

**MAHAMAYA TECHNICAL UNIVERSITY**

**NOIDA**



**Syllabus**

**for**

**MASTER OF BUSINESS ADMINISTRATION**

**(Effective from the Session: 2012-13)**

## SCHEME OF EVALUATION

**Effective from Session 2012-13: Year 1, Semester-I**

S.No	Subject Code	Subject	Periods			Evaluation Scheme						Total	Credits
			L	T	P	Sessional			End Semester				
						CT	AT+TA	TOT	P	Th.	P		
1	MB-101	Principles & Practice of Management	3	1	0	30	20	50	-	100	-	150	4
2	MB-102	Economics for Managers	3	1	0	30	20	50	-	100	-	150	4
3	MB-103	Accounting & Financial Analysis	3	1	0	30	20	50	-	100	-	150	4
4	MB-104	Organisational Behaviour	3	1	0	30	20	50	-	100	-	150	4
5	MB-105	Business Statistics	3	1	0	30	20	50	-	100	-	150	4
6	MB-106	Marketing Management	3	1	0	30	20	50	-	100	-	150	4
7	MB-107	Computer Concepts & Managerial Applications	0	1	2	15	10	25	-	-	25	50	2
8	MB-108	Managerial Communications	2	0	0	-	-	-	-	50	-	50	2
<b>TOTAL</b>			<b>20</b>	<b>7</b>	<b>2</b>							<b>1000</b>	<b>28</b>

***Details of narrations used in the above table:***

- I. L/T/P: Lecture/Tutorial/Practical
- II. CT: Class Test
- III. TA: Teacher Assessment
- IV. AT: Attendance

**Effective from Session 2012-13: Year 1, Semester-II**

S.No	Subject Code	Subject	Periods			Evaluation Scheme						Total	Credits
			L	T	P	Sessional			End Semester				
						CT	AT+TA	TOT	P	Th.	P		
1	MB-201	Human Resource Management	3	1	0	30	20	50	-	100	-	150	4
2	MB-202	Research Methodology	3	1	0	30	20	50	-	100	-	150	4
3	MB-203	Operations Research	3	1	0	30	20	50	-	100	-	150	4
4	MB-204	Management Accounting & Control	3	1	0	30	20	50	-	100	-	150	4
5	MB-205	Financial Management	3	1	0	30	20	50	-	100	-	150	4
6	MB-206	Production & Operations Management	3	1	0	30	20	50	-	100	-	150	4
7	MB-207	Business Environment	2	0	0	-	-	-	-	50	-	50	2
8	MB-208	Comprehensive Viva- Voce (On all Subjects)	0	0	0	-	-	-	-	-	50	50	-
<b>TOTAL</b>			<b>20</b>	<b>6</b>	<b>0</b>							<b>1000</b>	<b>26</b>

*Details of narrations used in the above table:*

- I. L/T/P: Lecture/Tutorial/Practical
- II. CT: Class Test
- III. TA: Teacher Assessment
- IV. AT: Attendance

## **INTRODUCTION AND SCHEME OF COURSE:**

### **MASTER OF BUSINESS ADMINISTRATION (M.B.A.) DEGREE (Full Time, 2 Years Duration)**

The M.B.A. program aims at providing various elements of system of education related to MBA degree program and addresses issues relevant to the various format of organizations i.e. Corporate, Government and Not for profit organisation performing internal business process to achieve various objectives of their stake by providing solutions to challenges arising there from. Apart from developing knowledge and skills in different areas of management, this course also provides relevant inputs as per the organization's business/ economic environments.

This program place high emphasis to the overall development of the personality of the students as manager. The structure of the program is designed so that students must study the core courses from different functional areas of management subject that are made mandatory and in the next stage various specializations are offered in functional domain areas of management subject areas where a students can opt for two specializations out of the five offered: Marketing, Finance, International Business, IT, HR, Operations Management and one Open Specialization,

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

This course is of two years divided into four semesters, each semester having eight compulsory papers composed of 5 units of 42 sessions each of one-hour duration and for MB 107, 14 Session of practicals and for MB 108, 28 sessions of lecture. The University has a system of dual specialization and an Open Specialization. The students shall have to opt for two functional areas for their specialization, having four papers (two in third semesters and two in the fourth semester) from Specialization 1, three papers (two in third semesters and one in fourth semesters) from Specialization 2. Students shall also have to choose any one elective from the given seven subjects as an open Specialization in fourth semester. The electives can be offered by the department if minimum 20% (Twenty Percent) of the total class strength is opting for the same elective.

Summer Training for 8 (eight) weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester during summer vacation break. Comprehensive viva and Research project are part of the course which should be started in the IIIrd semester.

### **Question Papers in Semester Examination shall be divided into the following three parts:**

- |                             |  |
|-----------------------------|--|
| Section A shall (20% marks) | :- Consist of short answer questions of 2 marks each from all the units and not having more than 10 questions. This section shall have no choice. The answers are expected to be in 50-75 words. |
| Section B shall (30% marks) | :- Consist of medium answer questions with answer in 100 to 200 words. This section can also have numerical questions. This section shall have 5 questions from all                              |

the units and student shall have to attempt 3 out of 5 for a total marks of 30.

Section C shall ( 50% marks)

:- Consist of 5 questions from all the units with internal choice. The student has to answer all the questions and the answers are to be up to 300 to 500 words such that it tests the knowledge application and the learning in this subject. This section can also have numerical questions. Generally it shall include design, addition and synthesis of multiple concept integration from the same course.

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

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

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

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

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

## **SUMMER TRAINING PROJECT REPORT:**

- 1.** At the end of second semester examination, every student of MBA shall undergo on-the-job practical training in organization approved by Departmental Academic Student Committee (DASC) . The training shall be of 8 weeks duration. The College/Institute shall facilitate this compulsory process/es for training for students in approved organisations by DASC and Training and Placement Department of Institute/ College.
- 2.** The student , who has gone under this training is expected to learn about the organization and analyze from both deep and wide perspective, find a live problem in the organisation and suggest solutions of a live problem. The core objective of this training is is to prepare the student with the awareness of actual functioning of the organization and explore problems faced by them in a typical socio-economic-political business environment for exploring feasible solutions and suggestions.
- 3.** During the course of training, the organization (where the student is undergoing training) in consultation with supervising faculty shall assign a real-life problem/project to the student.
- 4.** Every student, after the completion of training shall submit a report to the College/Institute and the organization where they have gone their training, which shall form part of third semester examination along with their training/project log book containing the details of time schedule and the learning content on the stated date in the their training schedule log-book. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
- 5.** The report (based on training and the problem/project studied) prepared by the student shall be known as Summer Training Project Report (STPR). The report should ordinarily be based on primary data and relevant secondary data from authentic database available in public domain and related to training domain. The Summer Training Project Report (STPR) should reflect holistic study of problems faced by organization where training was pursued by the student. The Summer Training Project Report (STPR) should supported by relevant tables and bibliography.

