

**MAHAMAYA TECHNICALUNIVERSITY,**

**NOIDA**



**Syllabus**

**for**

**FIRST YEAR**

**Of**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**(Effective from the Session: 2013-14)**

## INTRODUCTION

### MASTER OF BUSINESS ADMINISTRATION (MBA, FULL TIME, 2-YEAR DURATION)

The MBA programme aims at providing various elements of system of education related to MBA degree programme and addresses issues relevant to the various format of organizations i.e. Corporate, Government and Non- profit organisation performing internal business process to achieve various objectives of their stakeholders by providing solutions to challenges arising there from. Apart from developing knowledge and skills in different areas of management, this course also provides relevant inputs as per the organization's business/ economic environments.

This programme places high emphasis on overall development of the personality of students as manager. The structure of the programme is designed so that students must study the core subjects from different functional areas of management that are made mandatory.

This programme, since beginning, focuses on providing relevant inputs through case discussion/analysis, simulation games, etc. keeping in mind the current employment scenario in the country and abroad.

This programme is of two years duration divided into four semesters. Each subject is comprised of 5 units of 42 sessions each of one-hour duration.

Summer Training for 8 (eight) weeks is compulsory for every student pursuing this programme , which they have to undergo between second and third semester during summer break.

Comprehensive Viva-voce is an integral part of the programme which shall be conducted at the end of the second semester theory examination.

#### **Suggested Books for Case Studies only (In alphabetical order):**

*J.A.Kulkarni - Case Studies in Management, Pearson*

*Jham, Gupta - Cases in Management - Indian and International Perspectives, Biztantra*

*S. Ramesh Kumar - Case Studies in Marketing Management, Pearson*

*Siddhartha Balakrishna - Case Studies in Marketing, 1st ed., Pearson*

**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Study and Evaluation Scheme**  
**SEMESTER- I**

S No	Code	Subjects	Periods			Evaluation Scheme						Total	Credit
			L	T	P	Sessional				End Semester			
						CT	TA	TOT	P	Th	P		
1	MB-101	Principles & Practices of Management	3	1	0	30	20	50	-	100	-	150	4
2	MB-102	Marketing Management	3	1	0	30	20	50	-	100	-	150	4
3	MB-103	Human Resource Management	3	1	0	30	20	50	-	100	-	150	4
4	MB-104	Customer Relationship Management	3	1	0	30	20	50	-	100	-	150	4
5	MB-105	Quantitative Techniques for Decision Making	2	1	0	20	10	30	-	70	-	100	3
6	MB-106	Managerial Economics	2	1	0	20	10	30	-	70	-	100	3
7	MB-107	Accounting & Financial Analysis	2	1	0	20	10	30	-	70	-	100	3
8	MB-108	Environment & Management	2	1	0	20	10	30	-	70	-	100	3
			20	8	0							1000	28

L: Lecture      T: Tutorial      P: Practical/Project      CT: Class Test      TA: Teacher Assessment  
Th: Theory      TOT: Total  
TA =10 (5 for teacher assessment plus 5 for attendance)  
TA =20 (10 for teacher assessment plus 10 for attendance)

**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**Study and Evaluation Scheme**  
**SEMESTER- II**

S No	Code	Subjects	Periods			Evaluation Scheme						Total	Credit
			L	T	P	Sessional				End Semester			
						CT	TA	TOT	P	Th	P		
1	MB-201	Organizational Behaviour	3	1	0	30	20	50	-	100	-	150	4
2	MB-202	Operations Management	3	1	0	30	20	50	-	100	-	150	4
3	MB-203	Operations Research	3	1	0	30	20	50	-	100	-	150	4
4	MB-204	Financial Management	3	1	0	30	20	50	-	100	-	150	4
5	MB-205	Management Accounting & Control	2	1	0	20	10	30	-	70	-	100	3
6	MB-206	Business Research Methods	2	1	0	20	10	30	-	70	-	100	3
7	MB-207	Business Communication and Management Information System	2	1	0	20	10	30	-	70	-	100	3
8	MB-208	Term End Viva	0	1	0	-	-	-	50	-	50	100	1
			18	8	0							1000	26

L: Lecture      T: Tutorial      P: Practical/Project      CT: Class Test      TA: Teacher Assessment  
Th: Theory      TOT: Total  
TA =10 (5 for teacher assessment plus 5 for attendance)  
TA =20 (10 for teacher assessment plus 10 for attendance)

# MASTER OF BUSINESS ADMINISTRATION (MBA)

## SEMESTER-I

### MB-101 : PRINCIPLES AND PRACTICES OF MANAGEMENT

#### **Course Objective and Outcome:**

This course intends to develop the basic awareness of management principles and theories among the students. It explains different functions and dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices. The course intends the students to appreciate the true meaning of management based and backed by proven practices.

