

SYLLABUS

MBA

(Regular 2 Years Semester System Program)



Biju Patnaik University of Technology, Orissa
Rourkela

COURSE STRUCTURE – MBA (SEMESTER SYSTEM)

Code No.	Subject	Credit	Hours	Full Mark
Semester:1				
MBA-101	Organization Structure & Management	4	45	100
MBA-102	Organizational Behaviour	4	45	100
MBA-103	Managerial Economics	4	45	100
MBA-104	Quantitative Techniques	4	45	100
MBA-105	Basic Financial Accounting	4	45	100
MBA-106	IT for Managers	3	35	100
MBA-107	Communicative English	3	35	100
MBA-108	Communicative English (Lab)	2	30	50
MBA-109	IT Lab	2	30	50
		30	355	800
Semester:2				
MBA-201	Marketing Management	4	45	100
MBA-202	Financial Management	4	45	100
MBA-203	Human Resource Management	4	45	100
MBA-204	Production & Operation Management	4	45	100
MBA-205	Research Methodology & SPSS	3	35	100
MBA-206	Business Environment & Sustainable Devt.	3	35	100
MBA-207	MIS & ERP	3	35	100
MBA-208	Business Communication	3	35	100
MBA-209	Business Communication (Lab)	2	30	50
MBA-210	MIS & ERP (Lab)	2	30	50
MBA-211	Research Methods & SPSS (Lab)	1	15	50
		33	395	950
Semester:3				
MBA-301	Cost and Management Accounting	4	45	100
MBA-302	Banking & Insurance Management	4	45	100
MBA-303	Business & Corporate Law	3	35	100
MBA-304	Entrepreneurship & Management of SME	3	35	100
MBA-305	Elective-I	4	45	100
MBA-306	Elective-II	4	45	100
MBA-307	Elective-III	4	45	100
MBA-308	Elective-IV	4	45	100
MBA-309	Summer Project Presentation & Viva	4		100
		34	340	900
Semester:4				
MBA-401	Business Ethics & Corporate Governance	3	35	100
MBA-402	International Business	3	35	100
MBA-403	Strategic Management	3	35	100
MBA-404	Elective-V	4	45	100
MBA-405	Elective-VI	4	45	100
MBA-406	Elective-VII	4	45	100
MBA-407	Article Review and Presentation	3	30	100
MBA-408	Comprehensive Viva	4		100
		28	270	800
	TOTAL	125	1360	3450

ELECTIVES

3rd Semester	Elective-I (Choose one paper from the following)	
	MBA-305A	Consumer Behaviour
	MBA-305B	Project Appraisal
	MBA-305C	Human Resource Planning
	MBA-305D	Software Management
	MBA-305E	Technology Management
3rd Semester	Elective-II (Choose one paper from the following)	
	MBA-306A	Sales & Distribution Management
	MBA-306B	Financial Services
	MBA-306C	Compensation Management
	MBA-306D	E-Business
	MBA-306E	Total Quality Management
3rd Semester	Elective-III (Choose one paper from the following)	
	MBA-307A	Services Marketing
	MBA-307B	Security Analysis & Portfolio Management
	MBA-307C	Performance Management
	MBA-307D	Networking Management
	MBA-307E	Project Operations and Management
3rd Semester	Elective-IV (Choose one paper from the following)	
	MBA-308A	Product & Brand Management
	MBA-308B	Taxation Management
	MBA-308C	Human Resource Development
	MBA-308D	Computer Aided Management
	MBA-308E	Innovation and R & D Management
4th Semester	Elective-V (Choose one paper from the following)	
	MBA-404A	Integrated Marketing Communication
	MBA-404B	Derivatives and Risk Management
	MBA-404C	Employment Legislations
	MBA-404D	System Analysis & Design
	MBA-404E	Materials Management
4th Semester	Elective-VI (Choose one paper from the following)	
	MBA-405A	Retail Management
	MBA-405B	Strategic Financial Management
	MBA-405C	Organizational Change and Development
	MBA-405D	Data Base Management
	MBA-405E	Supply Chain Management
4th Semester	Elective-VII (Choose one paper from the following)	
	MBA-406A	Rural and Agricultural Marketing
	MBA-406B	International Financial Management
	MBA-406C	Industrial Relations
	MBA-406D	Information Security And Cyber Law
	MBA-406E	Service Operations Management

Area specialization:

Group A

Papers (MBA-305A, 306A, 307A, 308A, 404A, 405A and 406A) are from **Marketing** Area;

Group B

Papers (MBA-305B, 306B, 307B, 308B, 404B, 405B, 406B) are from **Finance** Area;

Group C

Papers (MBA-305C, 306C, 307C, 308C, 404C, 405C, 406C) are from **HRM** Area; **Group D** papers (MBA-305D, 306D, 307D, 308D, 404D, 405D ,406D) are from **Systems** Area.

Group E

Papers (MBA-305E, 306E ,307E, 308E,404E, 405E, 406E) are from **Production** Area

Choice of Electives:

The elective papers will be offered in the functional areas of Management such as Marketing, Finance, Human Resources and Systems. Students have options to choose four papers as Electives I,II,III,IV from the Elective papers offered in the 3rd Semester and three papers as Electives V, VI, VII from the list of subjects offered in 4th Semester. A student shall be considered to have **specialization** in a particular area provided he/she covers **at least four papers** of that particular area in the 3rd and 4th semesters taken together.