### **The Summer Training Project Report (STPR) should contain :**

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its organizational structure/Organographs, performance products/services and problems faced. This chapter shall form part I of the Report. Part II of the Report shall contain the study of research problem.

The physical format of “The Summer Training Project Report (STPR) should follow the following guidelines:

The average size of Report ordinarily shall be Minimum 75 and maximum to 125 typed pages in standard font size (12) and double spacing typed in A-4 size paper (back to back). Three neatly typed and soft bound (paper back) copies of the report along with 3 copies of CD of this report shall be submitted to the College/Institute.

(i) The Report shall have three certificates. One by the Head of the Institute/College and the second by the Reporting Officer of the organization where the student has undergone training and third containing the non-plagiarism clause duly signed by the student . These three certificates should be attached in the beginning of the report.

(ii) The report shall be evaluated by two external examiners (One from MTU system and second from relevant industry and third from Institute/College (preferably the person who has supervised the student's work. It shall carry total of 150 marks divided into written report of 100 marks and for presentation of 50 marks. Only such persons shall evaluate the project report who has minimum 3 years of experience of teaching MBA or related subject classes in a College/University or minimum 3 years of experience in industry. Experience of teaching MBA classes as guest faculty shall be also allowed as approved examiner by the University.

(iii) The defense of his/her "The Summer Training Project Report (STPR)" is open house and all the members of SAC should be present. In the absence of internal supervisor due to any exigencies, the HOD of the concern department shall nominate one faculty from the department. It is mandatory that the student shall make presentation in the presence of teachers and students in camera. The student is expected to answer to the queries and questions raised in such a meeting.

### **RESEARCH PROJECT REPORT:**

In fourth semester, candidates shall have to submit a Research Project Report (RPR) on a problem / topic (from the Specialization areas) to be assigned by the Department MBA under the supervision of a core faculty member of the department.

The research project report shall carry 150 marks. The evaluation of the project report shall be done by two external examiners and shall consist of following:

(i) Evaluation of Project Report (100 Marks) (ii) Viva on Project (50 Marks). The average of the marks awarded by the 2 two examiners shall be taken into account for the results. In case the difference in the awards given by the examiners is 25 or more marks, the project report shall be referred to the third examiner. In such cases the average of two highest marks awards (given by three examiners) shall be taken into account for the results.

(ii) The report shall contain the following:

- Objectives
- Scope of the Study.
- Research methodology used,
- Importance of the study,
- Analysis of data collected,
- Conclusions
- Recommendations.
- Annexure (It shall contain relevant charts, diagrams and bibliography).
- A certificate of the Supervisor certifying the authenticity of the report shall be attached there with along with the non-plagiarism certificate signed by the student. The student shall submit three copies of the report to the Head of the Department. The number of pages in the report shall be more minimum 100 pages and maximum 125 pages including annexure pages. The report should be typed in A-4 size paper, with font size 12 typed, back to back of each paper.

#### **COMPREHENSIVE VIVA:**

The comprehensive viva voce is scheduled at the end of II and IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 2nd and 4th Semesters of the course. Comprehensive viva should be judged on the basis of the following:

- Articulation of what is being learnt by a student.
- Assimilation of the idea of what is being taught in full year.
- Relevance in the practical field and their inter relationship.

The Viva-Voce is of 100 marks each to be conducted by the external examiner appointed by the University.



## **Title of the course: Principles & Practice of Management (MB - 101)**

a. Lecture (L) in hrs/wk	3
b. Tutorials(T) in hrs/wk	1
c. Practical's (P) in hrs/wk	0
d. Total Credits L+T+P based	4

**Prerequisites of the course, if any** Not Applicable

**Prerequisite for which next course** Not Applicable

### **Why you need to study this course / Learning outcomes:**

This course is foundation course of management, where it creates basic awareness of management from principles and practice point of view. This course is scientific study of the managerial processes that occur in work settings in any organisation. This field borrows many concepts and methods from the behavioral and social sciences, such as psychology, sociology, political science, and anthropology and as a result, issues and topics touching on many academic disciplines may become the subject of study in the field of principals of management. In the workplace today, a good understanding of the managerial aspects in organizations is very essential. Some contemporary organizational issues include individual and group dynamics, motivation, leadership, organizational structure, In this course, students shall gain an understanding and awareness and knowledge of contemporary issues and approaches to principals of management organizational leading them to understand and approach a managerial issue related to managerial challenges of solving organizational problems with managerial practice and interventions.

### **At the completion of the course, the student should be able to:**

Understand and explain the concept of management and its managerial perspective. It shall equip students to map complex managerial aspect arise due to ground realities of an organisation.

Gain knowledge of contemporary issues in Management principals and various approaches to resolve those issues.

### **Suggested Books to be used:**

The list is given at the end of the syllabus

### **Reference materials including web resources:**

(MIT OPEN COURSE WARE):

1. [ocw.mit.edu/course/sloan-school-of-management](http://ocw.mit.edu/course/sloan-school-of-management)

(CARNEGIE MELLON UNIVERSITY-Carnegie Mellon Open Learning Initiative):

2. [oli.cmu.edu/tech-with-oli/review-our-free-open-course/](http://oli.cmu.edu/tech-with-oli/review-our-free-open-course/)
3. [Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/](http://Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/)

(WIKIVERSITY):

4. [en.wikiversity.org/wiki/portal.org](http://en.wikiversity.org/wiki/portal.org)

### **Laboratory work:**

Not Applicable

### **Evaluation Methodology to be followed:**

Quizzes, Assignments, Tests,  
and End Semester Project

## **UNIT I**

**(9 Sessions )**

Concept, Nature, Importance; Management: Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management in various types of organisations/s, Characteristics of Quality Managers.

Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing organisations/s.

## **UNIT II**

**(8 Sessions)**

Introduction to Functions of Management Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Planning Premises and Forecasting, Key to Planning and Barriers to Effective Planning, Decision Making in Organizing: Concept, Organisational Theories, Forms of Organisational Structure, Departmentalization, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Design (OD) and The Systems approach to Management.

