

# NIMS UNIVERSITY, JAIPUR



## SYLLABUS

# **MASTER OF BUSINESS ADMINISTRATION (M.B.A.)**

## MASTER OF BUSINESS ADMINISTRATION (M.B.A)-MARKETING

Sl. No.	Subject Code and Subject Name	Theory-T / Practical-P
	<b>YEAR - I</b>	
1.	Principles of Management and Organizational Behavior	T
2.	Business Accounting Analysis	T
3.	Business environment	T
4.	Computer Fundamentals	T
5.	Marketing Management	T
6.	Human Resource Management	T
7.	Operations Management	T
8.	Quantitative Techniques in Management	T
9.	Communication For Professionals & Presentation	T+P
10.	Managerial Economics	T

## Principles of Management & Organizational Behavior

<b>UNIT 1</b>	<p>Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management – Functions of Management-The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.</p>
<b>UNIT 2</b>	<p>The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing. Co-ordination functions in Organization - Human Factors and Motivation - Leadership - Committees and Group Decision Making - Communication - Global Leading.</p>
<b>UNIT 3</b>	<p>The System and Process of Controlling - Control Techniques and Information Technology - Global Controlling and Global Challenges – Direction Function – Significance.</p>
<b>UNIT 4</b>	<p>Organizational Behavior : History - evaluation, Challenges &amp; opportunities, contributing disciplines, management functions and relevance to Organization Behavior. Organizational Behavior responses to Global and Cultural Diversity. Personality - Determinants, structure, behavior, assessment, psychoanalytical Social learning, job-fit, trait theories. Emotions and Emotional Intelligence as a managerial tool. Attitudes - relationship with behavior, sources, types, consistency, work attitudes, values- Importance, sources, types, ethics and types of management ethics. Perception - Process, Selection, Organization Errors, Managerial implications of Perception. Learning - classical, operant and social cognitive approaches. Implications of learning on managerial performance.</p>
<b>UNIT 5</b>	<p>Stress - Nature, sources, Effects, influence of personality, managing stress- Conflict - Management, Levels, Sources, bases, conflict resolution strategies, Negotiation. Foundations of group behaviour: team decision making. Issues in Managing teams. Organizational change - Managing planned change. Resistance to change - Approaches to managing organizational change - Organizational</p>

Development - values - interventions, change management- Organizational culture - Dynamics, role and types of culture and corporate culture.
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### RECOMMENDED BOOKS

1. Management– J. R. Schermerhorn Jr. 8th Edition, Wiley India, New Delhi 2005
2. Management-Richard L. Daft, Cengage learning
3. Organizational Behavior - Stephen P Robbins, Timothy A. Judge, Seema Sanghi- Pearson Education, 12th Edition
4. Organization Behavior-Sтивен L Mc Shane, Mary Ann Von Gilnow and Radha R Sharma, TMH, 3rd Edition, 2006

### REFERENCE BOOKS:

- Management - Ricky W. Griffin Eighth Edition, 2005, Biztantra
- Fundamentals of Management-Stephen P Robbins et al, Pearson Publications, Fifth edition
- Management - A Global and Entrepreneurial Perspective - Harold Koontz, Heinz Wehrich - TMH 12th edition, 2008.
- Management-Concepts and Cases-V. S. P. Rao, Excel Books
- Dr. B. S. Mathur--Principles of Management (National Publishing House. Chaura Rasta, Jaipur).
- Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi.
- Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.
- Robbins.S.P., Fundamentals of Management, Pearson, 2003.
- Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.
- Umasekaran, Organisational Behaviour.
- VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004
- Organizational Behavior, Fred Luthans, 11th edition, Mc-Graw Hill International Understanding Organizational Behaviour – Uday Parek; Oxford Press
- Management and organizational Behavior, Laurie J Mullins, Pearson education
- Fundamentals of organizational behavior, Slocum/Hillriegel. Cengage Learning

### **Business Accounting Analysis**

<b>UNIT 1</b>	Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.
<b>UNIT 2</b>	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-DuPont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems
<b>UNIT 3</b>	Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting. Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems
<b>UNIT 4</b>	Objectives and functions of Financial Management - Role of Financial Management in the organization - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax Framework. Sources of Long term finance - Features of Capital market Development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting
<b>UNIT 5</b>	Cost of Capital - Computation for each source of finance and weighted average cost of capital -EBIT -EPS Analysis - Operating Leverage - Financial Leverage - Problems.

	<p>Capital Structure Theories - Dividend Policies - Types of Dividend Policy.  Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management  and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.</p>
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**RECOMMENDED BOOKS:**

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

**REFERENCE BOOKS:**

1. Financial Accounting for Management: An Analytical Perspective – Ambrish Gupta, Pearson Education, 1/e,
2. Financial Accounting: A Managerial Emphasis – Ashok Banerjee, Excel Books,
3. Accounting For Managers – Maheswari & Maheswari – Vikas Publishing house (P) Ltd.
4. Financial Statement Analysis – Wild – Tomson Cengage Learning Ltd.
5. Advanced Accountancy- R. L. Gupta & M. Radhaswamy –Sultan Chand Publications
6. Accounting for Managers-Bhattacharya- Vikas Publications, 3/e