#### **UNIT -I**

Management: Concept, Nature, Importance; Management : Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers. Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach.

#### **UNIT -II**

Introduction to Functions of Management, Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making.

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Design.

#### **UNIT -III**

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal

Directing: Concept, Direction and Supervision, Motivation: Concept, Motivation and Performance, Special Motivational techniques: Money, participation, reward systems, Quality of Work Life, Job Enrichment & Morale Building.

#### **UNIT -IV**

Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality,

Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs.

#### **UNIT -V**

Issues of Relevance-Transnational environment and perspectives of business, Quality Management – basic insights of prominent thinkers, Quality of Work Life ( QWL); Japanese Management, Search for Excellence. Human Values in Management –Indian perspectives, values for managers, ethical dilemma in Management, Self –development, lessons from Ancient Indian traditions.

#### **References:**

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India,).
2. Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill,
3. Robbins & Coulter - Management (Prentice Hall of India.
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management:  
Essential. Concepts and Applications Pearson Education.
5. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial  
Perspective.
6. James F. Stoner, et al, Management, Pearsons Education Delhi.
7. Harold Koontz Heinz Weihrich , Management, Tata McGraw Hill Pub. Co., Delhi.
8. S.K. Chakraborty, Management By Values, Oxford Univ. Press, Delhi.
9. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.
- 10. Essentials of Management, Joseph L. Massie, PHI, New Delhi.**

## **MB-102 : MARKETING MANAGEMENT**

### **Course Objective and Outcome:**

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing theories and different concepts and functions from the perspective of modern organisations. Topics of the syllabus are designed to address and discuss different functions from an application oriented perspective.

### **UNIT -I**

Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Holistic Marketing Orientation, Customer Value, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

### **UNIT -II**

Nature and Contents of Marketing Plan, Marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Analyzing latest trends in Political, Economic, Socio-cultural and Technical Environment, Concept of Market Potential & Market Share, Concept, Characteristics of consumer and organizational markets, Buyer Behaviour, 5 step Buyer decision process

Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP, Marketing Information System, Strategic marketing planning and organization.

### **UNIT -III**

Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

### **UNIT -IV**

Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

## **UNIT -V**

Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Promotion Decision- Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

### **References**

1. Philip Kotler, Marketing Management, Pearson Education.
2. Stanton, Fundamentals of Marketing, McGraw Hill.
3. Ramasamy & Namakumari ,Marketing Management, Macmillan India.
4. Govindarajan-Marketing Management-PHI.
5. Rajan Saxena,Marketing Management, Tata McGraw Hill.
6. Mike Meldrum, Malcolm Macdonald: Marketing in a Nutshell,-Elsevier Inc.
7. Philip Kotler and Gary Armstrong, Principles of Marketing 12th Edition, Pearson Education, PHI .
8. McCarthy E. J. Basic Marketing: A managerial approach, Irwin, New York.
9. Kotler, Lilien & Moorthy ,Marketing Models, Prentice-Hall of India.
10. Etzel and walker-Marketing Concept and Cases Special Indian Edition-McGraw Hill.



## **MB-103 : HUMAN RESOURCE MANAGEMENT**

### **Course Objective and Outcome:**

The present course aims at familiarizing the students with different aspects of Human Resource Management. It aims at providing a rich blend of basic concepts, contemporary knowledge, time tested principles, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of HRM in a comprehensive way. The text may make the student better understand the procedures of manpower induction and retention in an organisation.

### **UNIT -I**

Human resource management: Introduction: Meaning, definition, scope, Objectives and functions of Human Resource Management, Evolution of HRM, relevance of study of HRM, Personnel Management vs. Human Resource Management, Challenges of HRM, HRM environment; Strategic HRM. Human Resource Policy- Meaning, definition, importance, characteristics of good HR Policy.

### **UNIT -II**

Human Resource Planning-Meaning, definition, importance, characteristics of good HR factors affecting HR Planning, barriers of HR Planning, HR Planning process, Job Analysis And Design-meaning, definition, process of job analysis, problems in job analysis, job design; factors affecting job design, process of job design, contemporary issues in job design, Recruitment; meaning, definition, importance, factors governing recruitment, recruitment process, Selection; meaning, definition, stepwise selection process, barriers to selection, selection in Indian context,

### **UNIT -III**

Training and Development: meaning and purpose, problems in placement, Orientation; meaning and purpose, typical orientation programmes, requisites, evaluation and problems of orientation, Promotions, transfers and separations; purpose, principles, types, reasons, of promotions and transfers. Lay-off, resignation, dismissal or discharge, retrenchment and VRS, Nature of Training and Development; Inputs in Training and Development; Gaps in Training; Training and Development as source of competitive Advantage, Training Process; Deriving Instructional Objectives, Designing, Implementation and Evaluation of the Training Programme.