## **UNIT III**

**(9 Sessions)**

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal Directing: Concept, Direction and Supervision Motivation: Concept, Motivation and Performance, Special Motivational techniques: Money, participation, reward systems, Quality of Work Life, Job Enrichment & Morale Building.

## **UNIT IV**

**(8 Sessions)**

**Leadership:** Concept and Functions, Process and models of Leadership Development, Contemporary views on Leadership: Transformational-Transactional, Charismatic-Visionary leadership.

**Controlling:** Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System.

## **UNIT V**

**(8 Sessions)**

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

### **Suggested Books ( In alphabetical order)**

*Dipak kumar Bhattacharyya - Principles of Management - Text and Cases, Pearson*

*John R. Schermerhorn - Introduction to Management, 10<sup>th</sup> ed., Wiley India*

*Rao , Harikrishna – Management Text and cases, Excel books*

*Ricky W. Griffin - Management Principles and Application, 10<sup>th</sup> ed., Cengage Learning*

*Robbins, Coulter, Vohra – Management, Pearson*

*Wehrich, Cannice, koontz - Management - A global and entrepreneurial perspective, 13<sup>th</sup> ed , McGrawHill*

**Title of the course: Economics for Managers****(MB - 102)**

a. Lecture (L) in hrs/wk	3
b. Tutorials(T) in hrs/wk	1
c. Practical's (P) in hrs/wk	0
d. Total Credits L+T+P based	4

**Prerequisites of the course, if any** Not Applicable**Prerequisite for which next course** Consumer Behaviour and all Finance related courses/subjects**Why you need to study this course / Learning outcomes:**

This course is foundation course of economics where it creates basic awareness of economic from managerial point of view. This course is related to normative micro-economics. It would enable the students to integrate the economic mode of thoughts related to business decisions in organizational setting.

This course is scientific study of the economic processes that occur in work environment in an organisation. This field borrows many concepts and methods from branches of pure and applied sciences, engineering and social sciences: i.e. psychology, sociology, political science, and mathematics and as a result, issues and topics touching on many academic disciplines may become the subject of study in the field of economics. In the workplace today, a good understanding of the managerial aspects is very essential.

In this course, students shall gain an understanding and awareness and knowledge of economic issues leading them to analyze the internal and external environment of business of the organisation.

**At the completion of the course, the student should be able to:**

Understand and explain the concept of economics and its managerial perspective including the real insight of the consumer's economic behaviour leading them to estimate the demand for the new product as well as changes in the existing products.

**Suggested Books to be used:**

The list is given at the end of the syllabus

**Reference materials including web resources:**

(MIT OPEN COURSE WARE):

1. [ocw.mit.edu/course/sloan-school-of-management](http://ocw.mit.edu/course/sloan-school-of-management))

(CARNEGIE MELLON UNIVERSITY-Carnegie Mellon Open Learning Initiative):

2. [oli.cmu.edu/tech-with-oli/review-our-free-open-course/](http://oli.cmu.edu/tech-with-oli/review-our-free-open-course/)
3. [Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/](http://Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/)

(WIKIVERSITY):

4. [en.wikiversity.org/wiki/portal.org](http://en.wikiversity.org/wiki/portal.org)

**Laboratory work**

Not Applicable

**Evaluation Methodology to be followed**Quizzes, Assignments, Tests,  
and End Semester Project

## **UNIT I**

**(9 Sessions)**

Meaning, Nature and Scope of Economics. Introduction to Managerial Economics, significance in Decision Making, Principles of Managerial Economics, Economic Growth and Economic Development, Concept of Industry.

## **UNIT II**

**(8 Sessions)**

Theory of Demand- Cardinal Utility, Indifference Curve, Law of Demand, Meaning of Demand Function, Demand Schedule and Demand Curve, Exception to Law of Demand, Meaning and Techniques of Demand Forecasting, Elasticity of Demand-Price, Income and Cross, Measurement of Elasticity of Demand, its Significance in Managerial Decision Making, Relationship between Price Elasticity, Average Revenue and Marginal Revenue.

## **UNIT III**

**(9 Sessions)**

Production Analysis: Concept of Production Function, Cobb Douglas Production Function, Laws of Productions, Supply Analysis: Meaning and Determinant of Supply, Law of Supply, Elasticity of Supply. Cost Analysis: Concept and Types of Costs, Accounting, Economic, Real, Opportunity, Money Cost Fixed and Variable, Costs Curve: Total Fixed Costs Curve, Total Costs Curve and Managerial Cost Curve.

## **UNIT IV**

**(8 Sessions).**

Market Structure and Degree of Competition, Perfect, Monopoly, Monopolistic Oligopoly, Duopoly, Concept of Kinked Demand Curve, Price Determination under Perfect Competition, Price and Output Determination under Monopoly, Comparison of Monopoly and Perfect Competition, Product Variation and Selling Expenses under Monopolistic Competition, Characteristics of Oligopoly, Meaning of Cartel.

## **UNIT V**

**(8 Sessions).**

Pricing Strategies, Full Cost, Product Line Skimming and Penetration Pricing, Concept of National Income, Methods of measurement of National Income, Concept of Inflation, Measures to Control, Concept and phases of Business Cycle.

### **Suggested Books ( *In alphabetical order* )**

*A. Koutsoyiannis - Modern Microeconomics - Macmillan*

*Besanko, Braeutigam - Microeconomics, 4<sup>th</sup> ed , Wiley India*

*Dominick Salvatore - Managerial Economics, 6<sup>th</sup> ed., Oxford University Press*

*Dr. D.M.Mithani - Managerial Economics, Himalaya Publishing House*

*Mankiw - Economics Principles and Applications, Cengage Learning*

*Pindyck, Rubinfeld, Mehta – Microeconomics, 7<sup>th</sup> ed., Pearson*

*Samuelson, Marks – Managerial Economics, 5<sup>th</sup> ed. , Wiley India*



**Unit I** (6 Sessions)

**Overview of Accounting:**

Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Matching of Indian Accounting Standards with International Accounting Standards.

**Unit II** (10 Sessions)

**Mechanics of Accounting:**

Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

**Unit III** (10 Sessions)

**Analysis of financial statement:**

Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios ; Common Size Statement ; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

**Unit IV** (10 Sessions)

**Changes in Financial position:**

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis ; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

**Unit V International Financial Reporting** ( 6 Sessions)

Introduction, Objectives of Accounting Standards in the global context, Significant differences between IAS, Indian GAAP and US GAAP. Need for Uniform Global Financial Reporting, Strengths and Benefits of US GAAPs, Need for Indian GAAP Statements to be translated to US GAAP and IFRSs.