The institutions concerned shall be free to offer the exact subjects subject to administrative exigency such as availability of faculty, minimum of 15 students opting for an elective paper.

The degree will be awarded after successful completion of all the semester papers.

The teaching methodology in core and elective papers should emphasize on case study approach wherever appropriate with cases being of recent origin.

1st Year MBA

1st Semester

MBA-101	Organization Structure & Management
MBA-102	Organizational Behaviour
MBA-103	Managerial Economics
MBA-104	Quantitative Techniques
MBA-105	Basic Financial Accounting
MBA-106	IT for Managers
MBA-107	Communicative English
MBA-108	Communicative English (Lab.)
MBA-109	IT Lab

MBA-101: ORGANIZATION STRUCTURE & MANAGEMENT

MODULE 1 : Management and Nature of Organization

Introduction: Nature, purpose and functions, level and types of Managers, Managerial Roles, Essential Managerial Skills, Key personal characteristics for Managerial success. Evolution and various schools to management thoughts.

Nature of Organisation- Proprietorship, Partnership, Co-operatives and Statutory Corporations, Companies-Concepts of holding and subsidiary companies, Comparison and Choice of structures, Features of International Organisations and Multi-national Companies.

MODULE 2: Planning and Decision Making

Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting and managing objectives – MBO method: concept and process of managing by objectives; Strategies: definition, levels of strategies, its importance in an Organization; Policies: meaning, formulation of policies; Programs: meaning, nature; Planning premises: concept, developing effective planning premises; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making, Nature and process of controlling, Techniques of controlling.

MODULE 3 :Organizing:

Organizing as Managerial Function – organization structure, formal and informal organization. Traditional Organization Structures – Functional, Divisional and Matrix Structure. **Directions in organizational Structures** – Team structure, network structure, boundary less structure. **Organizing Trends and Practices** – Chain of command, unity of command, span of control, delegation and empowerment, decentralization and use of staff, organizational design and organizational configuration.

Leading as a function of management, Leadership and vision, Leadership traits, classic Leadership styles, Leaders behaviour – Likert's four systems, Managerial Grid. Overlapping role of leader and managers.

Organization Culture and Social Responsibility of Business

Case analysis compulsory

Recommended Books:

1. Management, Robbins, Coulter & Vohra, Pearson.
2. Management Principles & Applications, Ricky W. Griffin, Cengage.
3. Management Text and Cases, VSP Rao & V. Harikrishna, Excel.
4. Business Organization & Management, C.R. Basu, TMH
5. Management Theory & Practice, P. Subba Rao, HPH.
6. Principles of Management, Vasishth, Taxmann
7. Business Organization & Management, M.C. Shukla, S. Chand.
8. Principles of Management, Gupta, PHI
9. Management Principles, Processes & Practices, Bhat Kumar, Oxford.
10. Principles and Practices & Management –L.M Prasad, Sultan Chand

MBA-102: ORGANIZATIONAL BEHAVIOUR

MODULE-I:

Organizational behavior:

Introduction, goals, elements, scope and historical development of Organizational Behaviour, fundamental concepts, contributing disciplines to OB, Models of OB, , international dimensions of organizational behaviour, limitations of Organizational behaviour, the future of OB. Social systems and organizational culture, Corporate Culture and climate.

MODULE-II:

Individual behaviours: Introduction, foundation of individual behavior:

Personality: determinants, personality traits, types, from concepts to skills, theories, instruments to measure personality, personality attributes influencing OB

Perception: factors influencing perception, theories, perceptual errors

Emotions: types of emotions, determinants, emotional labour, emotional intelligence.

Attitudes: sources of attitudes, types of attitudes, cognitive dissonance theory, from concepts to skills, changing attitudes, work related attitudes.

Values: importance of values, sources of our value systems, types of values, loyalty and ethical behavior.

Learning: theories of learning - some specific organizational applications.

Theories of Motivation.

MODULE-III

Behaviour in the organization: Introduction, Issues between organizations and individuals.

Interpersonal behaviour: Conflict in Organizations: nature of conflict, levels of conflict, conflict management styles.

Group dynamics: types of groups, meetings, teamwork, stages of group formation.

Employee stress: forms, causes, implications, approaches to stress management.

Case analysis compulsory

Recommended Books:

1. Organizational Behaviour, Robbins, Judge, Sanghi, Pearson
2. Organizational Behaviour, K. Awathappa, HPH.
3. Organizational Behaviour, VSP Rao, Excel
4. Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.
5. Understanding Organizational Behaviour, Parek, Oxford
6. Organizational Behaviour, Hitt, Miller, Colella, Wiley
7. Behaviour in Organizations, Greenberg, Baron, PHI
8. Organizational Behaviour, M Parikh, R Gupta-TMH
9. Cases in Organizational Behaviour & HRM, Saiyadain-Sodhi-Joshi, TMH
10. Organizational Behavior, Khanka, S.Chand

MBA-103: MANAGERIAL ECONOMICS

Module -I :

Introduction & Demand and Production Analysis :

Introduction to Managerial Economics, Use of Economic models in Decision making, Specifications of the model, Demand Analysis for decision making, Demand Schedule and demand function, Elasticity of Demand, Demand forecasting, Production Analysis, production Function, One Variable input Production function and two variable Input production function.

