

# **Gujarat Technological University**

## **Syllabus for MBA Programme effective from the Academic Year 2009-10.**

### **MBA Programme Structure**

The course curriculum and syllabus for MBA of Gujarat Technological University are devised considering the norms of AICTE/ UGC. While preparing the syllabus, the syllabi of different national level universities/institutions have been taken into account. Thus syllabus has endeavoured to strike a balance between theory and practice and classic and contemporary concepts.

The MBA programme of Gujarat Technological University (GTU) will be conducted on a semester basis with four semesters spread over two academic years. The duration of each semester will be around 15 weeks. In each semester there are seven courses/subjects. In the first year all 14 courses are compulsory. In the second year there will be three types of courses, namely, compulsory, electives and sectorial specialisation. The MBA programme will have four electives, namely, Marketing, Finance, Human Resource and Information Systems. A student can choose any one of the four electives. There will be five sectorial specialization areas, namely, Retail, Pharmaceutical and Healthcare, Rural and Cooperatives, Public Systems and Policy, and Banking and Insurance. A candidate has to opt for one of the sectorial areas. In each semester of the second year there will be three compulsory courses, three electives and one sectorial course, thus making a total of six compulsory courses, six elective courses and two sectorial courses in the second year. Once a student opts for a particular elective and sectorial course in semester III, he/she will continue the same in semester IV.

The concerned institution conducting the programme can either offer all the electives and sectorial options or the minimum requirement of two.

The annual calendar will be declared by the University in the beginning of the academic year, indicating the schedule of the semester (beginning and end) and internal and external examination time slots.

No exemption in any subject/course is allowed even if the student had studied similar or the same subject in any other programmes.

Each course is divided into five modules. The University examinations will have five questions of 14 marks from each module, with internal options. The evaluation will be governed by the GTU rules/regulations. The details of all the first year and second year courses are listed below:

**First Year  
Semester-I:**

<b>Sr. No.</b>	<b>Course/ Subject Title</b>	<b>Credits</b>
1.	Accounting for Managers (AFM)	3
2.	Economics for Managers (EFM)	3
3.	Management Information Systems (MIS)	3
4.	Managerial Communication (MC)	3
5.	Organizational Behaviour (OB)	3
6.	Principles of Management (POM)	3
7.	Quantitative Analysis (QA)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 21</b>

**Semester-II:**

<b>Sr. No.</b>	<b>Course/ Subject Title</b>	<b>Credits</b>
1.	Cost and Management Accounting (CMA)	3
2.	Environment for Business (EFB)	3
3.	Financial Management (FM)	3
4.	Human Resource Management (HRM)	3
5.	Marketing Management (MM)	3
6.	Production and Operations Management (POM)	3
7.	Research Methodology and Operations Research (RM&OR)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 21</b>

**Summer Training 6**

The students will have to undergo Summer Training for six to eight weeks after the completion of the Second Semester and submit a “Summer Project Report” by 31st of July. The Report will be evaluated by a panel consisting of one Internal Supervisor and one external referee appointed by GTU which will be graded as “Satisfactory”, or “Incomplete/Not Satisfactory”. All those students whose Summer Project Reports are graded as “Incomplete/Not Satisfactory”, shall have to repeat the Training for a period suggested by the panel and re-submit the same for evaluation to the internal supervisor.

**Second Year**

**Semester-III:**

In the Second year of the MBA Programme, the students will have to choose a functional area and a sectoral area, in addition to the core subjects. The choice made by the students pertaining to the functional area and the sectoral area in Semester-III shall remain unchanged in Semester-IV and the students will have no option to change the same in Semester-IV.

**Compulsory Courses:**

<b>Sr. No.</b>	<b>Course/ Subject Title</b>	<b>Credits</b>
1.	Strategic Management (SM)	3
2.	Legal Aspects of Business (LAB)	3
3.	New Enterprise and Innovation Management (NE&IM)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

## Functional Areas:

### I Marketing

Sr. No.	Course/ Subject Title	Credits
1.	Consumer Behaviour and Marketing Research (CB&MR)	3
2.	Integrated Marketing Communication (IMC)	3
3.	Sales and Distribution Management (SDM)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

### II Finance

Sr. No.	Course/ Subject Title	Credits
1.	Corporate Taxation & Financial Planning (CT&FP)	3
2.	Management of Financial Services (MFS)	3
3.	Security Analysis and Portfolio Management (SAPM)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

### III Human Resource

Sr. No.	Course/ Subject Title	Credits
1.	Change Management and Organizational Development (CM&OD)	3
2.	Compensation Management (CM)	3
3.	Management of Industrial Relations and Labour Legislations (MIR&LL)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

### IV Information System

Sr. No.	Course/Subject Title	Credits
1.	Database Management (DM)	3
2.	System Analysis and Design (SA&D)	3
3.	Technology and Business (T&B)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

**Sectoral Area:**

40 sessions of 75 minutes per course and having a credit of three. (each student will opt for any one of the sectorial areas). The choice of sector is independent of the functional elective.

**I Retailing Sector****II Pharmaceutical and Healthcare Sector****III Rural and Cooperative Sector****IV Public Systems and Policy****V Banking and Insurance****Semester-IV:****Compulsory Courses:**

<b>Sr. No.</b>	<b>Course/Subject Title</b>	<b>Credits</b>
1.	Comprehensive Project (CP)	3
2.	International Business (IB)	3
3.	Management Control System (MCS)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

**Functional Areas:****I Marketing**

<b>Sr. No.</b>	<b>Course/Subject Title</b>	<b>Credits</b>
1.	International Marketing (IM)	3
2.	Product and Brand Management (PBM)	3
3.	Services and Relationship Marketing (SRM)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

## II Finance

Sr. No.	Course/Subject Title	Credits
1.	Corporate Restructuring (CR)	3
2.	International Finance (IF)	3
3.	Risk Management (RM)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

## III Human Resource

Sr. No.	Course/Subject Title	Credits
1.	Human Resource Development (HRD)	3
2.	International Human Resource Mgmt. (IHRM)	3
3.	Strategic Human Resource Mgmt (SHRM)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

## IV Information System

Sr. No.	Course/Subject Title	Credits
1.	Business Process Reengineering (BPR)	3
2.	Information Systems Audit and Control (ISA&C)	3
3.	Strategic Information Technology Management (SITM)	3
<b>40 Sessions of 75 Minutes per Course</b>		<b>Total 9</b>

### Sectoral Area:

40 sessions of 75 minutes per course (each student will opt for *any one* of the sectorial areas) the choice of sector is independent of the functional elective.

**I      Retailing Sector**

**II     Pharmaceutical and Healthcare Sector**

**III    Rural and Cooperative Sector**

**IV    Public Systems and Policy**

**V     Banking and Insurance**

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**MBA –I**  
**Semester I**  
**Accounting for Managers (AFM)**

**1. Course Objective:**

The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data as an aid to decision making. The main purpose is to assist the students in developing skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Session</b>	<b>Marks (20% of 70)</b>
<b>I</b>	<b>Fundamentals of Accounting</b> Basic understanding of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance sheet and profit and loss account for non corporate and corporate entities, , Generally Accepted Accounting Principles.	<b>8</b>	<b>14</b>
<b>II</b>	<b>Asset Valuation</b> Valuation of Tangible Fixed Assets, Depreciation on fixed assets, valuation of assets under finance lease and intangible assets, amortisation and asset impairment, Valuation of inventories, valuation of investments.	<b>8</b>	<b>14</b>
<b>III</b>	<b>Understanding Corporate financial statements</b> Corporate Balance sheet, corporate profit and loss account, Notes to the accounts and significant accounting policies, understanding and constructing corporate cash flow statement, other financial reports- Auditors report and Directors report, corporate governance report	<b>8</b>	<b>14</b>
<b>IV</b>	<b>Financial Statement Analysis</b> Financial Statement Analysis using the tool kit of Multi step Income statement, horizontal analysis, common size analysis, Trend analysis, Earning per share analysis, Ratio analysis, analysis of cash flow statement	<b>8</b>	<b>14</b>
<b>V</b>	<b>Contemporary issues in financial Accounting</b> Global financial reporting, GAAPs and IFRSs, IAS, Indian GAAP and US GAAP, Foreign currency accounting, Inflation Accounting, Human Resource Accounting, Environment accounting, Responsibility Accounting	<b>8</b>	<b>14</b>

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures and Discussions
- (2) Assignments and Presentations
- (3) Case Analysis

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

		Weightage
A	Assignments / Presentations/ Quizzes / Class Participation/ etc.	10% (Internal Assessment)
B	Mid-Semester Examination	20% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Ambrish Gupta	Financial Accounting for Management –: An Analytical Perspective	Pearson Education	3 <sup>rd</sup> Edition 2009
T2	S. K. Bhattacharya , John Dearden	Accounting for Management	Vikas Publishing House	Third revised Edition 2008
T3	Ashok Bannerjee	Financial Accounting – A Managerial Emphasis	Excel Books	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Paresh Shah	Basic Accounting for Management	<i>Oxford Higher Education, New Delhi 2008</i>	Latest Edition
R2	S N Maheshwari, S K Maheshwari	A Text Book of Accounting for Management	Vikas Publishing, New Delhi	Latest Edition



R3	N Ramchandran , Ram Kumar Kakani	Financial Accounting for Management	Tata Mc Graw Hill	2 <sup>nd</sup> Edition
R4	Robert N Anthony, David F Hawkins, Kenneth A Merchant	Accounting: Text and Case	The McGraw- Hill companies	12 <sup>th</sup> Edition 2007
R5	Harrison and Horngren	Financial Accounting	Pearson Education	6 <sup>th</sup> Edition 2008
R6	P C Tulsian	Financial Accounting	Pearson Education 2009	Latest Edition
R7	Pru Marriot, J R Edwards and H J Mellett	Introduction to Accounting	Sage South Asia Edition	3 <sup>rd</sup> Edition, 2007
R8	Stice and Stice	Financial Accounting- Reporting and Analysis	Cengage Learning	7 <sup>th</sup> Edition 2006
R9	Carl S. Warren, James M. Reeve, Jonathan E. Duchac	Financial Accounting: Concepts, Methods, and Applications	Cengage Learning, 2009	Latest Edition

#### 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

**The Students will have to refer to past issues of the following journals in order to get relevant topic/ information pertaining to the subject.**

1. The Chartered Accountant
2. The Management Accountant
3. The Chartered Secretary
4. Journal of Finance
5. Business India / Business Today / Business World
6. “Vikalpa” – Journal of Indian Institute of Management, Ahmedabad

## 9. Session Plan:

### Accounting for Managers (AFM)

Sessions	Topic
1	Business Transactions to trial balance
2-4	Trial Balance to Balance sheet and profit and loss Account
5-7	Conceptual framework of financial statements
8	Generally Accepted Accounting Principles.
9-10	Valuation of tangible fixed assets and depreciation
11-12	Valuation of assets under lease and intangible assets
13-14	Valuation of Inventories
15-16	Valuation of Investments
17-18	Corporate Balance sheet
19-20	Corporate Profit and loss account
21	Notes to the accounts and significant accounting policies
22-23	Understanding and constructing corporate cash flow statement
24	Auditors report, Directors report & Corporate governance Report
25	Quality of reporting: window dressing, creative financial practices and disclosure issues
26-27	Financial Statement Analysis : Multi-step, horizontal, vertical, and trend analysis, Inter-firm comparison – group performance
28-30	Financial Statement Analysis : Ratio analysis
31-32	Financial Statement Analysis : Cash flow analysis
33	Innovative techniques of financial statement analysis
34-35	Global financial reporting
36	Foreign exchange accounting
37-38	Inflation accounting
39	Human resource accounting
40	Environment Accounting, Responsibility accounting

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA –I**  
**Semester I**  
**Economics for Managers (EFM)**

**1. Course Objective**

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organisation under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

**2. Course Duration**

The course will have 40 sessions of 75 minutes duration.