**Suggested Books ( In alphabetical order)**

*Ambrish Gupta - Financial Accounting for Management, 4<sup>th</sup> ed, Pearson*

*Anthony, Hawkins and Merchant - Accounting Text and Cases, 12<sup>th</sup> ed, TATA McGraw Hill*

*Asish K. Bhattacharyya – Essentials of Financial Accounting, 2<sup>nd</sup> ed, PHI Learning.*

*Maheshwari and Maheshwari – A Textbook of Accounting for Management, Vikas Publishing*

*Paresh Shah – Basic Financial Accounting for Management, Oxford University Press*

**Title of the course: Organizational Behaviour (MB - 104)**

(a) Lecture (L) in hrs/wk	3
(b) Tutorials(T) in hrs/wk	1
(c) Practical's (P) in hrs/wk	0
(d) Total Credits L+T+P based	4

**Prerequisites of the course, if any:** Not Applicable

**Prerequisite for which next course:** Organisational Development

**Why you need to study this course / Learning outcomes:**

Organizational behavior is the scientific study of the behavioral processes that occur in work settings. It is a behaviorally oriented course combining the various aspects of management with the psychology of leading and managing people. The field of organizational behavior integrates knowledge from the behavioral and social sciences, such as psychology, sociology, political science, and anthropology. As a result, issues and topics touching on many academic disciplines may become the subject of study in the field of organizational behavior. In the workplace today, a good understanding of the theory of human relations in organizations is essential. Managing organizational behaviour challenges individuals to understand and embrace individual and group dynamics, motivation, leadership, organizational structure, power, labour-management behavior, organizational change and development.

This course aims to provide students with an understanding of the complex processes of social interaction that organizations represent.

In this course, students shall gain an understanding and awareness and knowledge of contemporary issues and approaches to organizational change and development facing organizations.

**At the completion of the course, the student should be able to:**

Identify, explore and examine factors impinging on individual and group behaviour in organizations in the new millennium.

Explain the terminology associated with organizational behavior.

Incorporate and apply the predominant organizational behaviour theories to gain knowledge of contemporary issues in organizational behaviour and frameworks to work with real life organizational issues concerned with Human Behaviour at work place.

**Suggested Books to be used** The list is given at the end of the syllabus

**Reference materials including web resources**

(MIT OPEN COURSE WARE):

1. [ocw.mit.edu/course/sloan-school-of-management](http://ocw.mit.edu/course/sloan-school-of-management)

(CARNEGIE MELLON UNIVERSITY-Carnegie Mellon Open Learning Initiative):

2. [oli.cmu.edu/tech-with-oli/review-our-free-open-course/](http://oli.cmu.edu/tech-with-oli/review-our-free-open-course/)
3. [Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/](http://Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/)

(WIKIVERSITY):

4. [en.wikiversity.org/wiki/portal.org](http://en.wikiversity.org/wiki/portal.org)

**Laboratory work :**

Not Applicable

**Evaluation Methodology to be followed:**

Quizzes, Assignments, Tests, and End Semester Project

## UNIT I

(9 Sessions)

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Relevance of organisational behaviour to organisational effectiveness. Organizational Behaviour :Contemporary issues .

## UNIT II

(8 Sessions)

Perception and Attitude: Concept, Nature, Process, Importance, Management and Behavioural Applications of Perception and Attitude. Attitude Measurement , Attitudes and Workforce Diversity. Effects of Perception and Attitude on Work Performance. Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. **Assessment of Personality Traits** .

## UNIT III

(9 Sessions)

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

## UNIT IV

(8 Sessions )

Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power. Knowledge Management & Emotional Intelligence in Contemporary Business Organisation Organisational Change : Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

## UNIT V

(8 Sessions)

Conflict: Concept, Sources, Types, Functionality and Dys-functionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling. Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress. Organisational Culture : Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

### Suggested Books

*Greenberg and Baron – Behaviour in Organizations, 9<sup>th</sup> ed, PHI Learning*

*K Aswathappa – Organisational Behaviour, Himalaya Publishing*

*Newstrom - Organizational Behaviour - Human behaviour at work, 12<sup>th</sup> ed, McGrawHill*

*Robbins, Judge and Vohra - Organizational Behaviour, 14<sup>th</sup> ed, Pearson*

*Udai Pareek ( Sushma Khanna ) - Understanding Organizational Behaviour, 3<sup>rd</sup> ed, Oxford University Press*



**Title of the course: Business Statistics****(MB - 105)**

- |                              |   |
|------------------------------|---|
| a. Lecture (L) in hrs/wk     | 3 |
| b. Tutorials(T) in hrs/wk    | 1 |
| c. Practical's (P) in hrs/wk | 0 |
| d. Total Credits L+T+P based | 4 |

**Prerequisites of the course, if any:** NA**Prerequisite for which next course :** Research Methodology**Why you need to study this course / Learning outcomes:**

Statistics is a mathematical body of science pertaining to the collection, analysis, interpretation or explanation, and presentation of data. Statistics is usually considered to be a distinct mathematical science rather than a branch of mathematics. Statistical techniques are used in a wide range of types of scientific and social research, including: biostatistics, computational biology, computational sociology, network biology, social science, sociology and social. Statistics form a key basis tool in business and manufacturing as well.

Business statistics deals with what it is, how and when to apply statistical techniques to decision – making situations and how to interpret the result. Some issues this course addresses are descriptive and inferential statistics is data collection, probability, sampling, correlation, regression, time series, index number and hypothesis. In this student shall understand how to take decision, interpret result and use statistical techniques in different fields.

**At the completion of the course, the student should be able to:**

Understand measurement systems variability, control processes (as in statistical process control or SPC), for summarizing data, and to make data-driven decisions.