Module -II :

Cost & Pricing Analysis

Various Cost concepts, Cost Functions – Short run Cost Functions and its Empirical Estimation, Long run Cost Function, Economies of scale and economies of scope. Price and Output decision under perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. Descriptive pricing approaches: full cost pricing, product pricing. Pricing strategies : price skimming, penetration pricing and loss leader pricing.

Module : III :

Macro Economic Analysis of Managerial Decisions

Meaning and Nature of Macro Economics; Circular Flow of income, the concept of GDP, GNP, Concepts of Consumptions, Savings and Investment. Business Cycles : Consequences and Measures to solve the Problems of Business Cycles, Inflation.

CASE ANALYSIS COMPULSORY

Recommended Books:

1. Managerial Economics, Geetika Ghosh, RoyChoudhury, TMH.
2. Managerial Economics, Keat, Young, Banarjee, Pearson.
3. Managerial Economics, An Integrative Approach, Mark Hirschey, Cengage.
4. Managerial Economics, Salvatre/Srivastava, Oxford.
5. Managerial Economics, Theory & Applications, D.M. Mithani, HPH.
6. Managerial Economics, Analysis of Managerial Decision making, H.L. Ahuja, S. Chand.
7. Managerial Economics, D.N. Dwivedi, Vikas.

MBA-104: QUANTITATIVE TECHNIQUES

Module-I

Introduction to Linear Programming Problems, Formulation of Linear Programming Problems, General statement and assumptions underlying Linear Programming, Graphical method for solution of LPP. Simplex method for solution of LPP, Solution of maximization and minimization problems, Big-M method, Two phase method, Unbounded and degenerate solution of LPP, Duality in Linear programming. Introduction to transportation problems, North-West corner rule, Least cost method, Vogel's approximation method for obtaining initial feasible solutions, Stepping stone and MODI method to get optimal solution, Transshipment problem.

Module-II

Introduction to Assignment problems, Hungarian method to solve assignment problems, Unbalanced assignment problems, Constrained assignment problems. Introduction to sequencing problem, Solution to sequencing problems, Gantt chart, Johnson's rule. Introduction to replacement theory, Replacement policy for equipments which deteriorates gradually and fail suddenly. Introduction to game theory, Game models, Two persons zero sum games and their solution, solution of $2 \times n$ and $m \times 2$ games by graphical approach, Solution of $m \times n$ games.

Module-III

Introduction to decision theory, One stage decision making problem, multi stage decision making problem, utility theory. Introduction to Markov process, Markov analysis: input and output. Introduction to forecasting problems, Time series models for forecasting. Introduction to simulation, Process of simulation, Monte Carlo simulation, Simulation of inventory system, simulation of queuing system.

CASE ANALYSIS COMPULSORY

Recommended Books:

1. Quantitative Techniques in Management, Vohra - TMH
2. Quantitative Analysis for Management, Rendey, Staiv, Hanna, Badri- Pearson.
3. An Introduction to Management Science, Anderson, Sweeney, Williams- Cengage
4. Operation Research, Ravindram, Philips, Solberg- Wiley.
5. Quantitative Techniques, C.R. Kothari, Vikas.
6. Operation Research, Winston, Cengage.
7. Quantitative Techniques for Managerial Decisions, Sharma, McMillan

MBA-105: BASIC FINANCIAL ACCOUNTING

MODULE – I :

ACCOUNTING

Importance & scope of accounting, Accounting concepts & conventions, Accounting Standards, IFRS, Accounting equations, Users of accounting statements.

Preparation of Books of Original Records: Journals, Subsidiary books, Ledgers & Trial balance.

Preparation of Final Accounts / Statements: Basic adjustments, , Preparation of financial statements.

Depreciation Fixed Asset Accounting, Inventory valuation.

Students should learn application of Tally package.

MODULE – II :

CORPORATE ACCOUNTING

Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures,

Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI.

Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).

MODULE – III :

FINANCIAL PERFORMANCE MEASUREMENT

Funds Flow & Cash Flow Statement: Preparation & Analysis. Financial Statement Analysis. Analysis of Financial Performance of a firm ; Use of Different Tools, Ratio Analysis – Different Types of Ratios.

CASE ANALYSIS COMPULSORY FOR EACH MODULE.

Recommended Books:

1. Financial Accounting for Management, Ramchandran/Kalkani, TMH
2. Financial Accounting for Management, Ambrish Gupta, Pearson
3. Financial Accounting, Warren, Reeve, Cengage
4. Basic Financial Accounting for Management, Shah, Oxford
5. A New Approach to Financial Accounting, Bal/Sahu/Das, S. Chand
6. Financial and Management Accounting, Satapathy/Sahoo, Vrinda
7. Financial Accounting, Jain/Narang/Agarwal, Kalyani
8. Financial Accounting for Managers, TPGhosh, Taxman
9. Financial Accounting: A Managerial Perspective, R. Narayan Swamy, PHI

MBA-106: IT FOR MANAGERS

Module-I:

Role of Computer in modern business and in various functional areas of business and its applications. **Concept of Computers:** Brief History of computer, Generation and its evolution (now and then), Classification, Characteristics and limitations of computers. Basic computing Architecture, CPU and its components. **Components** : Software, Hardware, Firmware, Input/output devices, Storage Units (CD, DVD, Hard Disks, Pen drive), Memory types (RAM, ROM, Cache). **Operating Systems:** Functions, Process Management: Multi-programming, Multi-processing, Multi-tasking, Multi-threading, Real time OS; Memory Management: virtual memory; User Interface: Shells, GUI, etc; File system. Measuring Computer Performance through Benchmarks.

