

**MBA (General) - III Semester**

**PAPER - XI  
CONSUMER BEHAVIOUR**

**Course Code: 43**

**Paper Code: MBGN 3001**

**Objectives**

- To understand the conceptual foundations of consumer buying behavior
- To create awareness of the theories of motivation and perception as applied in consumer behavior, and
- To acquaint with the communication and consumer decision making

**UNIT - I**

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

**UNIT - II**

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

**UNIT - III**

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

**UNIT - IV**

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

**UNIT - V**

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

**REFERENCES**

- Bennet and Kassarjian**, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi*  
**Michael R. Solomon**, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011  
**Ramanuj Majumdar**, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi, 2011*  
**Loudon and Della Bitta**, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, *Tata McGraw Hill. New Delhi, 2007*  
**Berkman & Gilson**, CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, *Kent Publishing Company.*  
**Efraim Turban, Jae Lee, David King, & I-I. Michael Chung**: *Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.*

**MBA (General) -III Semester**

**PAPER – XII**  
**PERFORMANCE MANAGEMENT**

**Course Code: 43**

**Paper Code: MBGN 3002**

**Objectives:**

- To understand the importance of employee performance to achieve the organisational goals
- To identify the process of performance management applications.

**UNIT-I**

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

**UNIT-II**

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

**UNIT-III**

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.

**UNIT-IV**

Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation - Performance Management in Multi National Corporations.

**UNIT-V**

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

**REFERENCES**

**Srinivas Kandula**, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2006*

**Dewakar Goel**, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *Prentice Hall India, NewDelhi, 2008*

**Robert Cardy**, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2004*

**S.K. Chakravarthy**, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, *Tata-McGraw Hill , New Delhi*

**MBA (General) – III Semester**

**PAPER -XIII**

**MERCHANT BANKING AND FINANCIAL SERVICES**

**Course Code: 43**

**Paper code: MBGN 3003**

**Objectives**

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future and
- To determine the most suitable financial service, given the situations and contingencies

**UNIT-I**

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

**UNIT-II**

Merchant Banking – Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees – Portfolio Managers – Issue Management Activities/Procedures – Eligibility norms – Pricing or Issues – Promoters’ contribution – Issue of Indian Depository Receipts (IDR) – Issue Advertisement – Issue of Debt Instruments – Book building – Green shoe Option – Initial Public Offer through Stock Exchange Online System – Preferential Issues – Qualified Institutional Placement.

**UNIT-III**

Factoring and Forfeiting - Modus Operandi, types, functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitisation – Mortgage-Based Securitisation – Reverse Mortgage Loan (RML) Securitisation of Standard Assets.

**UNIT-IV**

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI’s directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

**UNIT-V**

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

**REFERENCES**

**Khan, M.Y.**, FINANCIAL SERVICES, *Tata McGraw Hill, New Delhi, 2001.*

**Gurusamy**, MERCHANT BANKING AND FINANCIAL SERVICES, *Tata McGraw Hill, Delhi, 2009.*

**MBA(General)- III SEMESTER**

**PAPER XIV**

**MANAGEMENT CONTROL SYSTEMS**

**COURSE CODE: 43**

**PAPER CODE: MBGN 3004**

**UNIT I: The conceptual foundations of control systems**

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

**UNIT II : The traditional instruments of control in organizations**

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

**UNIT III : Accountability in organizations**

Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

**UNIT IV : The new dimensions of control with strategies**

Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

**UNIT V: Management Control in Specialized organizations**

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

**REFERENCES**

**Antony R.N. and Govindarajan V , MANAGEMENT CONTROL SYSTEMS**

**Gosh P.K. and Gupta, COST ANALYSIS AND CONTROL**

**Hersey P and Balanchard H.B, MANAGEMENT OF ORGANIZATIONAL BEHAVIOR**

**Emmanuel, ACCOUNTING FOR MANAGEMENT CONTROL**

## **MBA(General)- III SEMESTER**

### **PAPER XV ENTREPRENEURSHIP MANAGEMENT**

**COURSE CODE: 43**

**PAPER CODE: MBGN 3005**

#### **UNIT-I**

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

#### **UNIT-II**

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

#### **UNIT-III**

Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.

#### **UNIT-IV**

Corporate Entrepreneurship (Intrapreneurship) – Concepts – Need – Strategies - Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.

#### **UNIT-V**

Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services.

#### **REFERENCES**

**Donald L. Sexton & Raymond W. Smilor**, THE ART AND SCIENCE OF ENTREPRENEURSHIP, *Ballinger*

**Clifford M. Baumbach & Joseph R. Mancuso**, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, *Prentice Hall*

**Gifford Pinchot**, INTRAPRENEURING, *Harper & Row*

**Ram K. Vepa**, HOW TO SUCCEED IN SMALL SCALE INDUSTRY, *Vikas*

**Richard M. Hodgets**, EFFECTIVE SMALL BUSINESS MANAGEMENT, *Academic Press*

**Dan Steinhoff & John F. Burgess**, SMALL BUSINESS MANAGEMENT – FUNDAMENTALS, *McGraw Hill*