## Business Environment

<b>UNIT 1</b>	<b>Systems approach to business</b> – the physical, Legal, Social, Economic, Political and Technical Environment of business – Environment Analysis – State and Economic Activities – Economic Systems – Public Sector – Public Sector in India, Navratna Public Sector Undertakings, Globalization of Indian Public Sector Undertakings.
<b>UNIT 2</b>	<b>Nature of the Indian Economy</b> - Evolution of Industry in India – Some important industries / sectors of India: Cotton, Textile, Jute, Sugar, Rubber Based Industries, Iron and Steel industry- health sector, Travel and Tourism, Information technology & Software, BPO. Planning in India, Industrial development strategy
<b>UNIT 3</b>	<b>Business &amp; Society:</b> Social responsibility of business, consumer rights, consumerism and business, Corporate Governance.
<b>UNIT 4</b>	<b>Industrial Policy of the Government.</b> Industrial Policy Resolutions / Statement- Main Provisions and their impact on industrial development- Industrial Licensing Policy in India.  Policies with respect to economic concentration, monopolies and restrictive trade practices, MRTP Act.
<b>UNIT 5</b>	<b>Global Financial Crisis:</b> The great depression of 1930's – implication and strategy adopted for development – South East Asian Currency crisis of 1990's – Financial crisis-2008 and implication for India.
<b>UNIT 6</b>	<b>The Financial system</b> - monetary and fiscal policies, Industrial financial institutions and development banks – IFCI, ICICI, IDBI, SIDBI, SBI & Its associated Banks, Bank of Baroda, Canara Bank, Private Commercial Banks – ICICI Bank, HDFC Bank. Monetary & Fiscal Policies & their impact on Business. Immediate previous Union Budget. Banking Structure Reforms- Narasimhan Committee Recommendations- Financial sector reforms - Recent Technological Developments in Indian banking (ATM, Debit and Credit Cards, EMT, EFT, Etc.)

**RECOMMENDED BOOKS:**

1. Economic Environment of Business by S K Misra, V. K. Puri – Himalaya publishing house.
2. Business Environment Text and Cases by Justin paul, 2nd edition, McGraw – Hill Companies
3. Cherunilam Francis: Business Environment, Himalaya Publishing House, New Delhi
4. Government of India Economic Survey Report & Union Budget
5. Cherunilam Francis: International Business, Prentice Hall of India, New Delhi.

**REFERENCE BOOKS:**

1. Business Environment by Suresh Bedi –Excel Books
2. Indian Economy by I. C. Dingra
3. Business Environment-Shaikh & Saleem, Pearson, 2006
4. Indian Economy by K P M Sundharam and Ruddar Datt.



## Computer Fundamentals

<b>UNIT 1</b>	<p>Characteristics of computer &amp; its block diagram, generation of computer, classification of computer (super, mainframe, mini, workstation, portable), number system.</p> <p><b>Input device</b> (keyboard, pointing device, data scanning, digitizer, electronic card based device, speech recognition device).</p> <p><b>Output device</b> (Monitor, printer, plotter, speaker, screen image projector).</p> <p><b>CPU</b> – CU &amp; ALU, Processor speed, system clock, Motherboard, Microprocessor, Expansion slot, Memory buses.</p> <p><b>Storage unit</b> – Primary &amp; secondary storage unit, Main Memory – RAM (SRAM &amp; DRAM) &amp; ROM, Cache Memory.</p> <p>Secondary Memory &amp; its type (sequential &amp; direct access) Magnetic tapes, Magnetic Desk, Optical Disk, Disk Formatting (Boot Record, FAT, Folder directory).</p>
<b>UNIT 2</b>	<p><b>Software and Types of Software-</b> Operating system basics, application software definition and basics. Introduction to Programming Languages, System software (Operating systems and Utilities), application software (Word processors, Spreadsheet, DBMS, Presentation Graphics, Browsers, Personal Information Managers), Introduction to Multilingual Word- processors. Data Warehousing – Need for data warehousing, data warehouse components, Construction of data warehouse (Theory Only)</p>
<b>UNIT 3</b>	<p><b>Application Software</b> (Working knowledge at Common users Level Only)</p> <p><b>(a) Word Processing, Software:</b> MS Word, Entering, Editing and Formatting Text, Document Formats, (page Size and Orientation, Headers and Footers, Columns and Section, Page layout), Spelling and Grammar headers, Thesaurus, Find and Replace, Cut and Paste, Tables and Formatting tables, Mail Merge, Styles and Templates.</p> <p><b>(b) Spreadsheet Program - MS Excel:</b> Entering data, Labels Values, Dates, Formulas, Cell references, Formats, Functions, Templates, Charts and Maps, analyzing data in a spreadsheet.</p> <p><b>(c) DBMS - Microsoft Access:</b> Database, Entering data into the database Creating Database tables, editing data, Viewing Records, Sorting records, Querying a database, generating reports.</p>
<b>UNIT 4</b>	<p><b>Communications and Connectivity-</b>Data Communication systems, Data transmission (serial, Parallel, bandwidth, Protocols), E-mail, FAX, Voice and Video messaging, Video conferencing, Online services, user connection (type) Networking of Computers (Node, Client, Server. LAN, WAN), Using the network, The Internet and the Web. Telecommunication Concepts, Data Transmission and OSI reference model, LAN, MAN, WAN, WWW, Topologies, Protocol stack, Internet, Intranet, Extranet.</p>
<b>UNIT -5</b>	<p><b>The Internet and Online Resources</b> (Working knowledge at Common users Level Only)</p> <p>How the Internet works, Introduction to TCP/IP, IP and DNS address, Features of the Internet 9E-mail, News, Telnet, FTP, Chart, Channel, WWW, Online services, Bulletin Board Services) Connecting to a PC to the Internet (Setting Dial up and Internet connection Wizard) Overview of Internet browsers IE and Firefox, features, there in use off search engines surfing creating and Use of e-mail, Awareness about e-commerce and its advantages.</p>