**Suggested Books to be used:**

The list is given at the end of the syllabus

**Reference materials including web resources:**

(MIT OPEN COURSE WARE):

1. [ocw.mit.edu/course/sloan-school-of-management](http://ocw.mit.edu/course/sloan-school-of-management)

(CARNEGIE MELLON UNIVERSITY-Carnegie Mellon Open Learning Initiative):

2. [oli.cmu.edu/tech-with-oli/review-our-free-open-course/](http://oli.cmu.edu/tech-with-oli/review-our-free-open-course/)
3. [Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/](http://Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/)

(WIKIVERSITY):

4. [en.wikiversity.org/wiki/portal.org](http://en.wikiversity.org/wiki/portal.org)

**Laboratory work :**

Not Applicable

**Evaluation Methodology to be followed:**

Quizzes, Assignments, Tests, and End Semester Project

**Unit I** (9 Sessions)

**Role of statistics:** Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation ( C.V. ), Skewness, Kurtosis.

**Unit II** (7 Sessions)

**Time series analysis:** Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. **Index Numbers:-** Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

**Unit III** (7Sessions)

**Correlation:-** Meaning and types of correlation, Karl Pearson and Spearman rank correlation. **Regression:-** Meaning , Regression equations and their application , Partial and Multiple correlation & regression :- An overview.

**Unit IV** (10 Sessions)

**Probability:** Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications. **Probability Theoretical Distributions:** Concept and application of Binomial; Poisson and Normal distributions.

**Unit V** (9 Sessions)

**Estimation Theory and Hypothesis Testing:** Sampling theory; Formulation of Hypotheses; Application of Ztest, t-test, F-test and Chi-Square test.

**Suggested Books ( In alphabetical order)**

*Davis , Pecar – Business Statistics using Excel, Oxford*

*G C Beri – Business Statistics, 3<sup>rd</sup> ed, TATA McGrawHill*

*Ken Black – Business Statistics, 5<sup>th</sup> ed., Wiley India*

*Levin and Rubin – statistics for Management, 7<sup>th</sup> ed., Pearson*

*Lind, Marchal, Wathen – Staistical techniques in business and economics, 13<sup>th</sup> ed, McGrawHill*

*Newbold, Carlson, Thorne – Statistics for Business and Economics, 6<sup>th</sup> ed., Pearson*

*S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing*

*Walpole – Probability and Statistics for Scientists and Engineers, 8<sup>th</sup> ed., Pearson*

**Title of the course:** **Marketing Management (MB - 106)**

- |                              |   |
|------------------------------|---|
| a. Lecture (L) in hrs/wk     | 3 |
| b. Tutorials(T) in hrs/wk    | 1 |
| c. Practical's (P) in hrs/wk | 0 |
| d. Total Credits L+T+P based | 4 |

**Prerequisites of the course, if any** NA

**Prerequisite for which next course** NA

**Why you need to study this course / Learning outcomes:**

This course is an introduction to marketing which covers basic concepts, the study or practice of providing goods or services that satisfy human desires. To illustrate and discuss marketing concepts with a strategic overview, a wide variety of resources should be used including but not limited to articles from journals, chapters from books on marketing management, newspaper clippings, websites. The course aims at to equip students with basic understanding of the marketing function and to provide a basis for understanding different marketing processes, analyzing opportunities, buyer behavior and selecting target markets. This course would enable students to understand the effect of prices of the Product and Services to develop good marketing strategy and effect of promotional strategies on marketing process should be clear to students.

**At the completion of the course, the student should be able to:**

Review marketing issues with respect to:

- Understand basic concepts of Marketing
- Understand Target segmentation and consumer decision making
- Design of products that meet consumer needs
- Understand pricing, channels of distribution
- Understand marketing communication .

**Suggested Books books to be used:**

The list is given at the end of the syllabus

**Reference materials including web resources:**

(MIT OPEN COURSE WARE):

1. [ocw.mit.edu/course/sloan-school-of-management](http://ocw.mit.edu/course/sloan-school-of-management)

(CARNEGI MELLON UNIVERSITY-Carnegie Mellon Open Learning Initiative):

2. [oli.cmu.edu/tech-with-oli/review-our-free-open-course/](http://oli.cmu.edu/tech-with-oli/review-our-free-open-course/)
3. [Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/](http://Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/)

(WIKIVERSITY):

4. [en.wikiversity.org/wiki/portal.org](http://en.wikiversity.org/wiki/portal.org)

**Laboratory work :**

Not Applicable

**Evaluation Methodology to be followed:**

Quizzes, Assignments, Tests and End Semester Project

## **UNIT I**

**(9 Sessions)**

Marketing concepts, nature and scope of marketing, role of marketing, Marketing environment and environmental Scanning, marketing management in changing context, Types of Markets, and corporate orientation towards marketplace. Functions of Marketing Management, Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research.

## **UNIT II**

**(8 Sessions)**

Consumer Behavior: Introduction, Factors Influencing Consumer Behavior, Model of Consumer Behavior, Buying Decision Process, Segmenting & Targeting: Levels of Market Segmentation, Process of Market Segmentation - Need of Effective Segmentation, Basis for Segmenting Consumer Markets and Business or Industrial Markets, Market Targeting - Evaluation & Selecting Target Markets. Market Targeting – Introduction, Procedure, Product Positioning - Importance.

## **UNIT III**

**(10 Sessions)**

Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Objectives, Product Differentiation, Product Positioning Strategy, Errors in Positioning, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC, Pricing Decisions, Pricing Objectives, Types of Pricing, Pricing Strategies.

## **UNIT IV**

**(8 Sessions)**

Marketing Channels, Role of Marketing Channels, Channels of Distribution for Consumer / Industrial Products, Factors Affecting Distribution Channel Management of Channels: Current Trends in Whole selling and Retailing – Hyper mart, Super mart , Retail Distribution System in India, Service Distribution System in India.

## **UNIT V**

**(7 Sessions)**

Marketing Communication: Promotion-mix, Advertising, Sales Promotion, Direct Selling, Events and Experiences, Publicity and Public Relations. Marketing of Services, Rural Marketing, CRM, online marketing, social media as a marketing tool, B2C, B2B and C2C, International Marketing and Green Marketing, Marketing in 21<sup>st</sup> Century.

### **Suggested Books ( In alphabetical order)**

*Czinkota, Kotabe - Marketing Management, 2<sup>nd</sup> ed., Cengage Learning*

*Etzel, Walker, Stanton, Pandit – Marketing, 14<sup>th</sup> ed, McGrawHill*

*Evans, Berman – Marketing, 11<sup>th</sup> ed., Cengage Learning*

*Kotler, Kelly , Koshy, Jha - Marketing Management - A south Asian Perspective, 13<sup>th</sup> ed, Pearson*

*Ramaswami, Namakumari – Marketing Management, Macmillan*

## **Title of the course: Computer Concepts and Managerial Applications (MB - 107 )**

### **1. Work Load per week in terms of:**

a. Lecture (L) in hrs/wk	0
b. Tutorials (T) in hrs/wk	1
c. Practical's (P) in hrs/wk	2
d. Total Credits L+T+P based	2

**2. Prerequisite of the Course, if any** NA

**3. Prerequisite for which next course** NA

### **4. Why you need to study this course:**

This course focuses on computer technology concepts and software applications useful for work, school, and home offices. Concepts include computer hardware and software, effective Web searching, security, ethics, privacy, trends, and other issues in computing. Students shall complete work in Microsoft Windows and the Microsoft Office applications including Word, Excel, Access, and PowerPoint. Approximately half of the course emphasis is on computer concepts and half of the course emphasis is on the use of computer applications.