## **UNIT -IV**

Performance Appraisal and Compensation: Performance Appraisal; Meaning and Definition & Objectives; Performance Appraisal and Competitive Advantage; Appraisal Process; Job Evaluation; Scope, Process and Methods of Job Evaluation, Employee remuneration; Components of remuneration; Wages and salary incentives ; Fringe benefits ; perquisites ; Non monetary benefits ; Importance of an ideal remuneration system ;Factor influence employee remuneration, Devising a remuneration plan ; Challenges of Remuneration ; Wage policy in India ; Concepts of wages ; Minimum wages ; Fair Wages ;Living Wages, Incentive payments; Incentives payments ; Meaning and Definition ; Importance ; Prerequisites for an Effective Incentives System, Types of Incentives System;

## **UNIT -V**

Employee Welfare and Ethics; Employee benefits and services; meaning, definition, types, significance, administration and future of employee benefits and services. Meaning and Definition, Merits and Demerits of Welfare Measures, Types of Welfare Activities; Welfare Measures Inside the Work Place, Welfare Measures Outside the Work Place, Intra-mural Facilities, Extra-mural Facilities, Welfare Facilities by the Government, Welfare Activities by the Trade Unions, Welfare Work by Voluntary Agencies, Statutory and Non- statutory, Statutory Provisions, Non-statutory Benefits, nature, importance and relevance of HRM ethics, ethical issues in HRM, HR Audit; nature, benefit, scope and approaches to HR Audit

### **References:**

1. K Ashwathappa ,Text & Cases in Human Resources Management, Tata McGraw Hill .
2. Arun Monappa , Managing Human resources, McMillan .
3. Kesho Prasad, Strategic Human Resource Management, Prentice Hall, India.
4. Ronald R.Sims , Human resource Management, Indian Associated Press.
5. Gary Dessler, Human resource Management, Pearson Education ,India.
6. Wayne *Mondy* , Human resource Management, Pearson Education ,India.

## **MB-104 : CUSTOMER RELATIONSHIP MANAGEMENT**

### **Course Objective and Outcome:**

The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The course intends to develop a perspective and orientation for customers among the employees and make them understand how and why customers have acquired centre stage in the modern corporate decision making. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

### **UNIT -I**

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation,

### **UNIT -II**

Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction

### **UNIT -III**

Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales

### **UNIT -IV**

Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer

Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM Softwares.

#### **UNIT -V**

Customer Relationship Management: Emerging Perspectives: Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural CRM, , customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry

#### **References**

1. Simon Knox, Adrian Payne, Stan Maklan, Customer Relationship Management- Routledge Inc.
2. Alok Kumar Rai, Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning.
3. Kristin Anderson, Carol Kerr, Customer relationship management, McGraw-Hill Professional.
4. Federico Rajola, Customer Relationship Management: Organizational & Technological Perspectives, Springer.
5. H Peeru Mohammed & A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing.
6. Peelen, *Customer Relationship Management, 1<sup>st</sup> Edition, Dorling Kindersley, India.*
7. Gerhard Raab, Customer relationship management, a Global Perspective, Gower Publishing, Ltd.
8. Francis Buttle, Customer Relationship Management, Butterworth-Heinemann
9. Judith W. Kincaid, Customer Relationship Management: Getting It Right, Prentice Hall Professional
10. Sheth J N, Parvatiyar A. and Shainesh G., Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education

## **MB-105 : QUANTITATIVE TECHNIQUES FOR DECISION MAKING**

### **Course Objective and Outcome:**

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making. It underlines different concepts and theories that has significance and relevance in details and enable the student to account for while designing their systems and practices.

### **UNIT -I**

Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics, especially in Business Management

### **UNIT -II**

Steps in decision theory approach. Types of decision making environments, decision making under uncertainty, Decision making under risk, Posterior probabilities and Bayesian analysis, Decision tree analysis

### **UNIT -III**

Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean (simple and weighted), geometric mean , harmonic mean. Averages of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.

### **UNIT -IV**

Significance of measuring dispersion (variation). Classification of measure of dispersion. Distance measures- range and interquartile range or deviation. Average deviation measures- mean absolute deviation, Variance and standard deviation. Chebyshev's theorem. Coefficient of variation. Skewness, Moments and Kurtosis: Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.