Evolution of programming language, Classification, Features and selection of programming language. **Software** – Definition, Relation with Hardware. Software categories- System Software (Home edition, Professional edition, Enterprise edition), Application Software: types of application software, Graphics and multimedia concepts, Algorithm Definition and properties.

Module-II:

Database Management Systems

Concept of files, file management; organization and types of Access, Drawbacks in file based system. Database; types of Database, components of a Database system. DBMS, components of DBMS; DBMS language, Advantage and limitations of Database, Database models, Advanced Database: Distributed, Object oriented Database, Multimedia Database systems, Mobile Databases.

Module-III:

Basic concepts of Computer Networks, Internet and Security.

Introduction to Networks: LAN, MAN, WAN, Topology, Data Communication, Transmission Media, Network Devices: Hubs, Switches, routers, repeaters. Introduction to Communication Protocol: TCP/IP, OSI model, Communication Connectivity: DSL, Dial-up, Broad Band. **Internet and its Applications:** Evolution of Internet, Basics of working of Internet, Service Providers, E-mail, Telnet, FTP, WWW. **Internet Security:** Types of attacks, DOS attacks, Viruses and Worms, Identity Theft, Snooping and Sniffing. Cyber Law and Internet security Legislation.

Recommended Books:

1. Understanding Computers Today & Tomorrow, D.Monley & CS Parker, Cengage/Thomson
2. Introduction to Computer Science, ITL Education Solutions Ltd, Pearson
3. Information Technology, Dr Sushila Madan, Taxmann
4. Information Technology for Managers by Sunil Malhotra-Kalyani Publication.
5. Fundamentals of Computers by V.Rajaraman - PHI Publication

MBA-107: COMMUNICATIVE ENGLISH

Module-I

Basics of Communication

- 1.1 Communication elements and process
- 1.2 Need of Communication Skills for Managers
- 1.3 Channels ,forms and dimensions of communication
- 1.3 Verbal and non-verbal communication
- 1.4 Barriers to communication and how to overcome the barriers
- 1.5 Principles of effective communication

Module-II

Language and Communication

- 2.1 Language as a tool of Communication
- 2.2 The importance of communication through English at the present time
- 2.3 The Sounds of English
- 2.4 Stress and Intonation
- 2.5 The importance of the four skills (listening, speaking, reading and writing) and strategies for developing the skills.
Listening: barriers, strategies for improving listening skills
Speaking : the characteristics of effective speech : voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture.
Reading : developing reading skills and strategies, skimming and scanning ; predicting, guessing, inferring ; reading critically, taking notes.
Writing : the characteristics of effective writing ,clear organization and structuring of ideas, clarity of language, stylistic variation .
- 2.6 Biasfree English
- 2.7 Formal and informal language use

Module-III: Review of English Grammar

- 3.1 English verbs
- 3.2 Tense and time
- 3.3 Aspect
- 3.4 Voice
- 3.5 Negation
- 3.6 Interrogation ; reported and tag questions
- 3.7 Complex noun phrases
- 3.8 Concord
- 3.9 Phrasal verbs
- 3.10 Parallel structure
- 3.11 Pronouns
- 3.12 Modifiers

Recommended Books:

1. An introduction to Professional English and Soft Skills: Das et al, BPUT Text Book. CUP.
2. Better English Pronunciation, J.D.O.conuor (Cambridge)
3. A University Grammer of English , Quirk et al, Pearson
4. Foundations of Business Communication, Dona J. Young, TMH
5. Communicative Skills, Leena Sen, PHI
6. Oxford Writing & Speaking English- Sealy - OUP

MBA-108: COMMUNICATIVE ENGLISH SKILLS – LAB

Lab sessions will be used to provide practice activities based on the content of all three modules of theory.

Module 1 : Understanding the need of Communication Skills for Managers and the importance of effective communication through different social/work-related situations and role-play activities, Recognizing the barriers through case studies related to organizational communication Role plays to understand nonverbal communication and activities to identify effective use of body language, paralanguage and spatial communication.

Module 2 : Phonemic transcription using IPA symbols.

- i . transcription of words and short sentences in normal English orthography (writing) into their IPA equivalents ;
- ii. transcription of words presented orally ;
- iii . conversion of words presented through IPA symbols into normal orthography
- iv . syllable division and stress marking (in words presented in IPA form)

Listening exercises

- i. listening with a focus on pronunciation (ear-training) : segmental sounds, stress, weak forms, intonation
- ii listening for meaning (oral comprehension) : listening to talks, lectures, conversations, discussions, jokes, riddles etc.