**3. Course Content**

Assignment of sessions to the modules of course is as follows:

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Session</b>	<b>Marks (20% of 70)</b>
<b>I</b>	<p><b>Ten principles of economics</b> How people make decisions; How people interact; How the economy works as a whole.</p> <p><b>Thinking like an economist</b> The scientific method; Role of assumptions; Economic models; The circular-flow diagram; Production possibilities frontier; Micro and macro economics; Positive versus normative economics; Why economists disagree”</p> <p><b>The market forces of supply and demand</b> Markets and competition; Individual demand; Demand schedule and demand curve; Market demand versus individual demand; Shifts in the demand curve; Supply schedule, Supply and demand– equilibrium, analyzing changes in equilibrium.</p> <p><b>Elasticity and its application</b> The elasticity of demand; The elasticity of supply, application of elasticity. <b>Case:</b> Pricing, admission to a museum.</p> <p><b>Consumers, producers and the efficiency of markets</b> Consumer surplus; Producer surplus; Market efficiency– the benevolent social planner; evaluating the market equilibrium; Market efficiency and market failure</p> <p><b>The costs of production</b> Costs – total revenue, total cost and profit, costs as opportunity costs, cost of capital as an opportunity cost, economic profit versus accounting profit; Production and costs – the production function, from production function to the total cost curve; various measures of cost – FC, VC, AC, MC, cost curves and their shapes and relationship; Costs in the short run and long run – relationship between SR and LR ATC, economies and diseconomies of scale.</p>	<b>08</b>	<b>14</b>

<b>II</b>	<b>Firms in competitive markets</b>	<b>8</b>	<b>14</b>
	What is a competitive market; Profit maximization and the competitive firm's supply curve; The supply curve in a competitive market? <b>Case:</b> Near empty restaurants and off-season miniature golf.		
	<b>Monopoly</b> Why monopolies arise; How monopolies make production and pricing decisions; The welfare cost of monopoly – deadweight loss, social cost; Public policy towards monopolies; Price discrimination – the analytics of price discrimination, examples of price discrimination (movie tickets, airline prices, discount coupons, financial aid, quantity discounts). <b>Case:</b> The De Beers Diamond Monopoly.		
	<b>Oligopoly</b> Markets with only a few sellers – duopoly, competition, monopolies and cartels, the equilibrium for an oligopoly, how the size of an oligopoly affects the market outcome; Game theory and the economics of cooperation – prisoners' dilemma, oligopolies as a prisoners' dilemma, other examples of prisoners' dilemma (arms race, advertising, common resources), the prisoners' dilemma and the welfare of society, why people sometimes cooperate. <b>Case:</b> OPEC and the World Oil Prices		
<b>III</b>	<b>Oligopoly</b> – contd. Public policy towards oligopolies – restraint of trade and the antitrust laws, controversies over antitrust policy, resale price maintenance, predatory pricing, tying. <b>Case:</b> An Illegal Phone Call	<b>8</b>	<b>14</b>
	<b>Monopolistic competition</b> Competition with differentiated products – firms in the short run, the long-run equilibrium, monopolistic versus perfect competition (excess capacity, mark up over marginal cost), monopolistic competition and the welfare of society; Advertising – the debate over advertising, advertising as a signal of quality, brand names. <b>Case:</b> Advertising and the price of eyeglasses.		
	<b>The theory of consumer choice</b> The budget constraint; Preferences – representing preferences with indifference curves, four properties of indifference curves, two extreme examples of indifference curves; Optimization – the consumer's optimal choices, change in income, change in prices, income and substitution effects, deriving the demand curve; Four applications – do all demand curves slope downward, how do wages affect labor supply, how do interest rates affect household saving, do the poor prefer to receive cash or in-kind transfers		
	<b>Measuring a nation's income</b> The economy's income and expenditure; The measurement of GDP; The components of GDP; Real v/s nominal GDP; GDP and economic wellbeing. <b>Case:</b> International difficulties in GDP and Quality of life.		
	<b>Measuring the cost of living</b> The consumer price index; Correcting economic variables for the effects of inflation, Impact of Inflation on various sections of society- producers and consumers.		

<b>IV</b>	<p><b>Production and growth</b> Economic growth around the world; The role and determinants of productivity; Economic growth and public policy; The importance of long-run growth.</p> <p><b>Saving, investment and the financial system</b> Financial institutions in the US economy; Saving and investment in the National Income Accounts; The market for Loanable funds, Supply and Demand for Loanable Funds.</p> <p><b>The monetary system, Money growth and inflation</b> The meaning of money; Functions and Kinds of Money, The classical theory of inflation; The Cost of inflation.</p> <p><b>Open-economy macroeconomics – Basic concepts</b> The international flow of goods and capital – the flow of goods (exports, imports, net exports), the flow of capital (net foreign investment), the equality of net exports and net foreign investment; savings, investment and their relationship to the international flows; The prices for international transactions (real and nominal exchange rates); A first theory of exchange-rate determination (purchasing power parity)</p>	<b>8</b>	<b>14</b>
<b>V</b>	<p><b>Aggregate demand and aggregate supply</b> Three key facts about economic fluctuations; Explaining short-run economic fluctuations; The aggregate demand curve; The aggregate supply curve; Two causes of economic fluctuations (the effects of shifts in aggregate demand and supply).</p> <p><b>The influence of monetary and fiscal policy on aggregate demand</b> How monetary policy influences aggregate demand – the theory of liquidity preference, the downward slope of the aggregate demand curve, changes in the money supply, the role of interest-rate targets in Fed policy; How fiscal policy influences aggregate demand – changes in government purchases, the multiplier effect, a formula for the spending multiplier, other applications of the multiplier effect, the crowding-out effect, changes in taxes; Using policy to stabilize the economy – the cases for and against active stabilization policy.</p> <p><b>The short-run trade-off between inflation and unemployment</b> The Phillips Curve – origins, aggregate demand, aggregate supply and the Phillips Curve; Shifts in the Phillips Curve – the role of expectations; Shifts in the Phillips Curve – the role of supply shocks; The cost of reducing inflation – the sacrifice ratio, rational expectations and the possibility of costless disinflation, the Volcker disinflation, the Greenspan era.</p> <p><b>Five debates about macroeconomic policy (pros and cons)</b> Should monetary and fiscal policymakers try to stabilize the economy; Should monetary policy be made by rule rather than by discretion; Should the Central Bank aim for zero inflation; Should fiscal policymakers reduce the government debt; Should the tax laws be reformed to encourage saving.</p>	<b>8</b>	<b>14</b>

#### 4. Pedagogy of the course

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of Economics.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 7. Text Book:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	N Gregory Mankiw;	<i>Principles of Economics</i>	Thomson South-Western	2 <sup>nd</sup> edition, 2002 Indian reprint
T2	Pindyck & Rubinfeld	Microeconomics	Pearson	5 <sup>th</sup> edition
T3	8/e Christopher R. Thomas, S. Charles Maurice	Managerial Economics – Concepts and Applications	Tata McGraw Hill	Latest Edition

#### 8. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	DSalvatore	Managerial Economics in a Global Economy	Thomson South Western	Latest Edition
R2	Ravindra H. Dholakia and Ajay N. Oza	Microeconomics for Management Students	Oxford University Press	Latest Edition
R3	G. S. Gupta	Managerial Economics	Tata Mc Graw Hill	Latest Edition
R4	C. Rangaragan and B. H. Dholakia	Principles of Macroeconomics,	The McGraw-Hill companies	Latest Edition
R5	G. S. Gupta, 3/e	Macroeconomics – Theory and Applications	Tata McGraw Hill	Latest Edition
R6	Samuelson and Nordhaus	Economics	Tata McGraw Hill	Latest Edition

R7	Atmanand	Managerial Economics	Excel Books	Latest Edition
R8	I C Dhingra (SCS)	Essentials of Managerial Economics	Educational	Latest Edition
R9	D Salvatore	Microeconomics: Theory and Applications	Oxford University Press	4 <sup>th</sup> Edition (Indian Edition)
R10	Lipsey and Chrystal	Economics	Oxford University Press	11 <sup>th</sup> Edition (Indian Edition)
R11	D. Salvatore	Managerial Economics- Principles and Worldwide Applications	Oxford University Press	6 <sup>th</sup> Edition (Indian Edition)
R12	H.L Ahuja	Managerial economics	S Chand	3 <sup>rd</sup> edition
R13	Hirschey,	Economics for Managers	Ceenge Learning	Latest Edition
R14	Satya P. Das	Microeconomics for Business	Sage Text Books	Latest Edition
R15	Geetika, Piyali Ghosh, Purba Roy Choudhary	Managerial Economics	Tata Mcgrawhill	Latest Edition
R16	Mankiw,	Econimcs – Principles and Application	Ceenge Learning	Latest Edition
R17	D. N. Dwivedi	Managerial Economics	Vikas	7 <sup>th</sup> Edition

8. List of Journals/Periodicals/ Magazines/ Newspapers etc.: Economist, Economical and Political Weekly, Economic Times, Business Standard, etc.

## 9. Session Plan

### Economics for Managers (EFM)

Session No.	Topic
1	Ten principles of economics
2	Thinking like an economist
3 - 4	The market forces of supply and demand
5	Elasticity and its application <i>Case: Pricing, admission to a museum.</i>
6	Consumers, producers and the efficiency of markets
7-8	The costs of production
9-10	Firms in competitive markets
11-13	Monopoly <i>Case: The De Beers Diamond Monopoly.</i>
14-16	Oligopoly <i>Case: OPEC and the World Oil Prices</i>
17	Oligopoly – contd. <i>Case: An Illegal Phone Call</i>
18-19	Monopolistic competition
20-21	The theory of consumer choice
22-23	Measuring a nation's income <i>Case: International difficulties in GDP and Quality of life.</i>
24	Measuring the cost of living
25-26	Production and growth
27-28	Saving, investment and the financial system
29-30	The monetary system, Money growth and inflation
31-32	Open-economy macroeconomics – Basic concepts
33-34	Aggregate demand and aggregate supply
35-36	The influence of monetary and fiscal policy on aggregate demand
37-38	The short-run trade-off between inflation and unemployment
39-40	Five debates about macroeconomic policy (pros and cons)

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.



