. – Second Semester
Paper No.: 206
Title: Seminar Case Analysis, Term Papers,
Minor Projects & Viva-Voce
Max. Marks 100, Minimum Pass Marks: 40%**

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

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

**M.B.A. – Second Semester
Paper No.: 207
Title: Comprehensive Viva-Voce
Max. Marks 100, Minimum Pass Marks: 40%**

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