Speaking exercises

- i pronunciation practice (for accent neutralization), particularly of problem sounds, in isolated words as well as sentences
- ii practicing word stress, rhythm in sentences, weak forms, intonation
- iii reading aloud of dialogues, poems, excerpts from plays, speeches etc. for practice in pronunciation
- iv speaking briefly on topics of interest ; taking part in debates and group discussions

Reading exercises

Reading and comprehension of the texts supported by suitable exercises

Use of Dictionary

Note making after reading a text, showing the main idea and supporting ideas and the relationships between them

Writing exercises

Practice in writing paragraphs, short essays and summaries

Module 3 : Developing correctness in speech as well as writing

Practice exercises on the common grammatical errors,

Remedial measures to focus on correct use of English verbs, Tense , Aspect, Voice, Negation, Interrogation , Concord, Phrasal verbs, Parallel structure, Pronouns and Modifiers

Lab Tests:

1st Lab test 15 marks. (Listening, Speaking)

2nd Lab test 15 marks. (Reading and Writing)

3rd Lab test 20 marks (Verbal and Non verbal communication ability). The faculty concerned shall assign caselets related to communication in the business world to the students who shall make analysis of the same and present in the classroom. This may be given as an individual or group assignment.

MBA-109: IT Lab

1. Introduction to OS and Office Software.
Additional features of
 - a. Windows XP
 - b. Windows-7
 - c. Server 2003
 - d. Windows 8 Server
2. Internet Basics, Types of Connection, Internet Protocol, IP Address, Connectivity to Internet, WI-Fi Connectivity.
3. Google Search Tricks and Techniques
4. Working with Google Services: Docs, Spreadsheet, presenter, sites, etc.
5. Introduction to Oracle or MySQL.
6. Learning Basic DDL and DML commands.
 - a. Create, Alter, Drop, Truncate, View commands.
 - b. Insert, Select, Update, Delete commands.
7. UNIX / LINUX structure, UNIX/LINUX commands
Common commands, Practice Session (MKDir, CD, PWD, LS, MAN, CP, MV, RM, Delete, RMDir, Cat)
8. Working with Gnome: editor (gedit), file explorer (nautilus), working with office applications (openoffice).

1st Year MBA

2nd Semester

MBA-201	Marketing Management
MBA-202	Financial Management
MBA-203	Human Resource Management
MBA-204	Production & Operation Management
MBA-205	Research Methodology & SPSS
MBA-206	Business Environment & Sustainable Dev.
MBA-207	MIS & ERP
MBA-208	Business Communication
MBA-209	Business Communication (Lab)
MBA-210	MIS & ERP (Lab)
MBA-211	Research Methodology & SPSS (Lab)

MBA-201: MARKETING MANAGEMENT

Module-1

Concepts of Marketing and market, Marketing Mix, Product, Price, Promotion, Place, Product: Product concept, Product classification, New Product Development, Product life cycle, Product mix decision, Branding, Packaging, Labelling decisions, Service as a product, Price: objective of pricing, Pricing policies, Pricing methods.

Price: Objective of pricing, Pricing policies, Pricing methods.

Promotion: Advertising, Sales promotion, Personal selling, Public relation, Publicity and propaganda.

Place: Marketing channels, vertical and horizontal integration, Channel conflict management, Distribution system and Logistic Management.

Module-II

Marketing environment, Marketing planning and control, Segmenting (Demographic and Psychographic) targeting, Positioning (STP), Marketing research and forecasting, Marketing Information System value proposition.

Module-III

Role of consumers, Consumer Decision making process, Factors influencing consumer decision making, Special topics in Marketing: Green marketing, Relationship Marketing, societal Marketing, Guerrilla Marketing, Online Marketing, Mega marketing, Database marketing.

CASE ANALYSIS COMPULSORY

Recommended Books:

1. Marketing Management, Kotler, Keler, Koshi, Jha, Pearson
2. Marketing Management, Ramaswamy, Namakumar, McMillan
3. Marketing, Etzel/Walker/Standtom/Pandit, TMH
4. Marketing Management, Evans/Berman, Cengage
5. Marketing Management, Saxena, TMH
6. Marketing Management, Govind Rajan, PHI
7. Marketing Management- Text & Cases, Kazmi, Excel
8. Marketing Management Text & Cases, Lal, TMH

MBA-202: FINANCIAL MANAGEMENT

MODULE-I

Financial Management : Introduction to finance Fundamental principles objectives of financial management – profit maximization and wealth maximization. Functions of Financial Management.

Time value of Money; Compounding and Discounting. Risk and Return – Risk & Return, Measurement of Risk

Sources of Finance : (Short Term and Long Term)

MODULE-II

Investment decisions : Capital Budgeting- Investment evaluation techniques; Estimation of cash flow for new project, replacement projects, Risks in capital budgeting, Sensitivity Analysis, Decision Tree Analysis.

Cost of Capital: Factors affecting cost of capital, Retained Earnings, WACC.

Capital structure decisions: Theories of Capital Structure, Designing Capital Structure, **Leverages**: Determination of operating leverage, financial leverage and total leverage, Leverage and Financial Distress

Dividend policy: Relevance and Irrelevance Theories of Dividend, Factors affecting the dividend policy, Alternative Forms of Dividend.