### **5. At the completion of the course, the student should be able to:**

- Explain the basic concept of computer and its structure
- Understand basic computer organisation and its advantages
- Know different types of computer software application
- Give overview of the components of computer system
- Explicate various computer generations
- Identify the features of Windows and its versions
- Explain the concept and application of spreadsheets
- Elucidate on the overview of MS Excel and how to work with it
- Take a complete overview of a computer software system
- Describe the relevance of data base management system
- Explain the modes of data processing.

### **Suggested Books to be used:**

The list is given at the end of the syllabus

### **Reference materials including web resources :**

(MIT OPEN COURSE WARE):

1. [ocw.mit.edu/course/sloan-school-of-management](http://ocw.mit.edu/course/sloan-school-of-management)

(CARNEGIE MELLON UNIVERSITY-Carnegie Mellon Open Learning Initiative):

2. [oli.cmu.edu/tech-with-oli/review-our-free-open-course/](http://oli.cmu.edu/tech-with-oli/review-our-free-open-course/)
3. [Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/](http://Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/)

(WIKIVERSITY):

4. [en.wikiversity.org/wiki/portal.org](http://en.wikiversity.org/wiki/portal.org)

<b>Laboratory work :</b>	Applicable
<b>Evaluation Methodology to be followed:</b>	Quizzes, Assignments, Tests and End Semester Project.

*( This course shall be taught in practical format on the basis of given below contents.*

**(SCHEDULE OF PRACTICALS)**

**Unit I (3 Sessions)**

**Basic Concepts of Computers :** Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers;

**Essential Components of computer Hardware:** (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

**Software:** Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

**Operating System:** Definition, Functions, Types and Classification, Elements of GUI based operating system, Windows-Use of menus, tools and commands of windows operating system.

**Unit II (2 Sessions)**

**Use of MS-Office:** Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these softwares' for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical)

**Unit III (3 Sessions)**

**Database Management System :** Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS.

**MS Access:** Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.

**Unit IV (Session 3)**

**Computer Networks:** Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc..) Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet.

**Unit V (Session 3)**

**E-commerce:** Introduction, Comparison between Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

**Applications of Information Technology:** Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

**SCHEDULE OF PRACTICALS 14X2 hours for MB-107 (Computer Concepts and Managerial Applications)**

**SCHEDULE: WEEK – WISE**

<b>Wk No (2 hrs/Week)</b>	<b>Topic</b>	<b>Remarks</b>
1	I / O Devices, PC Configuration Motherboard configurations, slots & their functions	<b>HARDWARE / OS</b>  <b>(Lab Sessional 1: Syllabus )</b>
2	Storage devices Primary storage devices : Static RAM, RAM Secondary devices: FDD, HDD, CD, DVD	
3	PC Preventive Measures PC Safety Measures, Anti-Virus Software - Overview  Comparison of Win 9x/Me/Linux/Window7/XP-SP- 1,2,3	
4	MS-DOS Commands - Basics	
5	<b>LAB SESSIONAL : 1</b>	
6	MS-WORD	<b>APPLICATION</b>  Mail Merge Utility(Compulsory)  <b>Quiz 1</b>
7	MS-WORD	
8	MS-EXCEL	
9	MS-POWERPOINT	

10	MS-ACCESS: Creating tables, queries	<b>DATABASE</b>
11	MS-ACCESS: forms and reports	
12	Overview of: Network, OSI Model, IP Address, LAN Commands  Cabling Properties, IOS / RJ45 Jack crimping and coloring  Difference of Cross & Straight N/W  Internet, Different Browser  Email, Searching	<b>NETWORK, INTERNET  Quiz 2</b>
13	<b>END – SEMESTER PROJECT EVALUATION</b> like Poster Making, PPT Presentations on a Topic	<b>Presentation and viva</b>
14	<b>LAB SESSIONAL : 2</b> <b>(Lab Sessional 2: Syllabus: Application and Database)</b>	

**Suggested Books ( In alphabetical order)**

*Alexis Leon, Mathews Leon – Introduction to Computers, Leon Press , Chennai*

*Balagurusamy – Fundamentals of computers, McGrawHill*

*ITL Education Solutions Limited - Introduction to Information Technology, Pearson*

*Morley and Parker - Fundamentals of Computers, Cengage Learning*

*Pradeep K Sinha, Fundamentals of Computers, BPB Publications*

*Sanjay Saxena and Prabhpreet Chopra – Computer applications in Management, Vikas Publishing*

*V. Rajaraman – Fundamentals of Computers, PHI Learning*



**Title of the course: Managerial Communications****(MB - 108)**

(a) Lecture (L) in hrs/wk	2
(b) Tutorials(T) in hrs/wk	0
(c) Practical's (P) in hrs/wk	0
(d) Total Credits L+T+P based	2

**Prerequisites of the course, if any** NA**Prerequisite for which next course** NA

Learning outcomes Communication is a very essential skill for the managers to be successful in their professional career. The objective is to acquaint the students with the basic concepts and techniques of communication that are useful in developing skills of communicating effectively. The effort is also to facilitate student's understanding of crucial communication principles and to develop effective writing skills. This course provides opportunities to analyze complex issues, organize thoughts logically, and communicate these complex ideas concisely. To effectively illustrate the concepts of communication a wide variety of sources are to be used including videos, newspaper clippings, articles from magazines and journals, websites. The practical aspects of this course shall be catered by the concerned faculty in consultation with the HOD with the help of departmental student academic committee (DSAC).

At the completion of the course, the student should be able to

- Devise communication and describe the main purposes for communication in business.
- Describe and use effective interpersonal communication and listening skills.
- Identify the various aspects of the organizational setting for business communication.
- Plan and deliver a short presentation.
- Write effective sales messages and requests that are persuasive, but ethical.
- Prepare resume.
- Prepare for and participate effectively in a mock interview session.
- Write effective letters related to employment.