**MBA I**  
**Semester- I**  
**Management Information Systems (MIS)**

**1. Course Objective:**

The objective of the course is to

- Understand the role of the information systems (IS) function in an organization,
- Develop an insight as to how information systems influence business strategy and
- Develop the ability to contribute meaningfully towards information system selection.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (20% of 70 each)
<b>I</b>	<b>Introduction:</b> Understand the role of information systems in an organization. Managing the digital firm, IS in the enterprise, IS organization, management and strategy	8	14
<b>II</b>	<b>IT Infrastructure:</b> Obtain a bird's eye view of contemporary technologies and infrastructure required to implement an IS. IT infrastructure and platforms, managing data, networks and the internet, wireless networks	8	14
<b>III</b>	<b>Enterprise IS:</b> Understand various business processes and how IS can help in their improvement. Electronic business and electronic commerce, business processes and enterprise applications, knowledge management	8	14
<b>IV</b>	<b>IS Security:</b> Understand the importance and issues related to the protection of an organization's information assets. Security and control, risk assessment, ethical and social issues	8	14
<b>V</b>	<b>Development of IS:</b> Understand the issues involved in the development and/or selection of an IS. Business process reengineering and IS, systems development, the open source model of development, business value of IS, international IS.	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on Management Information Systems.
- (b) Case discussion covering a cross section of Information systems.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

<b>A</b>	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
<b>B</b>	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
<b>C</b>	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

#### 6. Basic Textbooks (Latest Edition):

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
T1	O'Brien	J., Management Information Systems – Managing Information Technology in the Business Enterprise	Tata McGraw Hill	Latest Edition
T2	Laudon, Kenneth C. and Laudon, Jane P	Management Information Systems: Managing the Digital Firm	Pearson Education	Latest Edition
T3	Stephen Haag, Maeve Cummings, Amy Philips	Management Information Systems: For the information age	Tata McGraw Hill	Latest Edition

#### 7. Reference Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Jawadekar, W. S	Management Information Systems	Tata McGraw Hill	Latest Edition
R2	Efraim Turban, Dorothy Leidner, Ephraim McLean, James Wetherbe	Information Technology for Management: Transforming Organizations in the Digital Economy	Wiley Publication	6th Edition
R3	McLeod, Raymond and Schell, George P	Management Information Systems	Pearson Education	10 <sup>th</sup> edition
R4	Miller	MIS cases: Decision making with Application software	Pearson Education	Latest edition

R5	A. K. Gupta	Management Information Systems	S. Chand	2008
R6	Sanjiva S. Dubey	IT Strategy and Management	PHI	2009
R7	S. A. Kelker	Management Information Systems A Concise Study	PHI	2009
R8	Jaiswal, M.P & Mittal	Management Information Systems	Oxford	2009
R9	P. Mohan	Management Information Systems	Himalaya	2009

### 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

### 9. Session Plan:

<b>Management Information Systems (MIS)</b>	
<b>Session No.</b>	<b>Topic</b>
1-2	Introduction
3-5	Information Systems in the Enterprise
6-8	Information Systems Organization, Management & Strategy
9-10	Managing Hardware and Software Assets
11-12	Managing Data
13-14	Telecommunications and Networks
15-16	Internet and New IT Infrastructure
17-19	Electronic Business and Electronic Commerce
20-22	Business Processes and Enterprise Applications
23-24	Managing Knowledge and Artificial Intelligence
25-26	Enhancing Decision Making
27-30	Information Security
31-32	Ethical and Social Issues
33-34	Redesigning the Organization - BPR
35-36	Systems Development
37-39	Understanding the Business Value of IS
40	International Information Systems

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA-I**  
**SEMESTER-I**  
Managerial Communication (MC)

1. Course Objectives:

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.

2. Course Duration:

The course duration is of 40 sessions of 75 minutes each.

3. Course Contents:

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70 each)</b>
<b>I</b>	Concepts of Communications: Definition, Forms of Communication, Objectives of Communication, Characteristics of Communication, Process of Communication, Communication, Roadblocks, Role of Verbal & Non-verbal Symbols in Communication, Barriers to Effective Communication, Overcoming Communication Barriers,	<b>8</b>	<b>14</b>
<b>II</b>	Listening Skills: Definition, Anatomy of poor Listening, Features of a good Listener, Role Play	<b>8</b>	<b>14</b>
<b>III</b>	Spoken Communication: Telephone, Teleconferencing, Challenges and etiquette, Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience, Audio-visual CD	<b>8</b>	<b>14</b>
<b>IV</b>	Group Discussion & Interviews, Meetings: Ways and Means of conducting meeting effectively, Mock Meetings and Interviews	<b>8</b>	<b>14</b>
<b>V</b>	Forms of Communication in Written mode: Basics Body language of Business Letters & Memos, Tone of writing, inquiries, orders & replying to them, sales letters, Job applications & resume, E-mail: How to make smart e-mail, Writing Business Reports and Proposals, Practice for Writing	<b>8</b>	<b>14</b>

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures
- (2) Discussions and Role Playing
- (3) Audio-visual Material (Using CDs/ Clippings)
- (4) Assignments and Presentations

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

		Weightage
A	Assignments / Presentations/ Quizzes / Class Participation / etc.	10% (Internal Assessment)
B	Mid-Semester Examination	20% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

#### 6. Basic Text Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Murphy	<i>Effective Business Communication</i>	Tata McGraw-Hill Publishing Company, New Delhi.	7 <sup>th</sup> edition
T2	Koneru	<i>Professional Communication</i>	Tata McGraw-Hill Publishing Company, New Delhi.	1 <sup>st</sup> edition
T3	Monipally	M. M., <i>Business Communication Strategies</i>	Tata McGraw-Hill Publishing Company, New Delhi.	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Bentley, T. J., <i>Report Writing in Business</i>	The Chartered Institute of Management Accountants	Viva books Pvt. Ltd., New Delhi,	2001
R2	Boone, Kurtz, & Block	<i>Contemporary Business Communication</i>	Wiley Publication	Latest Edition
R3	McLeod, Raymond and Schell, George P	<i>Management Information Systems</i>	Prentice Hall, New Jersey, US.	Latest Edition

R4	Devlin, Frank J, Richard D. Irwin	<i>Business Communication</i>	Illinois	1968
R5	Kaul, Asha	<i>Effective Business communication</i>	Prentice Hall of India, New Delhi,	2000
R6	Lesikar Raymond V. & M. E. Flatley	<i>Basic business Communication</i>	10 ed., Tata McGraw-Hill, New Delhi,	2005
R7	Ludlow, Ron & F. Panton	<i>The Essence of Effective Communication</i>	Prentice Hall of India, New Delhi,	1998
R8	Monippally, M. M	<i>The Craft of Business Letter Writing</i>	Tata McGraw Hill, New Delhi,	1997
R9	Ray, Reuben,	<i>Communication Today</i>	Himalaya Publishing House, Mumbai,	1997
R10	Thill, John & C. V. Bovee	<i>Excellence in Business Communication</i>	McGraw Hill Inc.,	3rd Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Harvard Business Review, Business India / Business Today / Business World, University News, Journal of Business Communication, Business Communications Quarterly, PR Communication Age, etc.

9. Session Plan:

### **Managerial Communication (MC)**

<b>Sessions</b>	<b>Topics</b>
1-2	Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication
3	Process of Communication, Forms of Communication
4	Communication Roadblocks and Overcoming them
5	Role of Verbal & Non-verbal Symbols in Communication
6	Barriers to Effective Communication, Overcoming Communication Barriers
7-8	Listening: Definition, Anatomy of poor Listening, Features of a good Listener
9	Spoken Communication: Telephone, Teleconferencing, Challenges and etiquette
10-13	Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience
14-17	Group Discussion & Interviews
18-21	Meetings: Ways and Means of conducting meeting effectively
22-23	Forms of Communication in Written mode: Basics, Body language of Business Letters & Memos, Tone of writing, Writing Sales Letters
24-27	Job applications & Resume
28	E-mail: How to make smart e-mail
29-30	Writing Business Reports
31-32	Writing Business Proposals
33-40	Presentation of Term Papers / Assignments

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA I**  
**Semester- I**  
**Organizational Behaviour (OB)**

**1. Course Objective:**

1. Help the student understand how the 'people' side of the organizations affects effectiveness through concepts
2. Develop the student's ability to observe, understand and analyse the behaviour within the organizational context
3. Help the student develop basic skills to deal with the ongoing behavioural dynamics and contribute to organizational effectiveness

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (20% of 70 each)
<b>I</b>	<b>Basic Understanding of the context of OB:</b> What is Organizational Behaviour Understanding the national culture and the Indian setting Changes occurring in the Context and their impact on Organizational Behaviour	<b>8</b>	<b>14</b>
<b>II</b>	<b>Understanding dynamics of Individual behaviour:</b> Understanding Personality, Values, Attitude and their impact on behaviour at work Understanding Motivation at work.	<b>8</b>	<b>14</b>
<b>III</b>	<b>Understanding Dynamics of Group behaviour</b> Understanding the process of Perception: How we make sense of Our environment Understanding Interpersonal Communication and Transactions Understanding Groups and Teams	<b>8</b>	<b>14</b>
<b>IV</b>	<b>Understanding Organizational dynamics of behaviour:</b> Managing Conflict, Stress and Negotiation Understanding Decision-making Understanding Power and Organizational Politics	<b>8</b>	<b>14</b>
<b>V</b>	<b>Using Leadership for managing change towards organizational effectiveness</b> Understanding Organizational Culture and changing it for effectiveness Basic Theories of Leadership Contemporary Issues in Leadership Practice	<b>8</b>	<b>14</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Discussions on concepts and issues of Organizational Behaviour.
- (a) Case discussion covering a cross section of decision situations.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Basic Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Udai Pareek	Understanding Organizational Behavior	Oxford University Press	2nd Ed
T2	Meshane and Radha Sharma	Organizational Behavior	McGraw-Hill	Latest Edition
T3	Stephan Robbins	Organizational Behavior	Pearson Education	Latest Edition

## 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Fred Luthans	Organizational Behavior	McGraw-Hill	Latest Edition
R2	Gregory Moorhead & Ricky W. Griffin	Organizational Behaviour	Jaico Publication	Latest Edition
R3	K. Aswathappa	Organizational Behaviour	Himalaya Publishing House Pvt. Ltd..	Latest Edition
R4	Niraj Kumar	Organizational Behaviour	Himalaya Publishing House Pvt. Ltd.	Latest Edition
R5	PG Aquinas	Organizational Behaviour	Excel Books	Latest Edition
R6	Debra L. Nelson & James C. Quick	Organizational Behaviour	Ceenage Learning	5 <sup>th</sup> Edition
R7	Mirza Saiyadain, J. S. Sodhi and Rama J. Joshi	Case in Organization Behaviour and HRM	Tata Mcgraw-Hill	Latest Edition
R8	Robert Kreitner and Angelo Kinicki	Organizational Behaviour	Tata Mcgraw-Hill	Latest Edition
R9	S. S. Khanka,	Organizational Behaviour	Vikas Publishing	Latest Edition
R10	Kavita Singh	Organizational Behaviour– Text and Car	Pearson Edition	Latest Edition