MODULE-III

Working Capital Management : Factors influencing working capital requirements, Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm. Cash budgeting, long term cash forecasting, optimal cash balance, investment of surplus fund. Inventory Management-need for inventory, order quantity-EOQ model, monitoring and control of inventory, Receivables Management-Meaning and objective, cost and benefit of receivable management, factors influencing the size of investment in receivables, credit evaluation of individual accounts, monitoring accounts receivable

CASE ANALYSIS COMPULSORY

Recommended Books:

1. Financial Management, I.M. Pandey, Vikas
2. Financial Management, Kapil, Pearson
3. Financial Management, Prasanna Chandra, TMH
4. Fundamentals of Financial Management, Brigham & Houston, Cengage
5. Financial Management, Srivastav, Misra, Oxford
6. Financial Management, Shashi K Gupta, R.K. Sharma, Kalyani
7. Financial Management, Tulsian, S. Chand
8. Cases in Financial Management, Pandey, TMH
9. Cases in Corporate Finance, Biswanath, TMH

MBA-203: HUMAN RESOURCE MANAGEMENT

Module-I

Concept, Nature, scope and objectives of Human Resource Management, HRM : The challenges – Environmental, Organizational and Individual, Human Resource Planning, Job analysis, recruitment- sources, concept and objectives, Selection: Concept, Procedure and cost benefit analysis of selection, Induction, career planning, Bases of Promotion, Transfer, Separations, Outplacement and Outsourcing HR. Emerging trends of HRM in globalized economy and cross-cultural environment.

Module-II

Training & Development-Concept, Training needs assessment, Types of training programmes: on-the-job and off-the-job, ROI of training, metrics for evaluation of training programme, Performance Appraisal- Objectives, Uses and Methods- Traditional and Modern methods (Assessment and Development Centres, 360⁰ Appraisals), Problems of Performance Appraisal, Legal issues in Performance Appraisal. Classification of Employees and Conceptual differences in Compensation Systems. Concept of Wages & Salary, Components of Wages, Method of Wage Determination, Methods of Wage Payment, Wage Differentials, Job Evaluation.

Module-III

Industrial Relations: Concept and Approaches to Industrial Relations, Unitary, Plurastic and Radical Approach, Industrial Relations System, Overview of International HRM: Selection, Compensation, Training & Development, Patriation and Repatriation.

Recommended Books:

1. Human Resource Management, VSP Rao, Excel Books
2. Human Resource Management, Durai, Pearson
3. Personnel & Human Resource Management, P. Subba Rao, HPH
4. HRM Text & Cases, Aswathappa, TMH
5. HRM, Snell, Bohlander, Vohra; Cengage
6. Managing Human Resources, Gomez, Balkin, Cardy, PHI
7. Human Resource Management, Jyoti, Venkates, Oxford
8. Human Resource Management, Khanka, S.Chand

MBA-204: PRODUCTION AND OPERATIONS MANAGEMENT

Module-I

Overview of Production & Operations Management, Work Study

Introduction , Responsibilities of Production Manager, Strategic Decisions in Operations, Manufacturing Vs. Service Operation, Types of Production processes (Project/Job, Batch, Mass/Line , Continuous), Concept of FMS(Flexible Manufacturing System), Vertical integration, Productivity & Factors affecting productivity, Role of Production, Planning & Control (PPC), New Product Development & Process Design, Learning Curve, Introduction of Work Study, Method study Procedure, Principles of Motion Economy, Stop Watch Time Study Procedure, Importance of Rating & Allowances in Time Study, Pre-determined Time Standard (MTM).

Module-II

Aggregate Planning, Capacity Planning and Project Management, Scheduling, Maintenance Management

Aggregate Planning: Relevant cost; Evaluation of strategic alternatives (Level, Chase and Mixed), Types of capacity, Economics and Diseconomies of scale, Developing capacity alternatives. Project Management: Basic concept, Network principles-CPM, PERT, Crashing, Sequencing, 2 and 3 Machine cases: Johnson's Rule, Job shop Scheduling: Priority dispatching Rules, Importance of Maintenance, Breakdown, Preventive, Predictive and TPM(Total Productive Maintenance), Basic concept of Reliability.

Module-III

Facility Location and Layout, Inventory Control, Quality Control

Importance & Factors affecting the Plant Location, Single and Multi facility location Techniques (Centroid and Minimax method), Plant Layout & its classification, Relationship Diagram & Block Diagramming, Assembly Line of Balancing, Inventory Control: Relevant Costs, P & Q Systems of Inventory, Basic EOQ Model, and Model with Quantity discount, Economic Batch Quantity. Safety Stock, Reorder Point, ABC Analysis, Material Requirement Planning, Concept of Quality Management, Quality of Design, Statistical Quality Control, X Bar, R and P Charts. Acceptance sampling, Elementary concept on TQM (Total Quality Management) ,JIT(Just In Time)

Case Study: Relevant cases have to be discussed in following areas: Aggregate Planning Strategies, CRAFT (Computerized Relative Allocation of Facilities Technique), ROC (Rank Order Clustering Method), Material Requirement Planning.