### **UNIT -V**

Concept of probability, Definition of probability, Counting rules for determining the number of outcomes, Rules of probability and algebra of events. Probability tree diagram, The Bayes' Theorem, Probability Distributions-Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions – Binomial and Poisson, Continuous

probability distribution – Normal, Approximation of Binomial and Poisson distribution of Normal distribution

**References:**

1. Alan Bryman, Emma Bell : Business Research Methods, Oxford University Press
2. Donald R, Cooper, Pamela S Schindler : Business Research Methods, Tata McGraw-Hill Education
3. Mark Saunders, Philip Lewis, Adrian Thornhill: Research Methods for Business Students, Prearsons Education India
4. Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition).
5. Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).
- 6 . Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
7. Sharma J K - Business Statistics (Pearson Education 2nd Edition).
8. Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23rd Edition).
9. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi.

## **MB-106 : MANAGERIAL ECONOMICS**

### **Course Objective and Outcome:**

The basic objective of this course is to make the students aware of the various economic theories and principles that are expected to be faced by managers at the firm level and to equip them with the required tools and techniques of economic analysis for improving their decision-making skills. The paper would make students account for economic perspective of their decisions.

### **UNIT -I**

Nature and Scope of Economics-Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle.

### **UNIT -II**

Demand Analysis and Demand Forecasting-Theory of Demand. Types of Demand and their characteristics. Utility Analysis. Cardinal Utility and Ordinal Utility. Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and Elasticity of Demand. Techniques of Demand Forecasting. **Indifference Curve Analysis**-Concept and Properties of Indifference Curves. Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption Curve. Derivation of Demand Curve. Superiority of Indifference Curve Analysis over Utility Analysis.

### **UNIT -III**

Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Law of Variable proportions - Increasing, Decreasing and Constant Returns. Cost output relationship in the short-run. Cost output relationship in the Long-run, Production Functions. ISO-Cost Curves and their significance in cost analysis. Economies of Scale. Least Cost Combination Concept.

### **UNIT -IV**

Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Price of a Product under demand and supply forces. Equilibrium Price. Price behaviour and time element. Market Price and Normal Price. Pricing under Perfect Competition. Prices under short-run and Long-run. Pricing under Monopoly and Monopolistic Competition.

Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices, Factor Pricing- Pricing of labour as a factor of production. Marginal productivity theory of factor pricing.

#### **UNIT -V**

Concept of Profit. Accounting Profit and Economic profit. Theories of Profit. Dynamic Theory of Profit. Risk and Uncertainty-Bearing Theory of Profit. Innovation Theory of Profit. Profit Forecasting and Management of Profit. Profit Standards and the problems relating to Profit Maximization. Definition of national income. Product and money flows. Measurement of National Income – Net output or value method. Factor Income method. Expenditure method. Choice of Methods. Growth and composition of India's National Income.

#### **References:**

1. Thomas & Maurice Managerial Economics-Concepts and Applications, Irwin Professional Pub.
2. Haynes, Mote & Paul, Managerial Economics, McGraw Hill Publication.
3. Dean Joel, Managerial Economics, Prentice-Hall.
4. Gupta G.S. , Managerial Economics, Tata McGraw Hill Publication.
5. Koutsoyiannis A, Modern Microeconomics. Macmillan.
6. Diwedi D. N. , Managerial Economics, Pearson Education ,India.
7. Petersen, Lewis and Jain , Managerial Economics. Pearson Education India.
8. Salvatore Domonik , Principles of Microeconomics, Prentice-Hall.
9. Varshney & Maheshwari , Managerial Economic, Sultan Chand & Sons.
10. Stonier & Hague , A Text Book of Economic Theory, Pearson.
11. Mankiw , Economics-Principles and Application, Cengage Learning.
12. Slowman & Sutcliffe , Economics for Business, Pearson Education .



## **MB-107 : ACCOUNTING AND FINANCIAL ANALYSIS**

### **Course Objective and Outcome:**

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

### **UNIT -I**

**Financial Accounting:** Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality. Difference between accounting concepts and conventions. Indian Accounting Standards. Difference between traditional and modern accounting.

### **UNIT -II**

**Orientation in Accounting:** Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. Segment Reporting. International Financial Reporting Standards.

### **UNIT -III**

**Analysis of Financial Statement:** Financial Statements - Meaning, Nature and Limitations. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical vs. Horizontal Analysis. Internal Vs. External Analysis. Trend percentages and Common size statement.