## **RECOMMENDED BOOKS**

1. Computers: Technology, Applications and Social Implications
2. A First Course in Data Processing, J. Daniel Couger & Fred R McFadden, Wiley
3. David, Van Over, Foundations of Business System, Forth Worth, Dryden 1992
4. Estrada Susan, Connecting to Internet, OReiley, 1993
5. Computer Networking – James F Kurose & Keith W Ross, Addison Wesley, 2004
6. Data Communications and Networking – 3rd Edition, Forouzan, Tata McGraw Hill
7. The Internet Book – Douglas E Comer, PHI
8. Computer Networks-Protocols, Standards & Interfaces-Black, PHI

## Marketing Management

<b>UNIT 1</b>	<p><b>Introduction to Marketing:</b> Nature, scope and importance of marketing, , the marketing concept-selling Vs marketing concept: Growing relevance of marketing in India.</p> <p><b>Marketing Environment:</b> Demographic, Economic, natural, technological, politic, legal and, socio-cultural environment, The Indian Marketing Environment.</p>
<b>UNIT 2</b>	<p><b>Marketing Planning</b> - Nature, Process and Contents of Marketing Plan - The changing marketing environment - Analyzing needs and trends in Macro Environment, Economic Environment, Technical Environment, Political Environment and Socio-cultural Environment. Introduction to the Marketing Mix Ps and Cs.</p>
<b>UNIT 3</b>	<p><b>Product:</b> Product strategy, product innovation and diffusion, Product development, Product lifecycle and product mix</p> <p><b>Pricing Decisions:</b> Designing pricing strategies and programs, pricing techniques.</p>
<b>UNIT 4</b>	<p><b>Place:</b> Types of channels, meaning &amp; importance, channels strategies, designing and managing value network and marketing channel, managing retailing</p> <p><b>Promotion:</b> Advertising- meaning and importance, types, media decisions, promotion-mix. Marketing appeals and tactics. Promotional vehicles. Interactive advertising formats. New marketing models (CPM, CPC, and CPA). Direct Marketing Sales Promotion (push versus pull study).</p>
<b>UNIT 5</b>	<p><b>Consumer Behavior</b> - Factors influencing buyer behavior - Buyer decision process - Consumer Psychology - Industrial Buyer behavior Vs. Domestic Buyer behavior - Customer satisfactions Vs. Customer delight - Consumer value and satisfaction</p> <p>Profile and feature of Indian consumers,</p>
<b>UNIT 6</b>	<p><b>Competition</b> - Identification and Analysis of Competitors.</p> <p><b>Market segmentation</b> - Bases for market segmentation of consumer goods, industrial goods and services - Market Targeting and positioning strategies. Market segmentation-meaning, levels, basis of segmentation, concept of niche marketing.</p>
<b>UNIT 7</b>	<p><b>Market Evaluation and Controls</b> - Types, process, obstacles to marketing control - Marketing Audit - Marketing Ethics</p>

### RECOMMENDED BOOKS:

1. Kumar, Ramesh; Application Exercises in Management, Vikas Publishing House, 2004.
2. Varshney & Gupta; Marketing Management, Sultan Chand & Sons, 2005.
3. Kotler & Armstrong; Principles of Marketing Management, Prentice hall India, 2003.

### REFERENCE BOOKS

1. Gandhi, T. C. Marketing; A Managerial Introduction, 2003.
2. Gupta & Suri; Case Studies in Marketing Mgt., Himalaya Publishing House, 2005.

## Human Resource Management

<b>UNIT 1</b>	<b>Introduction:</b> Concept, nature, scope, objectives and importance of HRM; Evolution of HRM; Challenges of HRM, Personnel Management vs HRM, Role of HRM in strategic management. HRM Environment in India.
<b>UNIT 2</b>	<b>Acquisition of Human Resources:</b> HR Planning, need of HR Planning; Job analysis – job description and job specification; recruitment – sources and method; selection process – tests and interviews; placement and induction. Job changes – transfers, promotions/demotions, separations.
<b>UNIT 3</b>	<b>Training and Development:</b> Concept and importance of training; types of training; methods of training; design of training programme; evaluation of training programme; executive development – need and techniques; career planning and development.
<b>UNIT 4</b>	<b>Compensation and Maintenance:</b> Concept, Objectives, Compensation Management, <b>Job Evaluation:</b> Concept, Methods, Limitations. <b>Maintenance:</b> Overview of Employee Welfare, Health & Safety. Discipline and Grievance handling procedure.
<b>UNIT 5</b>	<b>Performance Appraisal:</b> Introduction, Process, Methods, Limitations, 360 degree Feedback system.

### RECOMMENDED BOOKS:

1. Chhabra, T. N; Human Resource Management; Dhanpati Rai and Co. Pvt. Ltd New Delhi 2003.
2. Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata McGraw Hill Publishing Company, New Delhi, 2003
3. Rao, V S P, Human Resource Management, Text and Cases, Excel Books, 2004.