**Suggested Books to be used :**

The list is given at the end of the syllabus

**Reference materials including web resources :**

(MIT OPEN COURSE WARE):

1. [ocw.mit.edu/course/sloan-school-of-management](http://ocw.mit.edu/course/sloan-school-of-management)

(CARNEGIE MELLON UNIVERSITY-Carnegie Mellon Open Learning Initiative):

2. [oli.cmu.edu/tech-with-oli/review-our-free-open-course/](http://oli.cmu.edu/tech-with-oli/review-our-free-open-course/)
3. [Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/](http://Oli.cmu.edu/n/courses/free-open/statistical-reasoning-course-details/)

(WIKIVERSITY):

4. [en.wikiversity.org/wiki/portal.org](http://en.wikiversity.org/wiki/portal.org)

**Laboratory work :**

Applicable

**Evaluation Methodology to be followed:** Quizzes, Assignments, Tests and End semester Project

*(This course shall be taught in Lecture format)*

**UNIT I**

**(6 Sessions)**

**Fundamentals of Communication:** Meaning , importance, Process and types of communication. Functions, characteristics, systems and misinterpretation of non verbal clues. Barriers to communication. Listening and Types of listening, style of communication – aggressive , passive, assertive, appropriate manner of communication.

**UNIT II**

**(5 sessions )**

**Effective Business Presentations:** Meaning, Types and purpose of presentations, designing effective business presentations, proper usage of visual aids. Delivery of presentation.

**UNIT III**

**(6 sessions )**

**Correspondence:** Mechanics of writing letters, Business correspondence: Basic Principles and Types, Memo – Writing , uses and replying to a Memo. Memo vs. letter vs. face-to-face meetings . Announcements, Circulars, Notices and Agendas. Writing reports: Types, Style, structure, Order Format, pattern , compiling and presentation. Email and writing for the web

**UNIT IV**

**( 5 sessions)**

**Employment communication and Interviews :** Curriculum Vitae, Cover letter. Interview -Aim , types, structure, preparations before , conducting and facing the interview. Meetings and Discussions - Definition, Elements, skills required for and conducting a Discussion.

**UNIT V**

**( 6 sessions)**

**Face to face conversation and Meetings :** Types and Characteristics. Greetings format at the Office: Informal, Formal, Neutral - Greeting and Asking after , Introducing Yourself and Others, Small Talk ,Leave-taking, Reading Non-verbal signals. Communicating in a cross cultural work environment. Meetings – Types, Preparation for Conduct, Taking notes and preparing minutes of a meeting.

**Suggested Books ( In alphabetical order)**

*Bell, Smith – Management Communication ,3<sup>rd</sup> ed., Wiley India*

*Francis Soundarajan- Speaking and writing for effective Business Communication, Macmillan*

*Gamble & Gamble – Communication Works, 9<sup>th</sup> ed., McGrawhill*

*Lehman, Dufrene, Sinha – Business Communication- A south Asian Perspective, Cengage Learning*

*Lesikar,Flatley, Rentz, Pande – Business Communication,11<sup>th</sup> ed., McGrawHill*

*Payal Mehra-Business Communication for Managers, Pearson*

**SEMESTER-II**  
**MB-201: HUMAN RESOURCE MANAGEMENT**

**Unit-I (6 sessions)**

Human Resources Management: Definition, scope, objective and functions of Human Resources Management

Human Resources Policy: Definition, importance, characteristics of good HR Policy

Human Resources Planning: Definition, importance, barriers of HR Planning, HR Planning Process.

**Unit-II ( 8 sessions)**

Job Analysis and Design: Definition, Process of Job Analysis, Job Design, Factors affecting job Design, Process of Job Design.

Human Resource Recruitment: Definition, factors governing recruitment, recruitment process.

Selection: Definition, Selection Process.

Placement: Meaning, Problems in Placement

**Unit-III (10sessions)**

Orientation: Meaning, typical Orientation Program, Evaluation of and Problems in Orientation, Promotions and Transfers, Retrenchment and VRS.

Training and Development: Inputs in Training and development, Training Process, deriving Instructional Objectives, Design, Implementation and Evaluation of the Training Programme.

Performance Appraisal: Meaning, Objectives, Performance Appraisal, Process.

**Unit-IV (10 sessions)**

Employee Remuneration: Components of Remuneration, Fringe Benefits, Perquisites, Non Monetary benefits, Remuneration Plans, Devising Remuneration Plans, Concepts of Wages, Minimum Wages, Fare Wages.

Incentive payments: Meaning, Types of Incentive system

Human Resource Management and Ethics: Importance of HRM ethics, Ethical Issues in HRM

Employee Welfare: Meaning, Types of Welfare Activities, welfare facilities by the Government, Welfare Activities by the Trade Unions

**Unit-V (6 sessions)**

**International HRM:** Definition, Cultural Differences and HRM, Economic Factors and IHRM, International Recruitment Policy, International Selection Criteria, International Training and Development.

### **SUGGESTED READINGS:**

- 1) Gary Dessler: Human Resource Management, Pearson Education India.
- 2) VSP Rao: Human Resource Management, Excel Books
- 3) Arun Monappa: Managing Human Resources, McMillan
- 4) Kesho Prasad: Strategic Human Resource Management, Prentice Hall India

## **MB 202: RESEARCH METHODOLOGY**

### **UNIT I (12 Sessions)**

Concept of Research and Its Application in Various Functions of Management, Types of Research.

Process of Research, Research Design: Various Research Designs, Formulation and definition of research problem, formulation of research hypothesis, research design classification: - exploratory research design, descriptive research design (survey and observation) and causal research design (experimentation)

### **UNIT II (8 Sessions)**

Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques.

Types of Data: Secondary and Primary, Various Methods of Collection of Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Concept of measurement and scaling: important scaling techniques – comparative and non-comparative.

### **UNIT III (8 Sessions)**

Analysis of Data: Coding and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Measurement of Central Tendency, Measure of Dispersion and their uses, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA)

### **Unit IV (6 sessions)**

Hypotheses testing: methods: chi square, association of attributes, test of difference between two population means, test concerning means: case of single population.

### **UNIT V (6 Sessions)**

Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation, Guidelines for effective documentation: guidelines for presenting tabular data.