### **UNIT -IV**

**Techniques of Financial Analysis:** Accounting Ratios - Meaning, Significance and Limitations. Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ turnover Ratios and Profitability Ratios. **Du-point**

**Analysis.** Funds Flow Statement - Meaning and Need. Preparation and Interpretation. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.

#### **UNIT -V**

**Valuation of Assets:** Valuation of Shares - Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.

#### **References :**

1. H.G.Guthman, Financial Statements Analysis, PHI.
2. Robert Anthony & Reece, Management Accounting - Text & Cases, Richard D. Irwin.
3. Morton Backer, Modern Accounting Theory, PHI.
4. Roy, A.Foulke, Financial Statement Analysis, McGraw-Hill.
5. Shukla & Grewal , Advanced Accounts , S. Chand & Company Limited.
6. Mukherjee & Roy , Studies in Accounting Theory, World Press Pvt. Ltd. Calcutta.
7. Jain & Narang, Advanced Accountancy, Kalyani Publishers.
8. Khan & Jain, Management Accounting, Tata McGraw-Hill Education.
9. Roy G.D. : A Survey of Accounting Ideas , Alpha Pub. Concern.

## **MB-108 : ENVIRONMENT & MANAGEMENT**

### **Course Objective and Outcome:**

The course aims at providing an overview of various dimensions of business environment. It seeks to familiarize the students with various aspects of economic, social, political & cultural environment of India. This will provide a deeper understanding of the environmental factors influencing Indian Business Enterprises and enable them to appreciate the complexities the environment businesses operate in.

### **UNIT -I**

**Introduction**-Meaning, Nature of Business, Concept & Characteristics of Business environment, an overview of various dimensions of business environment, Relevance of Business environment to business, types of environment: internal & external environment, micro and macro environment, competitive structure of industries, competitor analysis and strategic management. Globalization & its impact on Indian Economy

### **UNIT -II**

**Economic Environment**-Nature of the economy, Structure of the economy, economic policies, Industrial growth in India, Broad features of Indian Industrial policies (upto1991), the new Industrial policy & evaluation of new policy, Economic Cycle, Economic Reforms & Liberalization, Structural reforms & appraisal of economic reforms. Economic Planning in India , Monetary policy, measure of money stock & money supply, instruments of monetary policy, fiscal policy, instruments of fiscal policy, Problems of monetary & fiscal policies, the union budget, state budget, finances of the union and states, the finance commission, importance of the budget, Economic stabilization.

### **UNIT -I II**

**Political and Legal Environment**-Political institution in India-Legislature, Executive & Judiciary- Brief review of their functions, Indian Constitution-Fundamental rights & directive principles & their influence on Indian Business, Centre- State relationships, participative, economic, regulatory & promotional roles of government of India, evolving role of state /government.

## **UNIT -IV**

**Social & cultural environment In India**-Salient features of Indian society – class & caste structure of Indian society , Secularism in Indian Society , Rural – Urban differences , Joint family system, Business Participation in social & cultural affairs , Size & growth rate of population ,Age structure of population, Demographic dividend & its impact on business & growth, Business & culture : religion , language ,culture & organizational behavior , Technological development & social Change

## **UNIT -V**

**Technological Environment in India**- Trends in technological environment in India, Innovation , Technological Leadership & follower ship, Technology & competitive Advantage , Sources of technological dynamics ,Appropriate technology & technology adaptation ,in house R& D in Indian Industries , Technological collaboration & Govt. Policy , Transfer of technology ,difference in the levels of science & technology across countries , EMS Standard, ISO 1400,.

### **References:**

- 1.F.Chेरunillam ,Business Environment, Himalaya Publication .
- 2.K Ashwathappa , Essentials of business Environment, McGraw Hill Education .
- 3.Dutt & sundaram , Indian Economy, S. Chand **Publisher**.
- 4.N.K.Sharma , Business Environment in India, Pinnacle Technology.
5. Vatsyanam , Indian Society & Social Institutions, Atlantic Publishers.
6. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
7. Shaikh & Saleem - Business Environment (Pearson, 1st Edition).

# MASTER OF BUSINESS ADMINISTRATION (MBA)

## SEMESTER-II

### MB-201 : ORGANIZATIONAL BEHAVIOUR

#### **Course Objective & Outcome:**

This paper seeks to develop interpersonal skills of the students by giving them a brief glimpse of various psychological and social dimensions of human behaviour. Apart from dwelling into the reasons and responses of individual behaviour, the paper explores the group dynamics that are crucial to the performance of an organization.