**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Harvard Business Review, Decision, Vikalpa, etc.

**9. Session Plan:**

**Organizational Behavior (OB)**

<b>Session No.</b>	<b>Topics</b>
1-2	What is Organizational Behaviour: Meaning and definition of OB, Evolution of OB as a field of study and practice, basic model of OB, Indian organizational Setting, Positive OB
3-5	Understanding the national culture and the Indian setting: Meaning and definition of national culture, impact of national culture on behaviour within Organizations. Dimensions of national culture, cultural differences across nations, changes in national culture, major features of national culture of India, Implications of national culture for OB, Leveraging cultural characteristics for greater effectiveness
6-8	Changes occurring in the Context and their impact on Organizational Behaviour Context of Organizational Behaviour: Major changes in the environment: Globalization, IT, Diversity, Global Financial crisis and resultant slow down in India, impact on behaviour within organizations. How can managers respond to those challenges and how knowledge of OB can help managers
9-12	Understanding Personality, Values, Attitude and their impact on behaviour at work: Meaning and definitions of personality, functions of personality, trait and fit theories of personality, determinants of personality, importance of personality at work. Meaning and importance of values, how a person develops values, types of values, the link between values and behaviour. Emotions and their impact on behaviour, Self esteem and self efficacy, their meanings and importance. Understanding Attitude at work and their impact on behaviour: Meaning of Attitudes, Functions and components of attitudes, important attitudes at work - job satisfaction, commitment, involvement and engagement. Organizational Citizenship Behaviour, relationship between work attitudes and performance
13-16	Understanding Motivation at work: Understanding the concepts of Needs, Drive, and Motives. Meaning and definition, evolution of motivational theories, content and process theories of motivation: Maslow's, Herzberg's, McClelland's and Alderfer's theories, Equity, Goal-seeking and VIE theories, and Porter & Lawler's extension of VIE theory. Understanding the meaning and importance of Intrinsic and Extrinsic Motivation and motivators. Evaluation of motivational theories and basic understanding of their application in the work context. Meaning of work motivation. Understanding basic approaches to motivating performance at work.
17-18	Understanding Perception and Attribution: Meaning, definition and importance of Perception, perceptual process, sub-processes of perception, factors affecting perception, object and social perception. Process of Attribution: meaning, definition and importance of attribution, errors in perception and attribution, consequences of these errors and ways to reduce errors.
19-21	Understanding Interpersonal Communication and Transactions: Communication as an interpersonal process, meaning and importance of effective communication, Feedback and its importance in effective communication, skills of communication including listening, giving and receiving feedback, Johari Window as a tool for improving quality of communication. Transactional analysis as a theory of effective communication, concepts of Strokes, egostates, transactions and games. Approaches to effective communication through Transactional Analysis

- 22-24 Understanding Groups and Teams: Meaning, definitions and importance of groups and teams, difference between groups and teams, Formation of groups and models of group development, types of groups and teams, Factors affecting effectiveness of groups, advantages and limitations of working in groups, team roles and their importance, measures for improving effectiveness of groups and teams, process and team based design of organizations
- 25-28 Managing Conflict, Stress and Negotiation: Meaning and definition of conflict, changing view of conflict at work, levels of conflict, functional vs. dysfunctional conflict, process of conflict, approaches towards management of conflict. Meaning and definition of stress, link between conflict and stress, sources of stress, distress vs. eustress, consequences of stress, measures individuals and organizations can adopt for eliminating or managing stress. Negotiation as an approach to conflict management, meaning, definition and importance of negotiation, concept of bargaining and exchange, types of bargain. Approaches towards effective negotiation.
- 29-30 Understanding Decision-making: Meaning and importance of decision-making, individual and group decision-making, rational and behavioural models of decision-making, bounded rationality, heuristics, biases and intuition, factors that affect decision-making process, creativity in decision-making, measures to improve quality of decision-making in organizations
- 31-32 Understanding Power and Organizational Politics: Meaning of power, individual and organizational sources of power, role of dependency in power and influence, meaning of influence, meaning of political behaviour, nature of power, nature of politics, tactics of using power and politics, upward influence and impression management, political behaviour and ethics
- 33-34 Understanding Organizational Culture and changing it for effectiveness: Meaning, definition, importance of Organizational culture, links between organizational culture and formalization, national culture, how does culture start and is sustained, how employees learn culture, types of culture, levels of manifestation of culture, Advantages and limitations of strong and weak cultures, how subcultures develop, changing culture of organization, creating culture of empowerment, ethical conduct, innovation, learning, customer-responsiveness and spirituality.
- 35-37 Basic Theories of Leadership: meaning, definition and importance of leadership, evolution of leadership research, difference between managers and leaders, leadership skills. Trait theory of leadership, behavioural theories, contingency theories,
- 38-40 Contemporary Issues in Leadership Practice: Concepts useful for leadership - trust, follower centric leadership, factors that neutralize or substitute leadership, Understanding and distinguishing between the transactional, transformational and charismatic leadership, Leadership and Emotional Intelligence, Self leadership, team leadership, Mentoring, Leadership, morality and ethical conduct, Leadership, attribution, developing leadership within organizations

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA-I**  
**SEMESTER-I**  
**Principles of Management (POM)**

**1. Course Objectives:**

This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. The objective is to help the students understand the fundamental concepts and principles of management; the basic roles, skills, and functions of management. It is also intended to give an overview of the historical development, theoretical aspects and practice application of managerial process.

**2. Course Duration:**

The course duration is of 40 sessions of 75 minutes each.

**3. Course Contents:**

<b>Module No.</b>	<b>Modules/Sub-Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70)</b>
<b>I</b>	Historical Development Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.	<b>8</b>	<b>14</b>
<b>II</b>	Planning Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives, Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, Decision-making.	<b>8</b>	<b>14</b>
<b>III</b>	Organising Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process - Techniques – HRD – Managerial Effectiveness.	<b>8</b>	<b>14</b>
<b>IV</b>	Directing Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment, Communication, Process of Communication, Barriers and Breakdown, Effective Communication, Electronic media in Communication.	<b>8</b>	<b>14</b>

<b>V</b>	Controlling System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall Performance, Direct and Preventive Control, Reporting, The Global Environment, Globalisation and Liberalization, International Management and Global theory of Management.	<b>8</b>	<b>14</b>
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#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures and Discussions
- (2) Role Playing
- (3) Assignments and Presentations
- (4) Case Analysis

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Assignments / Presentations/ Quizzes / Class Participation / etc.	10% (Internal Assessment)
B	Mid-Semester Examination	20% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

#### 6. Basic Text Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
T1	Wehrich Heinz and Koontz Harold- Management	A Global and Entrepreneurial Perspective	Mc Graw Hill	12th Edition 2008
T2	Stoner, Freeman & Gilbert Jr - Management	Organizational Behaviour	Prentice Hall of India	6th Edition or later edition
T3	Rao VSP	Management, Text & Cases	Excel Books	Latest Edition

## 7. Reference Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Bateman	<i>Management (SIE)</i>	Tata McGraw-Hill Publishing Company, New Delhi	Latest Edition
R2	Decenzo David, Robbin Stephen A	Personnel and Human Resources Management	Prentice Hall of India,	1996
R3	Fraidoon Mazda	“ Engineering Management”,	Addison Wesley,-	2000
R4	Hillier Frederick S. and Hillier Mark S	Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets	Tata Mc Graw Hill	2nd Edition 2008
R5	JAF Stomer, Freeman R. E and Daniel R Gilbert	Organizational Behaviour	Pearson Education	Sixth Edition, 2004
R6	Koontz	Principles of Management	Tata Mc Graw Hill	Ist Edition 2008
R7	Massie, Joseph L.	Essentials of Management	Pearson Education	
R8	Robbins & Coulter	Management	Prentice Hall of India	8th Edition
R9	Robbins S.P. and Decenzo David A,	Fundamentals of Management: Essential Concepts and Applications	Pearson Education	5th Edition
R10	Tripathy PC And Reddy PN	Principles of Management	Tata McGraw-Hill,	1999
R11	Stephen P. Robbins,	Organization Theory – Structure, Design and Applications	Prentice Hall of India, New Delhi	Third or later edition

8. List of Journals/Periodicals/ Magazines/ Newspapers etc.: Harvard Business Review, Business India / Business Today / Business World, “Vikalpa” – Journal of Indian Institute of Management, Ahmedabad, and Effective Executive

## 9. Session Plan:

### **Principles of Management (POM)**

<b>Sessions</b>	<b>Topic</b>
1-2	Definition of Management, Science or Art, Management and Administration
3-4	Development of Management Thought, Contribution of Taylor and Fayol
5-6	Functions of Management – Types of Business Organization
7-8	Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.
9-10	Nature & Purpose, Steps involved in Planning
11-13	Objectives, Setting Objectives, Process of Managing by Objectives
14-16	Strategies, Policies & Planning Premises, Forecasting, Decision-making
17-18	Nature and Purpose, Formal and informal organization, Organization Chart
19	Structure and Process, Departmentation by difference strategies
20	Line and Staff authority, Benefits and Limitations
21-22	De-Centralization and Delegation of Authority, Staffing
23-24	Selection Process, Techniques, HRD, Managerial Effectiveness
25-26	Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives
27-29	Leadership, Types of Leadership Motivation, Hierarchy of needs, Motivation theories, Motivational Techniques, Job Enrichment
30-32	Communication – Process of Communication, Barriers and Breakdown – Effective Communication – Electronic media in Communication
33-34	System and process of Controlling, Requirements for effective control
35-36	The Budget as Control Technique, Information Technology in Controlling
37-38	Productivity – Problems and Management – Control of Overall Performance – Direct and Preventive Control – Reporting
39-40	The Global Environment – Globalisation and Liberalization – International Management and Global theory of Management

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA I**  
**Semester- I**  
**Quantitative Analysis (QA)**

**1. Objective:**

To impart the basic art and science of gathering, analysing and using data to identify and resolve managerial and decision making problems.

To develop skills in structuring and analysing business problems using quantitative analysis.

To develop aptitude and statistical thinking approach to business problems.