2<sup>nd</sup>

### **Suggested Readings:**

1. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
2. Saunders - Research Methods for Business students (Pearson Education, 2nd Edition, 2007)
3. Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)
4. Beri G.C - Marketing Research (Tata Mc Graw Hill, 4th Edition)
5. Chawala, Deepak & Neena Sondhi: Research Methodology :Concepts and Cases Vikash Publishing House
6. Kothari, C.R.: Research Methodology: Methods and Techniques, New Age International Publishers

## **MB 203: OPERATIONS RESEARCH**

### **Unit I (6 Sessions)**

Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making. *Decision-making environments*:- Decision-making under certainty, uncertainty and risk situations; Decision tree and its applications.

### **Unit II (12 Sessions)**

*Linear programming*: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality.

*Transportation problem*: Various methods of finding Initial basic feasible solution and optimal solution. *Assignment model*: Algorithm and its applications.

### **Unit III (6 Sessions)**

*Game Theory*: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

### **Unit IV (6 Sessions)**

*Queuing Theory*: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate.

### **Unit V (10 Sessions)**

*Project Management*: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

### **SUGGESTED READINGS:**

- 1) Levin, R.I., Rubin., D.S. & Stinson, J.P. : Quantitative approaches to Management, McGraw Hill.
- 2) Gupta, P.K and Hira, D.S. :Operations Research, S.C.Chand
- 3) Taha H. A. : - Operations Research - An Introduction (Prentice-Hall, 7th edition)
- 4) Sharma J K - Operations Research (Pearson, 3rd Edition)
- 5) Kapoor V.K. - Operations Research (S. Chand, 4th Edition)

## **MB 204: MANAGEMENT ACCOUNTING & CONTROL**

### **Unit I (8 Sessions)**

Role of Cost in decision making, cost concepts types of cost, Elements of cost: Materials, Labour and overheads, preparation of Cost Sheet, Reconciliation of Cost and Financial Accounting.

### **Unit II (10 Sessions)**

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

### **Unit III (10 Sessions)**

Concept of Budget, types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, and Master Budget, *Standard Costing*: Concept of standard costs, calculation and use of Material Variance, Labour Variance, and Overhead Variance,

### **Unit IV (6 Sessions)**

Concept of Responsibility Accounting, concept of cost center, profit center and investment centre and their managerial uses, Transfer Pricing: concept, types & importance.

### **Unit V (6 sessions)**

Activity Based Costing, Target Costing & Life Cycle costing: concept and applications: Value Chain Analysis

### **SUGGESTED READINGS:**

- 1) Anthony Robert N. and Reece James S: Management Accounting, Irwin
- 2) Horngren et al - Introduction to Management Accounting (Pearson, 2002, 12th edition)
- 3) Anthony Robert N. & Welsch Glenn A: Fundamentals of Management Accounting, R.D. Irwin
- 4) Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000, 3rd Ed.)
- 5) Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)

## **MB 205: FINANCIAL MANAGEMENT**

### **Unit I (10 Sessions)**

Objectives and functions of financial management, Profit maximization vs. Wealth maximization, Time Value of Money, financial considerations underlying the choice of form of business organization

### **Unit II (8 Sessions)**

Process & Techniques of Capital Budgeting and applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage EBIT-EPS Analysis.

### **Unit III (10 Sessions)**

Long-term sources of funds: equity shares, preference shares, debentures and bonds; Concept and Approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital: Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital. Short term sources of funds: commercial papers and bank loans.

### **Unit IV (6 Sessions)**

Concept of retained earnings, Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

### **Unit V (6 sessions)**

Concept, components, determination of and factors affecting working capital requirement, Management of cash, inventory and receivables.

### **SUGGESTED READINGS:**

- 1) Pandey I M - Financial Management (Vikas, 2004, 9th Ed.)
- 2) Van Horne - Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
- 3) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
- 4) J Fred Weston & Eugene F. Brigham: Managerial Finance , AKTOB Publications
- 5) Srivastava, R. M. Financial Management , Sterling Publishers Pvt. Ltd. New delhi



## **MB 206: PRODUCTION & OPERATIONS MANAGEMENT**

### **Unit –I (6 sessions)**

Production & Operations Management – An introduction, Systems Approach, Differentiating between goods and services, Production Management vs Operations Management, Input-Output Profit (Business) Model

### **Unit –II (10 sessions)**

Production processes: types, Plant layout: types, Factors governing the location of a plant

### **Unit-III (10 sessions)**

Operations Planning & Control – Aggregate Production Planning, Master Production Scheduling, Loading, Sequencing, Routing, Scheduling, Despatching, Line balancing. Inventory Management : EOQ Models, Inventory Classification Systems, Just – in – Time (JIT)

### **Unit-IV (10 sessions)**

Basic concepts of quality, PDCA cycle, Quality circles, Quality improvement tools- Kaizen, Six Sigma, TQM, ISO 9000-2000 clauses.

### **Unit- V (4 sessions)**

Maintenance Management: Objectives, concept, advantages and limitations of Breakdown Maintenance and Preventive maintenance, Total Productive Maintenance

## **SUGGESTED READINGS**

- 1) Buffa Elwood S & Sarin Rakesh K : Modern Production / Operations Management, John Wiley & Sons, Singapore
- 2) Mahadevan N : Operations Management; Theory and Practices, Pearson Education, Delhi
- 3) Adam Jr Everetl E. R J – Production and Operations Management; Prentice-Hall
- 4) Chary - Production and Operations Management; Tata McGraw-Hill
- 5) Hill T- Operations Management; Palgrave
- 6) Johnston R et al – Cases in Operations Management; Pitman
- 7) McGregor D – Operations Management; McGraw-Hill
- 8) Morton - Production and Operations Management; Vikas
- 9) Bedi Kanishka - Production & Operations Management; Oxford University Press.

## **MB-207 BUSINESS ENVIRONMENT**

### **UNIT- I (4 Sessions)**

The concept of Business Environment, significance and nature. Concepts of Mixed Economy, Micro and macro environment, factors influencing Globalization

### **UNIT-II (4 Sessions)**

Overview of Political, Socio-cultural, Legal and Technological environment. An introduction to FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws.

### **UNIT-III (6 Sessions)**

The monetary policy and fiscal policy, Stock Exchange-BSE-NSE.

RBI-Role and functions, Financial Sector reforms.

### **UNIT-IV (6 Sessions)**

Recent technological developments in Indian Banking: ATM, Debit and Credit Cards, EMI, EFT

Social Responsibility of business enterprises, Globalization, EXIM policy, FDI policy

### **Suggested Readings:**

1. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
3. Shaikh & Saleem - Business Environment (Pearson, 1st Edition)
4. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).

## **MB-208 COMPREHENSIVE VIVA-VOCE (on all subjects)**