### REFERENCE BOOKS

1. Flippo, Edwin B., Personnel Management, Tata McGraw Hill.
2. Dr. Gupta, C. B.; Human Resource Management, Sultan Chand and Sons, New Delhi, 2003.
3. Dessler, Gary; Human Resource Management; Prentice Hall.
4. D’Cenzo, David A & Stephen P. Robbin, Personnel Human Resource Management, Prentice Hall of India.
5. Beardwell, Ian & Len Holden, Human Resource Management, Macmillan, Delhi

# Operations Management

<b>UNIT 1</b>	<p><b>Operations/Production Management</b> – Introduction; Definitions ; Objectives; Strategies of Operations Management; Overview &amp; Scope &amp; Significance &amp; Systematic View of Operations; Factors of production; Productive use of resources; Operations Management as Multidisciplinary subject</p> <p><b>Production System</b> - Issues &amp; Environment ; Introduction; Production System Model ; Characteristics of Production Systems; Production System Design</p>
<b>UNIT 2</b>	<p><b>Facility Planning</b> – Definition; Needs; Objectives; Facility Layouts – Process Layout, Product Layout ; Designing/Preparing Facility Layout</p> <p><b>Capacity Planning</b> – Introduction; Aspects; Procedures – Capacity Planning for a single stage system, Capacity Planning for a multiple stage system; Determination of Equipment Requirements</p>
<b>UNIT 3</b>	<p><b>Material Management</b> – Issues; Material Planning – purchase; stores; material handling</p> <p><b>Material Requirement Planning (MRP)</b>- Definitions ; MRP-I Vs MRP-II; Objectives; Elements – Master Scheduling, Bill of Materials, Inventory Records, Capacity Planning, Purchasing ; Computations; Implementations</p>
<b>UNIT 4</b>	<p><b>Aggregate Production Planning</b> – Purposes; Steps; Importance; Reactive Alternatives; Work force Adjustment; Overtime &amp; Under time; Vacations Schedules; Anticipation Inventory; Subcontractors; Backlogs</p> <p><b>Just – in – time (JIT) Manufacturing</b> – Introduction; Characteristics; Elements; JIT Purchasing</p>
<b>UNIT 5</b>	<p><b>Job Design</b> – Definitions; Job Design Techniques – Traditional Engineering Techniques (Specialization, Work Methods, Working Environment) ; Behavioral Approach Techniques (Job Rotation, Job Enlargement, Job Enrichment)</p> <p><b>Work Measurement</b> – Definition; Work Measurement Techniques – Time Study, Work Sampling</p>

## RECOMMENDED BOOKS:

1. Operations Management Theory and Practice, B Mahadevan, Pearson Education, Second Edition 2007
2. Operations Management by William J Stevenson 8th Edition 2005

## REFERENCE BOOKS

1. Production and Operations Management, K Aswathappa, K Sridhar Bhat, Himalaya Publication
2. Production and Operation Management, Text and cases, Upendra Kachru, First Edition Excel Publication.

## Quantitative Techniques

<b>UNIT 1</b>	An Introduction, Statistical and operations Research techniques, Scope and application of quantitative techniques, Scientific approach in decision making. Limitation of these techniques.
<b>UNIT 2</b>	<b>Correlation Analysis:</b> Definition of Correlation Coefficient (Karl Pearson's Correlation Coefficient) ; Scattered Diagram ; Properties of Correlation Coefficients ; Rank Correlation Coefficient (Spearman's Rank Correlation Coefficient); Problems Solving Regression Analysis: Definitions of Regression Equations & Regression Coefficients ; Properties of Regression Coefficients ; Problems Solving
<b>UNIT 3</b>	<b>Decision Theory:</b> Decision making under certainty, uncertainty and Risk, Decision tree analysis.  <b>Linear Programming Problems (LPP):</b> LPP Formulations ; Graphical Solutions of LPP ; Simplex method for solving LPP ; Transportation (Solving Transportation problems) ; Assignment (Solving Assignment problems) ; Duality
<b>UNIT 4</b>	<b>Network Analysis:</b> Programme Evaluation and Review Technique (PERT) and critical path Method (CPM), Cost Analysis and Crashing the Network.  <b>Theory of Games and Queuing Models:</b> Two persons Zero sum games, pure and mixed strategy
<b>UNIT 5</b>	<b>Queuing mode Single channel queuing theory</b> Application of queuing theory in business decision making.  <b>Replacement Theory:</b> Replacing of items that deteriorate with time, Time value of money concept and replacement of items that fails suddenly.  <b>Simulation:</b> Advantages, Limitations, Monte casio Method.

### RECOMMENDED BOOKS:

1. Gupta, S. P. and Gupta, P. K.; Quantitative Techniques and Operations Research, Sultan Chand & Sons
2. Vohra, N. D.; Quantitative Techniques in Management 2003.
3. Gupta, S. P. Statistical Methods, Sultan Chand & Sons. 2004
4. Srivastava, U. K.; Shenoy, G. V. and Sharma, S. C.; Quantitative Techniques for managerial Decisions; New Age International Pvt. Ltd., (2002) 2<sup>nd</sup> edition

### REFERENCE BOOKS:

1. S. D. Sharma; Operations Research, New Edition
2. Sharma, J. K.; Operations Research: problems & solutions; Macmillan India Ltd., 2004(2<sup>nd</sup> edition)
3. Sancheti, D. C. & Kapoor, V. K.; Statistics-Theory, Methods, Sultan Chand & Sons, 2004