To understand the effective use of computer software for resolution of statistical problems.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (20% of 70)
<b>I</b>	Introduction to Statistics, Statistics in Business, Data Measurement, Charts and Graphs Descriptive Statistics, Measure of central tendency, measure of variability, for Group and ungrouped data, Measures of shape, measures of association and descriptive statistics on the computer.	<b>8</b>	<b>14</b>
	Introduction to probability, Structure of probability, Results of probability, Revision of probability: BAYES' RULE and examples Random variable and probability distribution, Discrete and Continuous distribution, Expected value and variance of a distribution. Software exposure to the above concepts – (by use of EXCEL or any other available software)		
<b>II</b>	Uniform distribution, Hyper-Geometric distribution, Binomial distribution, Poisson distribution and their relationship, Cases form the text book Continuous distribution, Uniform distribution, Normal distribution, Exponential distribution, Cases form the text book Sampling and Sampling distribution Statistical Inference: Estimation for Single Populations	<b>8</b>	<b>14</b>
<b>III</b>	Hypothesis Testing for Single Populations- Mean, Proportion and Variance, Cases form the text book Statistical Inferences about Two Populations- Mean, Proportion and Variance , Cases form the text book Design of Experiments and Analysis of Variance ( Only one way) , Cases form the text book	<b>8</b>	<b>14</b>
<b>IV</b>	Goodness-Of-Fit-Test, Cases form the text book Test of Independence, Cases form the text book Simple regression Analysis , Cases form the text book Multiple Regression Analysis, Cases form the text book, Use of Software in Multiple Regression, Building Multiple Regression Models, Different types of models, Multicollinearity	<b>8</b>	<b>14</b>

V	Time-Series Forecasting and Index Numbers Decision Analysis: Decision Making Under Certainty, Uncertainty, Risk, Revision of probabilities, Expected value from Sample Information. Cases form the text book. Review, Feedback and Integrated Examples and Cases	8	14
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#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- Case discussion covering a cross section of decision situations.
- Discussions on issues and case studies
- Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

#### 6. Basic Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Ken Black	Business Statistics for Contemporary Decision Making	Wiley Student Edition	Fourth or later edition
T2	Richard I. Levin and David S. Rubin	Statistics for Management	Pearson Education)	6th Edition or later edition
T3	D. P. Apte	Statistics for Managers	Excel Books	Latest Edition

#### 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	T N Srivastava and Shailaja Rego	Statistics for Management	TMH	Latest Edition
R2	Amir D Aczel and Jayavel Sounderpandian	Complete Business Statistics	TMH	Latest Edition
R3	J. K. Sharma	Business Statistics	Addison Wesley,- 2000.	2nd Edition or later edition



R4	Levine, Stephen, Krehbiel and Berenson	Statistics for Managers, Quantitative Techniques for Decision	Tata Mc Graw Hill	Fourth or Later edition
R5	K. B. Akhilesh & S. B. Balasubrahmanyam	Mathematics and Statistics for Management	Vikas Publishing.	Sixth Edition, 2004
R6	Naval Bajpai	Business Statistics	Pearson	Latest Edition
R7	Anderson, Sweeney, Wiliamy	Quantitative Methods for Business	Ceenge Learning	Latest Edition
R8	C. R. Kothari,	Quantitative Technique	Vikas	Latest Edition
R9	M. S. Excel, D. P. Apte,	Statistical Tools for Managers	Excel Books	Latest Edition
R10	Qazi Zameeruds, Vijay K. Khara, S. K. Bhamri	Business Mathematics	Vikas	Latest Edition
R11	Gopal K. Kanji, Sage,	100 Statistical Tests	SAGE	Latest Edition
R12	R. S. Bhardwaj	Business Statistics	Excel Books	Latest Edition
R13	Levine, Krehbiel, Bernson, Viswanathan	Business Statistics; A First Cause	Pearson Education	Latest Edition
R14	Anderson, Sweeney, Williams	Statistics for Business and Economics	Ceenage Learning	Latest Edition

## 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

### 9. Session Plan:

#### Quantitative Analysis (QA)

Session no.	Topic
1-2	Introduction to Statistics, Statistics in Business, Data Measurement, Charts and Graphs
3-4	Descriptive Statistics, Measure of central tendency, measure of variability, for Group and ungrouped data, Measures of shape, measures of association and descriptive statistics on the computer.
5-6	Introduction to probability, Structure of probability, Results of probability, Revision of probability: BAYES' RULE and examples
7-8	Random variable and probability distribution, Discrete and Continuous distribution, Expected value and variance of a distribution.
9-10	Uniform distribution, Hyper-Geometric distribution, Binomial distribution, Poisson distribution and their relationship, Cases form the text book
11-13	Continuous distribution, Uniform distribution, Normal distribution, Exponential distribution, Cases form the text book

14-15	Sampling and Sampling distribution
16-17	Statistical Inference: Estimation for Single Populations
18-20	Hypothesis Testing for Single Populations- Mean, Proportion and Variance, Cases form the text book
21-23	Statistical Inferences about Two Populations- Mean, Proportion and Variance , Cases form the text book
24-25	Design of Experiments and Analysis of Variance ( Only one way) , Cases form the text book
26	Goodness-Of-Fit-Test, Cases form the text book
27	Test of Independence, Cases form the text book
28-29	Simple Regression Analysis , Cases form the text book
30-31	Multiple Regression Analysis, Cases form the text book, Use of Software in Multiple Regression.
32	Building Multiple Regression Models, Different types of models, Multicollinearity
33-35	Time-Series Forecasting and Index Numbers
36-38	Decision Analysis: Decision Making Under Certainty, Uncertainty, Risk, Revision of probabilities, Expected value from Sample Information. Cases form the text book.
39-40	Review, Feedback and Integrated Examples and Cases

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA-I**  
**SEMESTER - II**  
**Cost and Management Accounting (CMA)**

**1. Objectives:**

The course intends to equip students with the ability to apply cost concepts in managerial decision making. At the end of the course, they are expected to have learnt the methodology and techniques for application of cost and managerial accounting and information in the formation of policies and in the planning and control of the operations of the organization. The course covers the nature of managerial accounting; activity costing; marginal costing; standard costing, etc.

**2. Course Duration**

The course will have 40 sessions of 75 minutes duration.

**3. Course Contents**

Assignment of sessions to the modules of course is as follows:

Module No.	Modules/ Sub modules	Sessions	Marks (20% of 70)
<b>I</b>	<b>Cost Management and Cost Estimation</b> Cost and Management Accounting Overview Reading: Chapter 1 (PS), Chapter 1 (CT) Various Cost Concepts. Reading: Chapter 2 and 6 (PS), Chapter 2 (CT) Cost Estimation approaches, tools and techniques Reading: Chapter 5, (PS), Chapter 10 (CT) Cases: Apollo Community Hospital (PS) and Rajesh Xerox and Print (PS)	8	14
<b>II</b>	<b>Cost allocation and Job/ batch Costing</b> Cost Allocation, Activity Based and Target Costing Reading: Chapter 5 and 19 (PS), Chapter 15 (CT) Cases: Avon Company (PS) and National Bank (PS) Job and Batch Costing Reading: Chapter 7, (PS), Chapter 4 (CT) Introduction to the concept of operating costs	8	14
<b>III</b>	<b>Costing Methods</b> Operating Costing. Reading: Chapter 8 (PS) Chapter 4 (CT) Cases: Tasty Bread Manufacturing (PS) Dental Practice (PS) Process Costing and Joint and By product Costing. Reading: Chapter 10 (PS), Chapter 16 and 17 (CT) Cases: Lalwani Company (PS), Lilavati Company (PS)	8	14
<b>IV</b>	<b>Management Applications</b> Marginal (Variable) Costing and Absorption Costing Reading: Chapter 16 (PS), Chapter 9(CT). Case: Krishna Optics (PS) Marginal Costing and CVP Analysis. Reading: Chapter 16 (PS), Chapter 3 (CT). Case: Chain of Hotels (PS) Decision Involving Alternative Choices and Pricing Decisions Reading: Chapter 17, 18 (PS); Chapter 11, 12 (CT) Cases: Ajanta House (PS), Sawasthi – Make-or-Buy (PS); Jagdamba Caterers (PS)	8	14

**V Planning, Control and Decision Making**

8

14

Budgeting and Budgetary Control System

Reading: Chapter 12 (PS), Chapter 6,7 and 8 (CT).

Case: Angel Company (PS)

Standard Costing and Variance Analysis

Reading: Chapter 13 (PS), Chapter 7, 8, 14 (CT). Case: Priety Company (PS)

Contemporary Issues like Kaizen Costing, Target Costing, Life Cycle Costing, and Cost Audit and Cost Accounting Standards

Reading: Chapter 15, 19, and 21 (PS)

**4. Teaching Pedagogy:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

**5. Evaluation:**

The Participants will be evaluated on a continuous basis comprising of the following elements:

1	Projects/Assignments/Quizzes	Weightage 10% (Internal Assessment)
2	Mid-Semester Examination	Weightage 20% (Internal Assessment)
3	End-Semester Examination	Weightage 20% (External Assessment)

**6. Text Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Paresh Shah	Management Accounting	Oxford University Press	PS
T2	Charles T. Hongren, S. M. Datar, and others	Cost Accounting	(Pearson) (13 <sup>th</sup> Edition) (CT)	6th Edition or later edition
T3	S. K. Bhattacharya and John Dearden Sounderpandian	Costing for Management	Vikas	Latest Edition

**7. Reference Books:**

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Hilton, Maher, and Selto	Cost Management: Strategies for Business Decisions	TMH	Latest Edition
R2	Khan and Jain	Management Accounting”,	TMH	Latest Edition
R3	Ravi Kishore	Cost and Management Accounting	Taxmann	4 <sup>th</sup> or Later edition

R4	Hansen & Mowen	Cost and Management Accounting and Control	Thomson Publishers.	Latest Edition
R5	Pandikumar	Management Accounting	Excel Books	Latest Edition
R6	Robert Hilton, G Ramesh, M. Jayadev	Managerial Accountancy	Tata Mcgraw hill	Latest Edition
R7	Managerial Accountancy,	Bamber, Braun, Harrison	Pearson Education	Latest Edition
R8	M. N. Arora	Cost and Management Accounting; Theory and Problem	Excel Books	Latest Edition
R9	M. A. Sahaf	Management Accounting	Vikas	Latest Edition
R10	J. Madegowda	Management Accounting	Himalya	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers:** Indian Journal of Accounting; Cost and Accounts Journal

### 9. Session Plan:

#### Cost and Management Accounting (CMA)

Sessions	Topics
1 -2	Cost and Management Accounting Overview
3-5	Cost Concepts
6- 8	Cost Estimation Cases: Apollo Community Hospital (PS), Rajesh Xerox and Print (PS)
9-12	Cost Allocation, Activity Based and Target Costing Cases: Avon Company (PS), National Bank (PS)
13- 15	Job and Batch Costing
16-18	Operating Costing Cases: Tasty Bread Manufacturing (PS), Dental Practice (PS)
19- 22	Process Costing and Joint & By Product Costing Cases: Lalwani Company (PS) , Lilavati Company (PS)
23-24	Marginal (Variable) Costing and Absorption Costing Case: Krishna Optics (PS)
25-28	Marginal Costing and CVP Analysis Case: Chain of Hotels (PS)
29-31	Decision Involving Alternative Choices and Pricing Decisions Cases: Ajanta House (PS), Sawasthi – Make-or-Buy (PS); Jagdamba Caterers (PS)
32-34	Budgeting and Budgetary Control System Case: Angel Company (PS)
35-38	Standard Costing and Variance Analysis Case: Priety Company (PS)
39-40	Contemporary Issues like Kaizen Costing, Target Costing, Life Cycle Costing, and Cost Audit and Cost Accounting Standards

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA-I**  
**SEMESTER-II**  
**Environment for Business (EFB)**

1. Course Objectives:

The objective of the course is to bring about understanding of Social, Economic, Technological, International, Political-Legal and Natural Environment influencing business and industry and to acquaint the students with emerging trends in business environment.