- Aggregate planning strategies
- Layout Techniques (CRAFT, ROC)
- Material Requirement Planning

Recommended Books:

1. Operations Management for competitive Advantage, Chase, Jacob, Aquilan, Agrawal, TMH
2. Production & Operations Management, K. Aswathappa, K. Shridhar Bhat, HPH
3. Operations Management, Mahadevan, Pearson
4. Production & Operations Management, S.N. Chary, TMH
5. Production & Operations Management, Bedi, Oxford
6. Production & Operations Management, Paneer Selvam, PHI

MBA-205: RESEARCH METHODOLOGY & SPSS

Module – I :

Nature and Scope of Business Research, Identification of Research problem, Research objective, Type of Business Research, Research Process, Research Designs : Exploratory, Descriptive, Experimental and Observational. Planning and formulation of Research Projects, Preparation of questionnaire and schedules, Measurement problem and scaling techniques. Collection of data : Primary and Secondary data. Purpose of research application, Type of research reports, Structure of Research report, Report writing and Presentation. SPSS and Report Presentation: Use of Statistical package for social sciences.

Module - II :

Sampling : Probabilistic and Non-probabilistic sampling. Methods of drawing samples : Lottery methods and using random number table, Sampling vs. complete enumeration, Sampling and Non sampling errors, Concept of different sampling methods : Simple random Sampling, Stratified random sampling, Cluster sampling, Multistage sampling.

Module – III :

Data analysis : Editing, Coding, transformation of data, Basic data analysis, Setting of hypothesis, hypothesis testing, Cluster and Factor analysis (Concept only). Hypothesis : Null hypothesis and alternative hypothesis, Testing of hypothesis, Type I and Type II errors, Sampling distribution and Standard errors, Test of Significance: Small sample tests : t and F tests, Large sample test : Z test, Chi- Square tests : Goodness of fit and test of association. Non-parametric tests : Sign test, Wilcoxon signed rank test, Run test, Man- Whitney U test, Randomness test ; Analysis of Variance : One way and two-way Classifications.

CASE ANALYSIS COMPULSORY

Recommended Books:

1. Business Research Methods, Cooper, Schindler, TMH
2. Management Research Methodology, Krishnaswamy, Sirakumar, Pearson
3. Research Methodology, C.R. Kothari, Newage Publication
4. Research Methodology, Zeikmund, Cengage
5. Research Methodology, Paneer Selvam, PHI
6. Research Methodology, Prasanta Sarangi, Taxmann
7. A Text Book of Research Methodology, AKPC Swain, Kalyani
8. SPSS for Windows, Step by Step; George and Mallery, Pearson
9. Data Analysis with SPSS, Carver and Nash, Cengage.

MBA-206: BUSINESS ENVIRONMENT & SUSTAINABLE DEVELOPMENT

MODULE 1 :

Business environment:

Meaning of business, nature of modern business, Environment of business, Economic system, Macro economic scenario, neoliberal profile of the economy (LPG)
Indian Money Market, Capital Market in India, Stock market and its regulation, Currency convertibility, Exchange rate management

MODULE 2 :

Business and Govt.-Indian Perspective

Economic roles of the state and govt., Economic planning in India, Export import policy and trade liberalization, Industrial policy resolution in India, Indian economic policies, Exim policy, disinvestment policy, taxation policy.

MODULE 3:

Managing Environmental issues and Sustainable Development

Environmental management as a competitive advantage, The greening of management, Role of Govt. in environmental regulations, Industrialization, urban development and environment, Global environmental issues, Sustainable development-Concepts, relevance in modern Business, World Business Council for Sustainable Development(WBCSD) Report.

Case analysis compulsory

Recommended Books:

1. Business Environment, Text and Cases – Justin Paul, TMH
2. Essentials of Business Environment, K. Aswathappa, HPH
3. Business Environment in a Global Context, Andrew Harison, Oxford
4. Business Environment, Vivek Mittal, Excel
5. Economic Environment of Business, H.L. Ahuja, S. Chand **(for Module-III)**
6. Business and Society, Lawrence and Weber, TMH **(for Module-III)**

MBA-207: MIS & ERP

Module-1:

Role of MIS in Organizations

Organization and Information Systems, Changing Environment and its impact on Business - The ITES and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.

Module-2:

System Analysis and Development Methodologies

Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer. **System Development Life Cycle:** Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.

Module-3:

Enterprise Systems

Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation - Supply Chain Management (SCM): Features, Modules in SCM - Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance. Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan.

Module-4:

Security and Ethical Challenges

Ethical responsibilities of Business Professionals – Business, technology; Computer crime – Hacking, cyber theft, unauthorized use at work; Piracy – software and intellectual property; Privacy – Issues and the Internet Privacy; Challenges – working condition, individuals; Health and Social Issues, Ergonomics and cyber terrorism;

Recommended Books:

1. Management Information System, Launden & Launden, Pearson
2. Management Information System, Effy Oz, Cengage
3. ERP, Leon Alexis, TMH
4. MIS – In Knowledge Economic - P.T. Joseph & Sanjay Mohapatra – PHI
5. ERP – Concept and practices – Vinod Kumar Garg and N.K. Venkenta Krishna - PHI
6. Enterprise Resource Planning & Mgmt. of Information System, CSV Murthy, HPH
7. Management Information System- James O Brian- TMH
8. Management Information System, Jawadekar, McGraw Hill

MBA-208: BUSINESS COMMUNICATION

Module 1

Interpersonal and Inter-cultural Communication Skills

- 1.1.1 Cross-cultural communication: Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication ,Effective intercultural communication.
- 1.2 Persuasive communication: the process of persuasion, formal and informal persuasion.
- 1.3 Negotiation Skills
- 1.4 Presentation skills: Planning, Structure and Delivery.