## Communication for Professionals & Presentation

<b>UNIT 1</b>	<b>Role of Communication:</b> defining communication- classification of communication – purpose of communication – process of communication- elements of communications – major difficulties in communication – common problems in two way communication- barriers to communication conditions for successful communication – characteristics of successful communication – universal elements in communication.
<b>UNIT 2</b>	<b>Importance of communication in management:</b> important functions of managing – managing and communication – need for communication in management – corporate communication – the manager – the human needs – communication training for managers – communication structure in an organization – communication and the line and staff management – formal communication – informal.
<b>UNIT 3</b>	<b>Written Business Communication:</b> The art of Writing – Importance of skills in written communication – purpose of writing- the audience – clarity in writing – principles of effective writing.
<b>UNIT 4</b>	<b>Business Letters and Memos:</b> introduction- writing routine pleasant letters – writing a persuasive letter- writing memos – case study – A Reply sent to erring customer.
<b>UNIT 5</b>	<b>Report Writing:</b> Report- Difference between reports and other forms of writing- purpose of a report- kinds of report- objectives of report- writing report – basic and subsidiary parts of a report- writing elements of a long formal report- abstract and executive summary – discussions of findings and analysis – subject wise development – concept development – the process of investigation – research report –Difference of summer project report from business / technical reports / guidelines for writing summer project report – summer project proposal – synopsis – summer project presentation. Summer Project Report based on hypothetical topics in Human Resource & Marketing
<b>UNIT 6</b>	<b>Oral Communication:</b> skills and effectiveness Application of conversation control – negotiation skills – nature of negotiation – need to negotiate- stages of negotiation process – negotiation strategies- presentation skills – elements of presentation – designing presentation – Listening in communication.
<b>UNIT 7</b>	<b>Non Verbal Communication:</b> meaning- characteristics – classification – advantages – guidelines for developing non verbal communication- Case Study- Wave & three other case studies related to non verbal communication
<b>UNIT 8</b>	<b>CVs. Group Discussion and Personal interviews:</b> preparing for job- summary, drafting an application letter – interview- job interview- communication skills – focus of job interviews – analysis and interpretation of respondents Case study employment interviews for cabin crews & Five other case studies on interviews
<b>UNIT 9</b>	<b>Business Etiquette:</b> meaning- business dining- foreign language – business manners of different countries – business to business etiquette – managing customer care - Case Study- Five Case Studies on Business Etiquette
<b>UNIT 10</b>	<b>Business Gossips in communication:</b> types of business gossips – grape vine communication – managing business gossips – prospects of business gossips.

### RECOMMENDED BOOKS

1. Business Communication Concepts Cases and Application – PD Chaturvedi & Mukesh Chaturvedi – Peason Education
2. Business Communication – Urmila Rai & S M Rai – Himalaya Publishing House
3. Lillian H Chaney, Jeanette S Martin – Intercultural Business Communication –PHI

4. Leo Jones, Richard Alexander, New International Business English, Cambridge University Press, Singapore, 2006
5. Victor – International Business Communication – PHI

#### **REFERENCE BOOKS**

1. John Mattock – Cross Cultural Communication – Essential Guide to International Business – Kogan Page
2. Herbert W Hilderbrandt – Effective Business Communication, MacGraw Hill, 7/e, 1997
3. Axel Satzger, Gina Poncini – International Perspective on Business Communication: From Past Approaches to Future Trends, Peter Lang Publications Inc., 2003

### **Presentation**

The primary goal of English Language & Presentation is to facilitate students communicating effectively using Standard Written English. The course will focus upon these composition fundamentals:

- Introduction to English grammar and sentence structures.
- Comprehending, Analyzing and responding to the writings of professionals and students in order to improve reading skills, writing skills, and critical thinking abilities.
- Developing short /long essays and reports around clear and specific thesis statements.
- Developing essays according to various rhetorical modes, with an emphasis on argumentation.
- Becoming familiar with the writing process: pre-writing, writing, revision
- Using rudimentary research and documentation methods when composing essays.



## Managerial Economics

<b>UNIT 1</b>	Microeconomics: introduction, nature and scope of Managerial/microeconomics, basic model of the firm and role of profits, Market structure-Meaning, Classification, and Characteristics of market; Perfect Competition, Monopoly, Monopolistic and Oligopoly
<b>UNIT 2</b>	Demand and Demand Function, law of demand, why does the demand curve slope downwards?, factors determining demand, elasticity of demand, Price elasticity, AR and MR curves.  The meaning of Supply, supply function, relationship between price & quantity supplied, law of supply, why does the supply curve slope upward?, elasticity of supply, factors determining elasticity of supply
<b>UNIT 3</b>	Market structures and price and output determination under – perfect competition, monopoly, monopolistic competition and under oligopoly. Non- price competition – advertising expenditure. Govt. policies towards monopoly and competition.
<b>UNIT 4</b>	A brief explanation of pricing practices and strategies, price discrimination, transfer pricing, Price war, Price rigidity (kinked demand curve), Price Leadership. Theory of Factor pricing: Marginal Productivity Theory, Theory of Rent Traditional and Modern approach).
<b>UNIT -5</b>	Macroeconomics: issue and concepts, origin, Keynesian and post Keynes, major issues in macroeconomics, inflation and price indices, balance of payment, current account and capital account, Introduction to macroeconomics aggregates (GNP, GDP, NNP, PI) and measurement of national income net value added method, income method and expenditure method.