#### **UNIT -I**

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Organization as a Social Unit, Concept of Learning Organization, Roles & Skills of Managers. Knowing Behaviour- approaches to understand it (Cognitive, Behaviouristic & Social Cognitive) Field of OB: Individual, Groups & Systems as building blocks, contributing disciplines, Challenges & Opportunities of OB

#### **UNIT -II**

Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception. Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity. Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. Learning: Concept and Theories of Learning.

#### **UNIT -III**

Motivation: Theories of Motivation: Early and Contemporary views, Three level Work Motivation Model, Motivating a Diverse Workforce. Leadership: Style and Theories of Leadership-Trait, Behavioural and Situational Theories, Leadership styles in Indian Organisations. Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

#### **UNIT -IV**

Group Dynamics: Types of Group and their development stages, concept, status, norms size and cohesiveness. Group decision making techniques, Group Think & Group Shift ; Transactional Analysis; Four Life positions. Organisational Power and Politics: Concept,

Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power.

#### **UNIT -V**

Conflict and Stress Management: Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling. Organisational Culture: Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

#### **References:**

1. Newstrom John W. - Organizational Behaviour, Human Behaviour at Work (Tata Mc Graw Hill.
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill,10th edition).
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill.
4. Robbins Stephen P. - Organizational Behaviour (Pearson Education.
5. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of Organizational Behavior.
6. Greenberg Jerald and Baron Robert A. - Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India).
7. Laurie J. Mullins, Essentials of Organizational Behaviour, Pearson Learning.
8. Ian Brooks, Organizational Behaviour, Pearson Learning.
9. Stephen P Robbins, Organisational Behaviour, Prentice Hall Inc.

## **MB-202 : OPERATIONS MANAGEMENT**

### **Course Objective & Outcome:**

This paper familiarizes the students with the concepts, classifications and constraints of production and operations management and its relevance for the overall business strategy. The paper deals with issues such as forecasting, operations and production planning and control, quality control, etc.

### **UNIT -I**

Production and Operations Management– An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, New Product Development, Product Design, Plant Location, Layout Planning. Concept and definitions, Factors contributing to productivity improvement, Techniques for productivity improvement.

### **UNIT –II**

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement. Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis, Types of Inventory Situations, Costs of Inventory, Order Point Policies (OPP), Economic Order Quantity (EOQ) Models – Batch Delivery, Economic Lot Size (ELS) Models, Perpetual Inventory Systems, Periodic Inventory Systems,

### **UNIT -III**

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule, **Arrow Diagramming and Network Analysis**- PERT Model, Determination of Critical Path, Distribution of Project Completion time, CPM Model, Time/Cost Relation, Crashing of a Project. Multiple Project Management.

### **UNIT -IV**

**Operations Planning and Control:** Aggregate Production Planning, Master Production Scheduling (MPS), Materials Requirement Planning (MRP), Capacity Requirements Planning (CRP), Distribution Resource Planning (DRP), Weaknesses of MRP, Manufacturing Resource Planning (MRP II), Emerging Power of ERP; Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting, Line balancing. Cycle-

Time Management (CTM), Time-Based Management (TBM), Just-in-Time Delivery (JIT), JIT II, Push Vs Pull – Process Discipline.

#### **UNIT -V**

**Quality Control:** Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM), Objectives of SQC, Process Control charts for Variables and Attributes, Operating Characteristic (OC) curves. Total Quality Management (TQM), Mapping Quality Systems.

#### **References:**

1. Chase Richard B, et al , Production and Operations Management: Manufacturing and Services,Tata McGraw-Hill Pub. Co., New Delhi.
2. Mahadevan B, Operations Management, Theory and Practices, Pearson Education,.
3. Buffa Elwood S & Sarin Rakesh K, Modern Production / Operations Management, John Wiley & Sons, Singapore.
4. Adam Everett E & Ebert Ronald J,Production & Operations Management: Concepts, Models & Behavior, PHI, New Delhi.
5. Hill, T , Operations Management, Palgrave Macmillan, England.
6. Levin, McLaughlin, et al, Production/Operations Management, Contemporary Policy for Managing Operating Systems, McGraw-Hill Book Company, New York.
7. Monks Joseph G, Operations Management: Theory and Problems, McGraw-Hill Book Company, New York.
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11. Holt C C, et al, Planning, Production, Inventories & Workforce, PHI, Englewood Cliffs, NJ.
12. Meredith, J. R. & Mantel, S, J, Project Management: A Managerial Approach, John Wiley & Sons, New York.
13. Waters Donald, Inventory Control & Management, John Wiley & Sons, England.
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## MB-203 : OPERATIONS RESEARCH

### Course Objective & Outcome:

The present paper seeks to disseminate knowledge about scope, techniques and applications of operations research in managerial decision making. It covers linear programming, game, sequencing problems and other advanced operations research models.