Module 2

Business Writing

- 2.1 Developing coherent paragraphs
- 2.2 Précis writing
- 2.3 Business letters: writing routine and persuasive letters – positive and negative messages.
- 2.4 Writing memos ,circulars, notices and emails,
- 2.5 Business reports: what is a report , kinds and objectives of reports, Process, Structure and Layout.
- 2.6 Writing business proposals
- 2.7 Meetings: Agenda and Minutes.

Module 3

Soft skills

- 3.1 How communication skills and soft skills are inter-related
- 3.2 Leadership skills
- 3.3 Group Dynamics:
- 3.4 Group Discussions
- 3.5 Interview skills
- 3.6 Telephone etiquettes.
- 3.7 Business etiquettes.

Recommended Books:

1. Business Communication Today, Bovee et al, Pearson
2. Business Communication, Lesiker, et al, McGraw Hill
3. Business Communication for Managers, Penrose, Rasberry Myers, Cengage
4. Developing Soft Skills, Cornerstone, Pearson
5. Lateral Thinking, Eduward De Bono, Penguin
6. Skills Development for Business & Management students, Oxford
7. Effective Technical Communication, Rizvi, TMH

MBA-209: BUSINESS COMMUNICATION LAB

Module 1

Case studies highlighting cross cultural issues

Negotiation Skills practice through role plays in different situations

Extempore

Delivering Oral Presentations

Module 2

Practice should be provided in functional writing by using samples. The principles of 'Process Writing' should be used to teach writing skills. The focus should mainly be on:

- The development of coherent paragraphs
- Precis writing
- Writing Business letters
- Writing memos ,circulars, notices and emails,
- Writing Business reports and business proposals
- Preparing agenda and minutes for meetings through mock meetings

Module 3 . Practice should be provided through:

- Activities designed to highlight leadership and team skills,
- Group Discussions
- Group presentations
- Oral case analysis in small groups
- Mock interviews
- Telephone etiquettes practice

Lab Tests:

1st Lab test 15 marks.

2nd Lab test 15 marks.

3rd Lab Test 20 marks.

(The 1st and 2nd Lab test and will be based on the practice provided during Lab sessions during the semester There will be no testing of theoretical knowledge .)

The 3rd Lab test will test the soft skills along with the language skills. Students are required to prepare presentations with a set of slides(text/visual)on topics(preferably of a non -technical nature)chosen by them with the approval of the concerned faculty member .Each student will deliver one presentation to the class and the topic chosen for the purpose should not be repeated by others. Other faculty members of the college may also be invited to form a panel.

The presentations will be evaluated on the basis of the following criteria:

Format for preparation of slides

Content focus: Innovative idea

Power of visuals

Extent of persuasiveness, structure, economy, distribution-visual/verbal

Language focus: Pronunciation

Grammar

Choice of words and sentence structure

Presenter focus: Involvement

Rapport with audience

Body language

Paralanguage

Handling the question answer session

MBA-210: MIS & ERP (LAB)

MS Project:

- (i) Getting Started with Microsoft Project :**
Managing your Projects with Microsoft Project, Starting Microsoft Project, Exploring Views, Exploring Reports, Creating a New Project Plan, Setting Networking Days, Entering Project Properties.

- (ii) Getting a Task List :**
Entering Tasks, Project Management Focus; Defining the Right Tasks for the Right Deliverable, Estimating Durations, Project Management Focus; How do you come up with Accurate Task Durations, Entering a Milestone, Organizing Tasks into Phases, Project Management Focus: Top-Down and Bottom-up Planning, Linking Tasks, Documenting Tasks.

- (iii) Setting Up Resources :**
Setting Up people Resources, Setting up equipment Resources, Setting up Material Resources, Entering Resource Pay Rates, Project management Focus: Getting Resource Cost Information, Adjustment Working Time for Individual Resources, Documenting Resources.

- (iv) Assigning Resources to Tasks :**
Assigning Resources to Tasks, Assigning Additional Resources to a Task, Project management Focus: When should Effort Driven Scheduling Apply, Assigning Material Resources to Tasks.

ERP: Open Source Software

Recommended Books

1. Microsoft Office Project 2007, Marmel, Wiley

MBA 211: Research Methodology & SPSS (Lab)

Assignment-1:

Learning the Basics of SPSS.

Assignment-2:

Looking at Frequency Distributions and Descriptive Statistics.

Assignment-3:

Presenting Data in Graphic Form.

Assignment-4:

Testing Research Hypotheses for Two Independent Samples.

Assignment-5:

Testing Research Hypotheses about Two Related Samples.

Assignment-6:

Comparing Independent Samples with One-way ANOVA.

Assignment-7:

Comparing related Samples with One-way ANOVA.

Assignment-8:

Measuring the Simple Relationship between Two Variables.

Assignment-9:

Describing the Linear Relationship between Two Variables.

Assignment-10:

Assessing the Association between Two Categorical Variables.

Assignment-11:

Entering Data using Programs other than SPSS.

Recommended Books:

1. Ready, Set, GO! A Student Guide to SPSS, Thomas Pavkov, Kent Pierce, TMH.
2. SPSS for Windows step by step, George & Mallery, Pearson