### Text Books

1. Seth, M. L., *Principles of Economics*, Laxmi Narain Agarwal, Agra
2. Mithani, D. M., *Fundamentals of Economics*, Himalya Publishing House, Mumbai
3. Ahuja, H. L., *Business Economics*, S. Chand & Company, New Delhi

### Reference books:

1. Jhingal, M. L., *Principles of Economics*, Vikas Publishing House, New Delhi
2. Salvatore, Dominick, *Micro Economics*, Oxford University Press, New York
3. Mukherjee, Debes, *Business Economics Micro and Macro*, New Central Book Agency, Calcutta

## MASTER OF BUSINESS ADMINISTRATION (M.B.A.)-MARKETING

Sl. No.	Subject Code and Subject Name	Theory-T / Practical-P
	<b>YEAR-II</b>	
1)	303- Advanced Financial Accounting	T
2)	305- Business Law & International Business	T
3)	Specialization-Marketing Management 1. Advertising Management 2. International Marketing Management 3. Marketing of Services 4. Advance Consumer Behavior 5. Marketing Research 6. New Product Development	
4)	Project Report (100 Marks)	P
5)	Comprehensive Viva Voce (100 Marks)	P

## Advanced Financial Accounting

<b>UNIT 1</b>	<p><b>Preparation of Accounts from Incomplete Records</b></p> <p><b>(Single Entry System):</b> Nature of Incomplete Records, Limitations of the Single Entry System, Ascertainment of Profit or Loss, Difference between Double Entry System and Single Entry System</p> <p>Financial Statement of Non Profit Making Entities-Receipt and Payment Account and Income and Expenditure Account and Balance Sheet, Accounts of Professional</p>
<b>UNIT 2</b>	<p><b>Project Planning, Financing, Appraisal &amp; Capital Budgeting:</b>, Market &amp; Demand Analysis, Technical Analysis, Financial Estimates, Economic/Social cost Benefit analysis, Project Financing, Term loan negotiation and appraisal, capital budgeting, Discounted Cash –flow techniques, capital rationing, inflation and capital budgeting, Analysis of risk and uncertainty, risk evaluation approaches.</p>
<b>UNIT 3</b>	<p><b>Capital Market:</b> capital / securities market, functions and organization, framework of operation of primary/new issue market, capital market instruments, equity shares, preference shares, debentures/bonds/notes, innovative debt instruments/securities, Forward contracts, future contracts &amp; option contracts.</p>
<b>UNIT 4</b>	<p><b>Mutual funds and money Market:</b> Indian stock markets, securities contract regulation act, stock broking, custodial services, depository system, securities lending scheme, buy-back of securities.</p> <p>Mutual funds and regulations, SEBI mutual fund regulations, classification of schemes, money market organization, pre -1987 and post 1987 scenario.</p> <p>Portfolio management, return &amp; risk, portfolio diversification, CAPM, portfolio revision, performance evaluation, efficient market theory, arbitrage.</p>
<b>UNIT 5</b>	<p><b>Valuation and Corporate Restructuring:</b> conceptual framework of valuation, valuation techniques, determining the firm's value, financial techniques in mergers, tax, legal and procedural aspects of amalgamation, mergers and demergers</p>

### Text Book:

1. M Y Khan, P K Jain *Management Accounting and Financial Analysis*, McGraw Hill Mukharjee, A., Hanif, M., *Modern Accountancy*, McGraw Hill, New Delhi, Vol. I.
2. Sehgal, Ashok and Sehgal, Deepak, *Fundamentals of Financial Accounting*, Taxmann Allied Services, New Delhi.

### Reference Books:

1. Tulsian, P. C., *Accountancy*, Tata McGraw-Hill, New Delhi
2. Ghosh, T. P., *Fundamentals of Accounting*, Sultan Chand & Sons, New Delhi.

**Note:** The candidate shall be permitted to use battery operated pocket calculator with 12 or less digits, 6 functions and 2 memories. It should be noiseless & cordless.

## Business Law & International Business

<b>UNIT 1</b>	<b>International Business:</b> Introduction—Meaning of I. B., International Business Vs. International Trade, Domestic Vs. I. B., Scope of I. B., Role of I. B. Driving forces of I. B., Forces restricting I. B., Importance of studying I. B., Problems of I. B, Theories of Global trade and Investments, absolute advantage vs. comparative advantage, product lifecycle theory, FDI and India’s experience.
<b>UNIT 2</b>	<b>Political &amp; Technological Environment:</b> Importance of political Environment for I. B. The Political Systems: Democracy-Basic Principles, Authoritarianism-Theocracy, Monarchy, Dictatorship. Major Political objective-Political Sovereignty.  Legal environment, systems of law, international dispute resolution, areas of concern for MNCs.  Technological environment, features and impact, implications for MNCs
<b>UNIT 3</b>	<b>The Global Economic Environment:</b> The Global Economy. Bases of Economic. Economic system-Market Allocation, Command Allocation,  Mixed Allocation. Indicators of Economics- Balance of payment, Exchange rate, Foreign Investment. Classification of countries, trade policies, international institutions, treaties and conventions. financial Institutions in I. B: IBRD, ADB, IMF SAARC
<b>UNIT 4</b>	<b>Cultural environment:</b> Definition of culture components of culture, (Language, religion, values, attitudes, customs, Education, family, Material culture Aesthetics), Subculture and their types, implications for international business, culture-strategy compatibility, models to aid international managers, value orientations model and Hofstede’s model of national culture.
<b>UNIT 5</b>	<b>World Trade Organization:</b> origin, objectives, functions, GATT and GATS, WTO Structure, principles, key subjects in WTO, Disputes settlement, Doha round, Implications for India, India’s commitments to WTO.