2. Course Duration:

The course duration is of 40 sessions of 75 minutes each.

3. Course Contents:

Module No.	Modules/ Sub modules	Sessions	Marks (20% of 70)
<b>I</b>	<b>Economic Environment</b> Concepts and significance of economic environment – at national and international level, Economic System: Laissez faire, capitalism, socialism and mixed economy, National Income, Monetary and Fiscal Policy (finance commission), Industrial Policy, Latest five year plan, State Industrial Policy, Union Budget	<b>8</b>	<b>14</b>
<b>II</b>	<b>Social Environment</b> Concept and significance of social environment, Interdependence of business and society, Culture and organization, Technological Development and social Change, Social Responsibility of Business and Trusteeship management, Business Ethics, Management education in India, Population and Census, Consumer Rights, Consumerism and Business, Corporate Governance	<b>8</b>	<b>14</b>
<b>III</b>	<b>Technological Environment</b> Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Technological Collaborations, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards	<b>8</b>	<b>14</b>
<b>IV</b>	<b>International Business Environment</b> International Business: An Overview, types of International Business, Balance of Payments and Macroeconomic Management, Theories and Institutions: Trade and Investment, Government Influence on Trade and Investment, EXIM Policy, Foreign Exchange Management Act (FEMA), Bilateral and Commodity Agreements, Tariff and non-tariff barriers, WTO, Regional Blocks, EPZs, EOUs, TPs and SEZs	<b>8</b>	<b>14</b>
<b>V</b>	<b>Natural Environment</b> Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development	<b>8</b>	<b>14</b>

#### 4. Teaching Methods:

The following pedagogical tools will be used to teach this course:

- (1) Lectures
- (2) Case Discussion and Presentations
- (3) Field Visits and Assignments

#### 5. Evaluation:

The students will be evaluated on a continuous basis and broadly follow the scheme given below:

A	Assignments / Présentations/ Quizzes / Class Participation / etc.	10% (Internal Assessment)
B	Mid-Semester Examination	20% (Internal Assessment)
C	End-Semester Examination	70% (External Assessment)

#### 6. Basic Text Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
T1	Paul, Justine	Business Environment: Text & Cases	Tata McGraw-Hill Publishing Company,	2 <sup>nd</sup> edition or later edition
T2	Cherunilam, Francis	Business Environment: Text & Cases	Himalaya Publishing House	Latest edition.
T3	Shaikh Saleem	Business Environment	Pearson	Latest edition
T4	Vivek Mital	Business Environment	Excel Books	Latest Edition

#### 7. Reference Books:

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Cherunilam Francis	International Business Environment	Himalaya Publishing House, Mumbai,	2006
R2	Mithani D.M.	International Economics	Tata McGraw Hill.	2005 or Latest edition.
R3	Shaikh Saleem	Business Environment	Pearson	Latest edition
R4	Vivek Mital	Business Environment	Excel Books	Latest Edition
R5	David Kreps	Microeconomics for managers	Norton, W. W. & Company, Inc.	2007
R6	Bedi Suresh	Business Environment	Excel Books	2005

R7	Rabindra N. Bhattacharya (ed)	Environmental Economics	Oxford	2008
R8	Ian Worthington, Chris Britton	The business environment	Financial Times Prentice Hall	2006 or Latest Edition

8. List of Journals/Periodicals/ Magazines/ Newspapers: Economic & Political Weekly, Intellectual Property Rights, Corporate Governance, Business India / Business World , Banking & Finance, Industrial Economist, Fortune, Global Business Review, Economic Survey, GOI, India Development Report (Latest Edition), World Development Report, RBI Annual Report, etc.

## 9. Session Plan:

### **Environment for Business (EFB)**

#### **Sessions Topics**

- |       |   |
|-------|---|
| 1     | Concepts and significance of economic environment – at national and international level   |
| 2-3   | Economic System: Lassiez faire, capitalism, socialism and mixed economy,  |
| 4     | National Income, Monetary and Fiscal Policy (finance commission)  |
| 5-6   | Industrial Policy   |
| 7     | Latest five year plan   |
| 8     | State Industrial Policy, Union Budget   |
| 9-10  | Concept and significance of social environment, Interdependence of business and society, Culture and Organization, Technological Development and social Change  |
| 11-12 | Social responsibility of business and trusteeship management, Business Ethics   |
| 13    | Population and Census   |
| 14    | Management education in India   |
| 15-16 | Population and Census, Consumer Rights, Consumerism and Business, Corporate Governance  |
| 17-18 | Impact of technology on organization  |
| 19-20 | Process of technological adaptation and development, Patents, Technological Collaborations, Government guidelines,  |
| 21-22 | Technology assessment at government level   |
| 23-24 | ISO standards and Bureau of Indian Standards  |
| 25    | International Business: An Overview, types of International Business  |
| 26    | Balance of Payments and Macroeconomic Management  |
| 27-28 | Theories and Institutions: Trade and Investment, Government Influence on Trade and Investment, EXIM Policy, Foreign Exchange Management Act (FEMA), Bilateral and Commodity Agreements, Tariff and non-tariff barriers, |
| 29-30 | WTO, Regional blocks,   |
| 31-32 | EPZs, EOUs, TPs and SEZs  |
| 33-34 | Economic Development and Pollution, Increased Pollution Levels  |
| 35-36 | Changing role of Government   |
| 37-38 | Regulations and its impact on business & industry   |
| 39-40 | Green Marketing, Environmental Technology, Ecological implications of technology  |

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.



**MBA –I**  
**Semester II**  
**Financial Management (FM)**

**1. Course Objective:**

The objective of this course is to equip the students with conceptual understanding of finance and its practical application. It is expected that the students possess a sound base in accounting principles and practices including financial analysis. Therefore, it would begin with the framework of financial management linking various functional subjects. Important decisions that come under corporate finance, namely, setting up of projects covering investment in fixed and current assets, raising funds, and allocation of profits are taken within a framework of risk and return. Students are expected to learn these decision making skills with the help of a few cases. The course also intends to make students gain the mechanical part of various decisions with the help of selected numerical problems available in various suggested text books. Students are expected to solve a large number of numerical and other assignments which would be the preparatory requirements of this course.

**2. Course Duration:**

The course will have 40 sessions of 75 minutes duration.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

<b>Module No.</b>	<b>Modules</b>	<b>Sessions</b>	<b>Marks (20% of 70)</b>
<b>I</b>	<b>Understanding the Meaning of Financial Management, Financial System, Financial Mathematics, and Basics of Valuation</b> Financial Management; Definition, Scope, Goal, Function, Agency Theory; Financial System; Functions, Structure, Players, Role. Concepts of Time Value, Compounding & Discounting, Annuities, Valuation of Bonds and Shares	<b>8</b>	<b>14</b>
<b>II</b>	<b>Understanding Working Capital Management as a Decision to Create Value for the Business</b> Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of Components of Working Capital; Cash, Receivables, Inventory and Sources of Working Capital Finance	<b>8</b>	<b>14</b>
<b>III</b>	<b>Understanding Investment Decision and Various Steps Involved</b> Nature of Investment Decision, Techniques of Investment Decision; Discounted and Non-Discounted Techniques, Estimation of Discount Rate (Cost of Capital), Determination of Cash Flows and Complex Investment Decisions	<b>8</b>	<b>14</b>

<b>IV</b>	<b>Understanding Financing Decision and Various Sources of Finance</b> Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital	<b>8</b>	<b>14</b>
<b>V</b>	<b>Understanding Dividend Decision, Theory and Practice; Contemporary Issues and Projects by Students</b> Various Models of Relevance and Irrelevance Approaches Towards Dividend Theory.	<b>8</b>	<b>14</b>

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Selected Cases Covering Major Financial Management Decisions.
- (b) Solving of Selected Numerical
- (c) Projects/Assignments/Quizzes

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Book:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	I. M. Pandey	Basic text book is Financial Management	Vikas Publication	9 <sup>th</sup> Edition or later edition,
T2	Chandra, Prasanna (2008)	Financial Management – Theory and Practice	Tata McGraw-Hill Publishing Company, New Delhi	7 <sup>th</sup> Edition or later edition.
T3	Van Horne & Wachowicz Jr. (2004),	Fundamentals of Financial Management	Pearson Education	11 <sup>th</sup> Edition or later edition

## 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Srivastava & Misra	Financial Management	Oxford University Press New Delhi	(2008)
R2	Briham & Houston	Fundamentals of Financial Management	South-Western, Thomson Business Information India (P) Ltd., New Delhi.	(2006) 10 <sup>th</sup> Edition
R3	Brealey & Myers	Principles of Corporate Finance	Tata McGraw-Hill Publishing Company, New Delhi.	(2005) 7 <sup>th</sup> Edition
R4	Reddy, Sudarsana	Financial Management – Principles and Practice	Himalaya Publishing House, Mumbai	(2008) 1 <sup>st</sup> Edition
R5	Vishwanath, S. R. (2007)	Corporate Finance - Theory and Practice	Response Books, New Delhi	2 <sup>nd</sup> Edition
R6	McMenamin, Jim	Financial Management – An Introduction	Oxford University Press, New Delhi.	(2000) 1 <sup>st</sup> Edition
R7	Sinha, P.K	Financial Management	Excel Books	1 <sup>st</sup> Edition
R8	Bhat, S.	Financial Management	Excel Books	(2007) 2 <sup>nd</sup> Edition
R9	Peter DeMarzo, Jonathan Berk	Financial Management	Pearson Education	Latest Edition
R10	Vyuptakesh Sharan	Foundations of Financial Management	Pearson Education	Latest Edition
R11	G. Sudarsana Reddy	Financial Management	Himalaya Publishing	Latest Edition
R12	Lawrence J. Gitman	Principles of Managerial Finance	Pearson Education	Latest Edition
R13	Glen Arnold, Mohan Kumar	Corporate Financial Management	Pearson Education	Latest Edition
R14	Engene F. Brigham, Michael Ehrhardt	Financial Management	Thomson	Latest Edition
R15	Rajiv Srivastava, Anil Misra	Financial Management	Oxford	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers:** Chartered Finance Analysis, Journal of Financial Management, Economic Times, Business Standard, Financial Express, etc.