### UNIT -I

Managerial Decision Making and, Different Models of Operation Research: Principles and Types, Nature and Scope of Related to other Functional Area of Business, Duties and Responsibilities of Personnel, Uses, Scope and Applications of Operation Research in managerial decision-making

### UNIT -II

Formulation of Linear Programming Problems Graphical Solution to Two Variable Problems, Simplex Method and Its Applications, Duality in linear programming, Primal and dual LP problems

### UNIT -III

Introduction, Initial Basic Feasible Solution: North West corner rule, Least Cost method, Vogel's Approximation method. Optimality test, Modified Distribution (MODI) Method and Stepping Stone Method, **Assignment Problem**-Introduction to the Assignment Model, Hungarian Assignment Algorithm, Solution to the Assignment Problem: Maximization and Minimization Cases.

### UNIT -IV

Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game. **Sequencing Problem**: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems

### UNIT -V

Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers. **Replacement Problem**: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. **Project Management**: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

**References:**

1. Thompson W.W., Operations Research Technique, Coloumbus, Ohio, C. E. Merrill Books (1967)
2. Levin R. I., Rubin D. S. & Stinson J.P., Quantitative approaches to management, Mcgraw, Hill
3. Bierman H., Bonini C. P. & Houseman W. H.,Quantitative analysis for business Decision, Richard D. Irwin Inc ('65)
4. Hiller F. S. & Lieberman G. J.,Introduction to Operations Research
5. Taha H. A., Operations Research an Introduction, Prentice Hall of India Pvt. Lts., New Delhi
6. Sharma J K - Operations Research (Pearson
7. Gupta PK and Hira DS, Operations Research, S.C. Chand
8. Shenoy G V, Sherma S. C. & Srivastava U. K., Operations Research for management

## **MB-204 : FINANCIAL MANAGEMENT**

### **Course Objective & Outcome:**

The primary objective of this paper is to educate the students about the basic principles, tools and techniques of financial management which are required to take an informed business decision and thus, can affect the profitability aspects of a firm.

### **UNIT -I**

Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

### **UNIT -II**

Equity share, preference shares, debentures, bonds, warrants, Commercial Paper, Certificate of Deposit, Treasury Bills, Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage alongwith implications; EBIT-EPS Analysis & Indifference Points.

### **UNIT -III**

Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

### **UNIT -IV**

Concept of retained earnings, Relevance and Irrelevance, Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions. Theories of dividend decision : Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

### **UNIT -V**

Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Introduction to Working Capital Financing.

**References:**

1. J Fred Weston & Eugene F. Brigham , Managerial Finance,阿克特 Publications.
2. Franklin R. Edwards & Cindy W. Ma , Futures and Options, McGraw-Hill, Inc.
3. James Van Horne, Essentials of Financial Management, Prentice Hall.
4. Walker E. W., Essentials of Financial Management, Prentice Hall.
5. Srivastava, R. M., Financial Management, Sterling Publishers Private Limited.
6. Prasanna Chandra, Financial Management, Tata McGraw-Hill.
7. Pandey, I. M., Financial Management, Macmillan India.

## **MB-205 : MANAGEMENT ACCOUNTING AND CONTROL**

### **Course Objective & Outcome:**

The present paper aims at familiarizing the students with the application aspect of accounting and various techniques that are used to obtain accounting information used for decision making. The paper explains the concepts of management accounting and elucidates the methods of accounting and control which intends to help the future managers in understanding and utilizing the accounting information effectively.

### **UNIT -I**

Accounting for Management, Role of Cost in decision making, Comparison of Management, Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

### **UNIT -II**

Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio, Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

### **UNIT -III**

Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

### **UNIT -IV**

Meaning and Concept of standard costs, establishing various cost standards, Types of Standard and their revision, Difference between budgeting and standard costing. Their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead. Kinds of Variances, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

## **UNIT -V**

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment centre, cost centre, profit centre and responsibility center and its managerial implications, Transfer Pricing : concept, types & importance ; Neo concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

### **References:**

1. Anthony Robert N. & Reece James S , Management Accounting, Irwin.
2. Anthony Robert N & Welsch Glenn A, Fundamentals of Management Accounting, R.D. Irwin.
3. Hongren Charles T. , Introduction to Management Accounting, Pearson Education India.
4. Bhattacharya S.K. & Dearden John , Accounting for Management, Tata McGraw-Hill Pub.Co.Ltd., ND.
5. Hingorani N.L., Ramanathan A.R. & Grewal T.S., Management Accounting, Sultan Chand & Sons.
6. Khan M.Y. and Jain P.K., Management Accounting Tata McGraw-Hill Publishing Co. Ltd. , New Delhi.
7. Horngren et al - Introduction to Management Accounting (Pearson, 2002, 12th edition).
8. Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000, 3rd Ed.).
9. Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.).
10. Bhattacharyya S K and Dearden J - Accounting for Management (Vikas, 1987, 8th Ed.).