### Essential Reading:

1. Thakur and Mishra, *International Business*.
2. J. M. Diwan and K. N. Sudarshan, *International Business Management*.

### Reference books:

1. R. D. Robinson, *International Business Management a guide to decision making*
2. Ramu Shiva, *International Business*
3. R. L. Varshney, B. Bhattacharyya, *International Marketing Management An Indian perspective*, Sultan Chand & Sons, New Delhi

## Marketing Management

### Advertising Management

<b>UNIT 1</b>	Advertising Role in the marketing process, legal, ethical and social Aspects of Advertising Functions and Types of Advertising, integrated marketing communications, brand management, brand image, brand equity, brand building, surrogate advertising – designing a surrogate advertisement, ethics of advertisement
<b>UNIT 2</b>	The Major players in advertising, advertising agency, brand manager, market research firms, media, types of agencies, structure of an agency and its functions, the process of developing an AD
<b>UNIT 3</b>	Objective setting and marketing positioning, Dagmar approach, determination a target audience and understanding them , assumptions about consumer behavior an advertiser makes, cultural influences in the making of an AD, building of advertising programme message, headlines, copy, logo, illustration, appeal, lay out, campaign planning, creative strategies
<b>UNIT 4</b>	Media Planning, Budgeting, Evaluation Methods, Media Buying, Emerging Medias and Trends, National Level AD agencies of India, Award Winning AD's of Cannes AD Festival ( past Three years)
<b>UNIT -5</b>	Advertising Research, Effectiveness of Advertising Methods of Measurement, Rationale of testing, Opinion and Attitude Tests, Recognition Tests

#### RECOMMENDED BOOKS:

1. Aaker David Etc – Advertising Management \$th Edition, New Delhi, Prentice Hall of India 1985
2. BEleh, George E and Belch Michael – A Introduction to Advertising and Promotion 3<sup>rd</sup>, Chicago, Irwin 1995
3. Borden, William H Advertising , New York, John Wiley, 1981

#### REFERENCE BOOKS:

1. Hard, Norman, The practice of Advertising, OXFORD, Butter Worth Heineman, 1995
2. Klepper, Otto, Advertising Procedure Englewood Cliffs, New Jersey, Prentice Hall Inc 1986
3. Ogilvy, David, Ogilvy on Advertising, London, Longman, 1983
4. Ramasami & Namakumari – Marketing Management

# Marketing Management

## International Marketing Management

<b>UNIT 1</b>	<b>Why go International</b> , Special Problems / Features of International Marketing v/s Domestic Marketing, Internationalization Stages and International Marketing Orientations
<b>UNIT 2</b>	International Marketing Research Features, Steps, Market Profiling analysis and selection, market entry and operating strategies – exporting, licensing, contract manufacturing, foreign assembly, foreign production, joint ventures, production in free areas, third country locations, counter trade, strategic alliance and joint ventures, reasons for failures of joint ventures in India
<b>UNIT 3</b>	International Marketing Segmentation and market coverage strategies, differentiated marketing, undifferentiated marketing, concentrated marketing, niche marketing, marketing strategies in specific regions / groupings like European Union, South Asia, Latin America & Scandinavian Regions, Product Strategies, International Marketing and PLC pricing strategies, promotion strategies, distribution
<b>UNIT 4</b>	International Marketing Organization- export department, subsidiary, foreign branches / officers, global organization, multinational corporation, foreign direct investment, pros and cons of FDI, FDI and growth of international marketing in insurance, health, aviation and banking
<b>UNIT -5</b>	International Marketing Strategies in PEPSI, COCA COLA, REVLON, LOREAL, IBM, UNILEVER, SINGAPORE AIRLINES, INFOSYS

### RECOMMENDED BOOKS:

1. WJ Keegan: Global Marketing ( PH)
2. Kripalani: International Marketing ( PH)
3. Keegan, Warren: Global Marketing ( PHI)
4. Majaro Simon: International Marketing ( George Atten & Urwin )
5. Jain S C: International Marketing Management ( CBS Publishers & Distributors)

### REFERENCE BOOKS:

1. Nasbitt & Aburdene: Mega Trends 2000 ( Avon Books )
2. Ohimae, Kennechi: The BOrdelress World ( RUps & Co)
3. Drucker F Peter: The New Realities ( Mandarin)
4. Akrio MOritia: Made in Japan ( New American Library)
5. Tom Peters: Competitive Advantage of Nations

# Marketing Management

## Marketing of Services

<b>UNIT 1</b>	<b>Introduction to services: What are services,</b> Why service marketing, Difference in goods and service in marketing, Myths about services, Concept of service marketing triangle, Service marketing mix, GAP models of service quality
<b>UNIT 2</b>	<b>Consumer Behavior in services:</b> Search, Experience and Credence property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception
<b>UNIT 3</b>	<b>Understanding customer expectation through market research:</b> Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Market segmentation-Process & targeting in services, Retention strategies-Monitoring relationship, 3 levels of retention strategies  <b>Employee role in service designing:</b> Importance of service employee, Boundary spanning roles, Emotional labour, Source of conflict, Quality – productivity trade off. Strategies for closing GAP 3. Customers role in service delivery- Importance of customer & customer’s role in service. Delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies
<b>UNIT 4</b>	<b>Customer defined service standards:</b> “Hard” & “Soft” standards, Process for developing customer defined standards Leadership & Measurement system for market driven service performance- Key reasons for GAP 2- service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality in offensive and defensive marketing.  <b>Service design and Positioning</b> - New service development – types, stages. Service blue printing- Using & reading blue prints. Service positioning – positioning on the Five dimensions of service quality, Positioning on service evidence

### RECOMMENDED BOOKS:

1. Service Marketing- S M Jha, Himalaya Publication
2. Service marketing- Rama Mohan Rao, Pearson Education
3. Service Marketing- Rajendra Nargundkar, Mc Graw Hill