**9. Session Plan:****Financial Management (FM)**

<b>Sessions</b>	<b>Topics</b>
1-2	Financial Management; Definition, Scope, Goal, Function, Agency Theory Case: It Makes or Breaks (Will be Provided) Assignments:1) A Comparison of Profit Maximisation and Wealth Maximisation 2) Agency Theory and Agency Cost
3,4, 5	Concepts of Time Value, Compounding & Discounting, Annuities, Sinking and Capital Recovery Factors Expected : Discussing and Solving of Numerical Examples
6,7,8	Valuation of Bonds and Shares Expected : Discussing and Solving of Numerical Examples
9	Principles of Working Capital Management and Formulating Working Capital Policy
10-11	Estimation of Working Capital Requirements and Operating Cycles Expected : Discussing and Solving of Numerical Examples
12-13	Components of Working Capital; Cash Management and Tools of Managing Cash. Case: Bright Paints Limited, pp 656 of IMP Expected : Discussing and Solving Numerical Examples
14	Components of Working Capital; Receivables Management Case: Relax Pharmaceutical Limited, pp 623 of IMP Expected : Discussing and Solving of Numerical Examples
15	Components of Working Capital; Inventory Management Expected : Discussing and Solving of Numerical examples
16	Sources of Working Capital Finance; Regulation of Bank Finance, Committees, Maximum Permissible Bank Finance Case: Reliable Texamill Limited, pp 597 of IMP
17-19	Investment Decision; Introduction and Techniques of Investment Selection, DCF and non DCF methods Expected : Discussing and Solving Numerical Examples
20-21	Cost of Capital Read: Chapter 9 of IMP Expected : Discussing and Solving of Numerical Examples
22-24	Estimation of Cash Flows Case: Hind Petrochemicals Company, pp 227 of IMP Expected : Discussing and Solving of Numerical Examples
25-27	Concepts of Leverage, Operating and Financial Leverages, Risk Return Analysis Expected : Discussing and Solving of Numerical Examples Case: Central Equipment Company, pp310-312of IMP
28-30	Capital Structure Theories Relevance and Irrelevance of Capital Structure, and

	Arbitraging. Expected : Discussing and Solving of Numerical Examples
31-32	Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital
33-34	Dividend Theory; Various Models of Relevance and Irrelevance Approaches Towards Dividend Theory. Expected : Discussing and Solving of Numerical Examples
35-36	Formulation of Dividend Policy & Practice, Methods of Payments and Other Considerations
37-40	Students' Assigned Projects' Presentation and Discussion. Topics are to be Related to Studies on Major Decisions Made by Companies Such as Acquisition, Take-over, Dividend Practices and Working Capital Management etc.

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA I**  
**Semester- II**  
**Human Resource Management (HRM)**

**1. Course Objective:**

This is the first introductory course of the functions of HRM  
To acquaint students with different subsystems of Human Resource Management and their importance.

The students would also be able to appreciate the importance and applications of industrial relations and different legislations related the same.

**2. Course Duration:**

The course will have sessions which are divided into five modules. Each module consists of eight sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks (20% of 70 each)
<b>I</b>	<b>Strategic role of HRM and subsystems:</b> Introduction to Human Resource Management The Strategic Role of Human Resources Management. Job Analysis. HR Planning and Recruiting Employees Testing and Selection	<b>8</b>	<b>14</b>
<b>II</b>	<b>HR subsystems – II</b> Interviewing Candidates Training and Developing Employees Performance Management and Appraisal Managing Career and Fair Treatment	<b>8</b>	<b>14</b>
<b>III</b>	<b>HR subsystems – III</b> Establishing Strategic Pay Plans Pay for Performance and Financial incentives Managing Global Human resources Managing Strategic Organizational Renewal	<b>8</b>	<b>14</b>
<b>IV</b>	<b>Industrial Relations</b> Industrial Relations – Definitions and Main Aspects Trade Union Legislations, Methods of settling Industrial Disputes, Collective Bargaining, Legislations Concerning Settlement of Industrial Disputes	<b>8</b>	<b>14</b>
<b>V</b>	<b>Labour Legislations</b> Factories Act, International Labor Organization Labor Management Cooperation/Workers’ Participation in Management, Payment of Wage Legislation Minimum Wage Legislation, Equal Remuneration Legislation	<b>8</b>	<b>14</b>

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Basic Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Gargy Dessler and Biju Varkkery–	Human Resources Management	Prentice Hall India / Pearson Education – 2003 Indian Reprint	Eleventh Edition ( or later )
T2	Chandra, Prasanna (2008)	Human Resource Management	First Indian Print 2004 ( or later) Sinha, Sinha and Shekhar – Pearson Education	Second Edition, 2006.
T3	Sinha, Sinha and Shekhar	Industrial Relations, Trade Unions and Labor Legi- slations	Pearson Education, New Delhi	First Indian Print 2004 ( or later)
T4	John M. Ivancevich	Human Resource Management	Tata McGraw Hill	Ninth Edition

## 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Gomez-Mejia, Balkin and Cardy	Managing Human Resources	Pearson Education	Third Edition
R2	S.C.Srivastava	Industrial Relations & Labor Laws	Vikas Publishing House Pvt Ltd Delhi.	Fourth Revised Edition
R3	P. Jyothi and D. N. Venkatesh	Human Resource Management	Oxford University Press	Latest Edition
R4	C.B.Mamoria & S.V.Gankar	A Text book of Human Resource Management	Himalaya Publishing House Pvt. Ltd	Latest Edition
R5	M. Lall	Human Resource Management	Excel Books	Latest Edition
R6	David Lepak, Many Gowar	Human Resource Management	Pearson	Latest Edition
R7	Fisher, Schoenfeldt, Shaw	Managing Human Resource	Cengage Learning	Latest Edition

R8	Snell, bohlander	Human Resource Management	Cengage Learning	Latest Edition
R9	V. S. P. Rao	Human Resource Management– Text and Cases	Excel Books	Latest Edition
R10	P. Subba Rao	Essential of Human Resource Management and Industrial Relatives; Text, Case and Gamer	Himalaya	Latest Edition
R11	A. M. Sheikh,	Human Resource Development and Management	S. Chand	Latest Edition
R12	S. S. Kharka	Human Resource Management	S. Chand	Latest Edition
R13	R. S. Davar	Personnel Management and Industrial Relations	Vikas	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc.:** Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

### 9. Session Plan:

<b>Human Resource Management (HRM)</b>	
<b>Session No.</b>	<b>Topics</b>
1	Introduction to Human Resource Management
2	The Strategic Role of Human Resources Management.
3 - 4	Job Analysis.
5 - 6	HR Planning and Recruiting
7 - 8	Employees Testing and Selection
9 - 10	Interviewing Candidates
11 - 12	Training and Developing Employees
13 - 14	Performance Management and Appraisal
15 - 16	Managing Career and Fair Treatment
17 - 18	Establishing Strategic Pay Plans
19 – 20	Pay for Performance and Financial incentives
21 - 22	Managing Global Human resources
23 - 24	Managing Strategic Organizational Renewal
25	Industrial Relations – Definitions and Main Aspects
26	Trade Union Legislations,
27 - 28	Methods of settling Industrial Disputes, Collective Bargaining,
29 – 30	Legislations Concerning Settlement of Industrial Disputes
31 – 32	Factories Act
33	International Labor Organization
34	Labor Management Cooperation/Workers’ Participation in Management,
35 -36	Payment of Wage Legislation
37	Minimum Wage Legislation
38	Equal Remuneration Legislation
39 – 40	Review and feedback.

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.



**MBA - I**  
**Semester II**  
**Marketing Management (MM)**

**1. Course Objective:**

The objective of this course is to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations. This course is intended to be a foundation course for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialize in marketing.

**2. Course Duration:**

The course will have 40 sessions of 75 minutes duration.

**3. Course Contents:**

Assignment of sessions to the modules of course is as follows:

Module No.	Modules/Sub-Modules	Sessions	Marks (20% of 70 each)
<b>I</b>	<p><b>Understanding Marketing Management and Marketing Environment</b></p> <p>Nature and scope of Marketing Management; Company orientations toward the market place; Value chain and value delivery process; Corporate strategic planning, Evaluating business portfolios, Growth Strategies; Marketing goals and Plans; Gathering information from internal and external sources; Scanning the environment. Feedback and review / case analysis.</p>	8	14
<b>II</b>	<p><b>Developing Insights about Marketing Problems and Consumer Behaviour</b></p> <p>Identifying and solving marketing problems, Qualitative and quantitative research, Marketing research system &amp; process. Demand measurement and forecasting. Creating customer value and satisfaction; Factors influencing consumer behaviour and buying process. Organizational buying. Feed back and review/ Case analysis.</p>	8	14
<b>III</b>	<p><b>Identifying Market Segments, Dealing with Competition and Creating Brand Equity</b></p> <p>Differentiated and Undifferentiated Marketing; Segmentation, targeting and positioning. Dealing with competition, Creating brand equity, Branding decisions. Crafting the brand positioning, Strategies at different stages of product life cycle. Feedback and review/ Case analysis.</p>	8	14

<b>IV</b>	<b>Product Strategies, Service quality and Pricing</b> Product classification, Product differentiation, Product –brand relationship; New product development and Managing the development process. Offering a service product and managing the service quality. Developing Pricing Strategies and Programs. Feedback and review/ Case analysis.	8	14
<b>V</b>	<b>Distribution and Integrated Marketing Communication</b> Designing and managing distribution channels; Multi channel marketing, Direct marketing and E-commerce. Managing Retailing, Wholesaling and Logistics. Designing and Managing Integrated Marketing Communications; Mass Communication: Advertising, Sales promotions, Event and experience marketing, and Public Relations. Managing Personal Communications: Direct and Interactive Marketing, word of Mouth, and Personal Selling. Feedback and review / Case analysis	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Text Book:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	A South Asian Perspective” by Kotler, Keller, Koshy and Jha –	The base book for the course is “Marketing Management	Pearson Education	Latest edition
T2	Stanton, Etzel, Walker	<u>Fundamental of marketing.</u>	McGraw Hill Inc. N. York	Latest Edition
T3	Ramaswami & Namakumari	<u>Marketing Management: Indian context</u>	Macmillan (India) Limited, New Delhi.	First Indian Print 2004 ( or later)