## **MB-206 : BUSINESS RESEARCH METHODS**

### **Course Objective & Outcome:**

The present paper intends to provide comprehensive knowledge about the research methods that are employed to investigate the business problems. The paper discusses various steps in business research and introduces the concepts, tools and techniques that are used at each of these steps thereby, honing the research skills of future managers.

### **UNIT -I**

**Introduction to Business Research**-Meaning and Significance of Research in Business; Different Approaches to Research – Scientific Methods and Non-scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research.

### **UNIT -II**

**Research Problem Identification and Research Design Determination**-Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation); Potential Sources of Errors in Research

### **UNIT -III**

**Sampling Design and Measurement Techniques**-The Sampling Design Process; Types of Sample Design – Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques – Comparative and Non-comparative; Reliability and Validity of Measurement.

### **UNIT -IV**

**Data Collection Tools and Data Processing**-Questionnaires and Observation Forms; Questionnaire Design Process; Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data – Editing, Coding, Classification and Tabulation

### **UNIT-V**

**Analysis of Data**-Exploring, Displaying and Examining Data; Basic Data Analysis – Descriptive Statistics; Univariate Statistics – Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis. **Business**

**Research Report**-Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up

**References**

1. Cooper and Schindler, Business Research Methods, Tata McGraw Hill, New Delhi
2. Malhotra N.K., Marketing Research – An Applied Orientation, Pearson Education, New Delhi
3. William G. Zikmund, Business Research Methods, Cengage Learning, New Delhi
4. Saunders, Lewis & Thornhill: Research Methods for Business Students, Pearson Education, New Delhi
5. Panneer Selvam, Research Methodology, Prentice Hall of India, Delhi
6. Beri G.C , Marketing Research, Tata McGraw Hill, New Delhi
7. Karlinger, Fred N., Foundations of Behavioural Research.
8. Mohsin, S.M. , Research Methods in Behavioural Research.
9. Tull & Hawkins, Marketing Research, Prentice Hall of India, Delhi



## **MB-207 : BUSINESS COMMUNICATION AND MANAGEMENT INFORMATION SYSTEM**

### **Course Objective & Outcome:**

The present paper seeks to improve the communication skills of student by offering them an understanding of the essentials of business communication. Latter part of the paper deals with dynamics of management information system and its role in business decision making along with the contemporary issues and practices related to MIS.

### **UNIT -I**

Meaning and importance of Communication in business, the process of Communication, models of Communication, types of information order, advise, suggestion, motivation, persuasion, warning and education. Channels of communication-their effectiveness and limitations, media of communication, barriers of communication, approaches to effective communication, and tools of communication: diction, sentence, paragraph, punctuation and report writing.

### **UNIT -II**

Specific of business Communication-essentials of effective business Communication structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustments, credit and status inquires, agency letters and sales letters, Conference Seminar, Symposia and Other Formal Communication

### **UNIT -III**

Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems

### **UNIT -IV**

Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS; Internet, Intranet, Extranet; Enterprise communication and Collaboration.

## **UNIT -V**

MIS support for decision making; Decision Support Systems; Tools of business support systems; what if analysis, sensitivity analysis; goal seek analysis, optimization analysis, data mining for decision support. Developing MIS Systems-System Development Life Cycle; Investigation Phase; System Analysis; System Design (DFD and ER diagrams); System Implementation. Applications-Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Contemporary Issues in MIS

### **References:**

1. Lesikar, Petit & Flatley, Lesikar's Basic Business Communication, Tata McGraw Hill.
2. Poe & Fruchling, Basic Communication; AITBS.
3. Taylor, English Conversion Practice; Tata McGraw Hill.
4. Diwan & Aggarwal, Business Communication; Excel.
5. Baugh, Frrayer & Thomas, How to write first class Business Correspondence; Viva Books.
6. C.S.V Murthy, Management Information Systems, Himalaya Publishing House, New Delhi.
7. Laudon K C & Laudon J P, Management Information Systems: Managing the Digital Firm, Prentice-Hall.
8. O'Brien J, Management Information Systems, Tata McGraw-Hill, Galgotia.
9. Jawedkar W S, Management Information Systems, Tata McGraw-Hill.
10. Mudrick R G, An information system for modern management, Pearson.