### REFERENCE BOOKS:

1. Management Of New Technologies For Global Competitiveness – Christian N Madu – Jaico Publishing House
2. Management Of New Technologies For Global Competitiveness – Christian N Madu – Jaico Publishing House

# Marketing Management

## Advanced Consumer Behavior

<b>UNIT 1</b>	<b>Introduction to the study of Consumer Behavior:</b> Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Social and Societal Marketing Concepts, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism
<b>UNIT 2</b>	<b>Role of Research in understanding consumer behavior:</b> Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods, Combining Qualitative and Quantitative Research Findings) The consumer research process - Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings. Input-Process-Output Model of Consumer Behavior - Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications
<b>UNIT 3</b>	<b>Individual Influences on Consumer Behavior:</b> Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals, Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, Critical evaluation of marketing hierarchy and marketing applications, McGuire's Psychological  Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives), Discovering Purchase Motives, Marketing Strategies Based on Multiple Motives, Marketing Strategies Based on Motivational Conflict Frustration & Strategies to overcome frustration
<b>UNIT 4</b>	<b>External Influences on Consumer Behavior:</b> Social Class Basics, What is Social Class?(Social class & Social status, The dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India, The measurement of social class (Subjective Measures, Reputations Measures, Objective Measures), Social Class Mobility, Geo-demographic Clustering, Social Stratification, Social class role and status differentiation and evaluation, Factors responsible for social stratification.
<b>Unit-5</b>	<b>Basics of Personality,</b> Theories of Personality and Marketing Strategy(Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity(Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Color), Self and Self-Image (One or Multiple selves, The extended self, Altering the self).
<b>Unit-6</b>	<b>Basics of Perception &amp; Marketing</b> implications, Elements of Perception(Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization), Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price, perceived quality, price/quality relationship, retail store image, manufacturer's image, Perceived Risk, Types of risk, How consumers' handle risk



<b>Unit-7</b>	<b>Culture: Basics, Meaning,</b> Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behavior, The measurement of culture, Content analysis, Consumer fieldwork, Value measurement survey instruments, Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious subcultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)
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**RECOMMENDED BOOKS:**

1. Consumer Behaviour – A managerial perspective- Sheth, Mittal, Thomson Publication, 2/e, 2004

**REFERENCE BOOKS:**

1. Consumer Behaviour- Satish k Batra & S H H Kazmi, Excell Books.

# Marketing Management

## Marketing Research

<b>UNIT 1</b>	Marketing Research : Meaning, nature and role of marketing research; Organization of marketing research; Marketing research process: Problem identification and definition; Determination of Information needs; Developing research proposal.
<b>UNIT 2</b>	Research Design : Types of research Design - Exploratory, descriptive and conclusive researches; Secondary and primary data: Sources of secondary data; Primary data collection instruments - Questionnaire designing and testing; Schedule; Observation methods; Scaling Techniques and attitude measurement; Online data sources and research.
<b>UNIT 3</b>	Sample Design : Defining the universe and sampling unit; Sampling frame; Probability and no probability Sampling methods; Sample size determination, Data collection and survey errors.
<b>UNIT 4</b>	Data Analysis and Interpretation : Data editing and coding; Tabulation and graphic representation; Statistical data analysis including estimation, hypothesis testing, advanced data analysis techniques; Report preparation and presentation.
<b>Unit-5</b>	Applications of Marketing Research : Product research; Advertising research; Market and sales Analysis; Marketing research in India; Ethical issues related to marketing research.

### References

- Boyd, Harper W. Jr., Westfall, Ralph and Stasch, Stanley, Marketing Research: Text and Cases, Richard D. Irwin Inc., Homewood, Illinois.
- Green, P. E. and Tull, D. S., Research for Marketing Decisions, 5th edition, Prentice-Hall of India, New Delhi.
- Luck D. J., Wales, H.G., Taylor, D. A. and Rubin R. S., Marketing Research, 7th Edition, Prentice-Hall of India, New Delhi.
- Tull, D. S. and Hawkins D. I., Marketing Research: Measurement and Method, 6th Edition, Prentice-Hall of India, New Delhi.

## **Marketing Management**

### **New Product Development**

<b>UNIT 1</b>	New product developers – Users or manufacturers, Generation of Ideas for breakthroughs, Finding Out what users want.
<b>UNIT 2</b>	Improvement to existing products, Marketing Research process for Idea generation, Brain storming And Creativity training.
<b>UNIT 3</b>	Advertisements to sustain New products, Finding solutions to consumer needs, word-of-mouth as Critical aspect to sustainability of new products.
<b>UNIT 4</b>	Innovation communities, First movers, Laggards.
<b>Unit-5</b>	Demographic, Cultural, economic analysis for new product development.

#### **REFERENCES:**

- Von Hippel, Eric – The sources of Innovation, Oxford University Press, 1988.
- Gordon, William – The development of Creative Capacity, Collier Books, 1961.
- Thomke, Stefan, and Eric Von Hippel, - Customers as Innovators: A new way to create value – Harvard Business Review (April 2005), 74-81, Reprint no. R 0304 F.

NIMS UNIVERSITY: JAIPUR  
DIRECTORATE OF DISTANCE EDUCATION

MBA (MARKETING)

**QUESTION PAPER PATTERN**

**Time: 3 Hours**

**Max Marks: 100**

**Answer any five questions**

**(5 X 20 = 100 Marks)**

- 1.
- 2.
- 3.
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