**7. Reference Books:** (Latest available editions should only be considered)

<b>Sr. No.</b>	<b>Author/s</b>	<b>Name of the Book</b>	<b>Publisher</b>	<b>Edition and Year of Publication</b>
R1	Tapan Panda	Marketing Management	Excel Books	Latest Edition
R2	Arun Kumar, N. Meenakshi	<u>Marketing Management,</u>	Vikas Publishing House N. Delhi	Latest Edition
R3	Rajan Saxena	<u>Marketing Strategies,</u>	Tata-McGraw Hill Publishing Company, New Delhi.	Latest Edition
R4	Panwar J. S.,	<u>Marketing in the new Era</u>	SAGE	Latest Edition
R5	Khurana & Ravichandran	<u>Strategic Marketing Management,</u>	Global Business Press, N Delhi.	Latest Edition
R6	Mazumdar Ramanuj,	<u>Marketing Strategies,</u>	Allied Publishers Ltd. New Delhi.	Latest Edition
R7	Kaznil	Marketing Management	Excel Books	Latest Edition
R8	Dhruv Grewal & Michael Levy	Marketing	Tata Mcgraw Hill	Latest Edition
R9	V. S. Ramaswamy & S. Namakumari,	Marketing Management	Macmillan	Latest Edition
R10	H. H. Kaznil	Marketing Management – text and case	Excel Books	Latest Edition
R11	Tapan K. Panda	Marketing Management – Indian Context – Text and Cases	Excel Books	Latest Edition
R12	Joel R. Evans, Barry Berman	Marketing Management	Ceangage Learning	Latest Edition
R13	Atul Nayak	Fundamentals of Marketing	Excel Books	Latest Edition
R14	K. Karunakaran	Marketing Management – text and cases in Indian context	Himalaya	Latest Edition
R15	Arunkumar, N. Meenakshi	Marketing Management	Vikas	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers:** Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, etc.,

## 9. Session Plan:

### Marketing Management (MM)

Session	Topic
1	Nature, scope and basics of Marketing
2	Company orientation toward the market place (The old and the new concepts, integrated marketing)
3	Customer value chain and core competencies of a firm
4	Corporate strategic planning and growth strategies
5	Strategic business units, mission, goals and programmes
6	Gathering business information from various sources
7	Marketing environment – micro and macro environment
8	Feedback and review of module-1 / Case analysis (Suggested case: Nalanda State Small Industries Corporation Ltd, Source: Strategic Management, Krishna Kumar, and Allied Publishing House.)
9	The nature, scope and process of marketing research
10	Developing a research plan
11	Demand measurement and forecasting
12	Creating customer value, customer satisfaction & loyalty
13	Factors influencing consumer behaviour
14	The buying decision process
15	Organizational buying process
16	Feedback and review of module -2 / Case analysis. Suggested cases: (1)Vero Bicycles Pvt. Ltd. (Source: Cases in Marketing 5 <sup>th</sup> ed., G. Thomas, Macmillan Pvt. Ltd) (2) Suryodaya Private Ltd, Source: IIM, A'bad.
17	Differentiated and undifferentiated marketing, segmentation, targeting and positioning
18	Bases for segmenting consumer and business markets
19	Marketing strategies for market leaders, challengers & nichers
20	Branding decisions and brand equity
21	Devising a branding strategy, brand extension decisions
22	Developing a positioning strategy
23	Product lifecycle and strategies for different PLC stages
24	Feedback and review of module -3/ Case analysis Suggested case: Priya Drinks Limited (Source IIM, Ahmedabad)
25	Product mix, product line, product -brand relationship
26	New products: Need, scope and importance
27	New product development process
28	Service marketing -Marketing strategies for service firms
29	Managing service quality
30	Pricing objectives, pricing approaches
31	Pricing strategies – initiating and responding to price changes
32	Feedback and review of module -4 / Case analysis Suggested cases: (1) Household Products India Ltd. (2) National Publishing company (IIM, Ahmedabad)
33	Designing and developing distribution channels
34	Channel integration, direct marketing and e-commerce
35	Managing retailing, wholesaling and logistics

- 36 Communication mix and integrated marketing communication
- 37 Mass communication: Advertising, sales promotion & P.R.
- 38 Media planning, options, media scheduling & ad effectiveness
- 39 Managing personal communication & Interactive marketing
- 40 Feedback and review of module – 5 / Case analysis  
Suggested cases: (1) Consumer Products Ltd. (2) Zarna's Sales Promotion Practices (IIM, Ahmedabad)

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.

**MBA I**  
**Semester- II**  
**Production & Operations Management (POM)**

**1. Course Objective**

The objective of the course is to:

- a) Understand the role of the operations management (OM) function in the functioning of an organization and
- b) Offer a broad survey of the concepts and tools used in operations management.

**2. Course Duration:**

The course is divided into five modules. Each module consists of 8 sessions of 75 minutes each and carries a weightage of 14 marks.

**3. Course content:**

Module No.	Modules/Sub-Modules	Sessions	Marks
I	Understand the importance of the OM function and its strategic importance, various types of manufacturing and service systems, the systems approach to OM. Introduction to Operations Management, operations strategy and competitiveness, product design and process selection for manufacturing and services. Facility location and layout.	8	14
II	Understand the basis of inventory management decisions, the hierarchical approach to planning and various methods of inventory management. Forecasting, inventory systems for independent demand, inventory management under uncertain demand, inventory systems for dependent demand, aggregate planning.	8	14
III	Understand various methods of operations scheduling and the management large projects. Operations scheduling, project management.	8	14
IV	Understand the issues associated with the management of queues and the management of supply chains. The management of queues, applications in manufacturing and services, supply chain management.	8	14
V	Understand the concepts of quality management and the usage of statistical tools for quality management. Develop an understanding of Japanese manufacturing management philosophies. Quality management, statistical quality control, JIT production systems.	8	14

**4. Teaching Methods:**

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

## 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment- 10 Marks)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment-20 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

## 6. Basic Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	Operations Management for Competitive Advantage	Tata McGraw-Hill	11 <sup>th</sup> edition
T2	Russell, Roberta S. and Taylor, Bernard W	Operations Management Along the Supply Chain,	John Wiley and Sons (Wiley India)	6 <sup>th</sup> Edition
T3	Kachru Upendra	Production and Operations Management	Excel Books.	1 <sup>st</sup> Edition
T4	Kanishka Bedi	Production and Operation Management	Oxford University Press	2 <sup>nd</sup> Edition (or later)

## 7. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Buffa, Elwood S. and Sarin, Rakesh K	Modern Production and Operations Management,	John Wiley and Sons(Wiley India)	8 <sup>th</sup> edition
R2	Heizer, Jay and Render, Barry	Operations Management	Pearson Education	8 <sup>th</sup> edition
R3	Shah, Janat,	Supply Chain Management: Text and Cases	Pearson Education.	Latest Edition
R4	K. Aswathappa and K. Shridhara Bhat	Production and Operations Management	Himalaya Publications	2009 or later.
R5	S. A. Chunawala, Dr. Patel	Production and Operation Management	Himalaya Publications	Latest Edition
R6	Martin K. Starr	Production and Operation Management	Cenage Learning	Latest Edition

R7	Evans / Collier	Operation Management	Cenagage Learning	Latest Edition
R8	Robert Klassen, Larry J. Menor	Cases in Operations Management	SAGE	Latest Edition
R9	Upendra Kachra	Production of Operations Management-Text and Cases	Excel Book	Latest Edition
R10	Frank Rowbothan	Operations Management in Context	Butter Worth Heinemann	Latest Edition

### 8. List of Journals/Periodicals/ Magazines/ Newspapers etc.

Productivity Journal, Indian Management, Business India, Supply Change, etc.

### 9. Session Plan:

#### Production & Operations Management (POM)

Session No.	Topic
1	Introduction
2	Operations Strategy and Competitiveness
3-4	Product Design and Process Selection - Manufacturing
5-6	Facility Location
7-8	Facility Layout
9-11	Forecasting
12-15	Inventory Management
16	MRP
17	Aggregate Planning
18-20	Operations Scheduling
21-24	Project Management
25-28	Queueing - The Management of Waiting Lines
29-32	Supply Chain Management
33-37	Quality Management and Statistical Quality Control
38-40	JIT and Japanese Manufacturing

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.



**MBA I**  
**Semester-II**  
**Research Methodology and Operations Research (RM & OR)**

**1. Course Objective:**

To familiarize students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

To help students develop skills in structuring and analyzing various Operations Research (OR) problems for managerial decision making by using basic OR tools and techniques.

To learn to implement various management science software packages.

**2. Course Duration:**

The course is divided into five modules, out of which three modules are of Research Methodology and two modules of Operations Research. Each module has eight sessions of 75 minutes each.

**3. Course Content:**

Module No.	Module / Sub-module	Sessions	Marks
I	<p><b>Introduction to Business Research and Research Design</b> Nature and scope of business research, information based decision making and source of knowledge. The research process; basic approaches and terminologies used in research. Defining research question and framing of hypotheses. Preparing a research plan, qualitative and quantitative research designs. Sources of secondary data. Feedback and review / case analysis.</p>	8	14
II.	<p><b>Measurement and Scaling, Data Source and Data Collection</b> Field research; primary data collection from observations, surveys and experimentation. Measurement and scaling; commonly used scales in business research, reliability and validity of scales. Designing instrument for data collection; testing the instrument, data collection process. Sampling methods and procedures and sample size decisions. Feed back and review/ Case analysis.</p>	8	14
III.	<p><b>Data Analysis and Presentation</b> Editing and coding of data, tabulation, graphic presentation of data, cross tabulation. Testing of hypotheses; type I and II errors, one tailed and two tailed tests of significance. Parametric and nonparametric tests for univariate and bivariate data. Tests of association; simple linear regression and other nonparametric tests. Research report writing. Feedback and review/ Case analysis.</p>	8	14

IV	Nature of OR problem, steps in OR problem, Solution of L.P.P. by Graphical Method and Solving through Computer Software like Excel Solver, etc. Formulation of LP problems Duality and its implications, Introduction to sensitivity analysis, Integer AND Goal programming problems (only formulation and solution of two variable case)	8	14
V	Transportation Models, Initial Basic Feasible Solution and Optimal Solution, Assignment Problem and Travelling Salesman Problem. Transshipment problem. Network techniques, Minimum Spanning Tree Problems, Shortest Route and Maximal Flow Technique. Introduction to simulation.	8	14

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues and techniques of business research.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 10% (Internal Assessment)
B	Mid-Semester examination	Weightage 20 % (Internal Assessment)
C	End –Semester Examination	Weightage 70% (External Assessment)

#### 6. Basic Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Donald R. Cooper and Pamela S. Schindler	Business Research Methods (IX edition)	Tata McGraw Hill Publishing Company Ltd., New Delhi	IX edition
T2	Harmdly TAHA	Operations Research	Pearson Education	8 <sup>th</sup> Edition or Later edition
T3	D. K. Bhattacharyya	Research Methodology	Excel Books	2 <sup>nd</sup> Edition
T4	Vohra N. D.	Quantitative Techniques in Management	Tata McGraw Hill	3 <sup>rd</sup> or Higher Edition

#### 4. Reference Books:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Zikmund William	Business Research Methods,	Thompson Learning	(2003) 8 <sup>th</sup> edition
R2	Bryman Alan	Business Research Methods	Oxford University Press	(2006) 8 <sup>th</sup> edition
R3	Panneerselvam R,	Research Methods for Business	John Wiley & Sons	(2004) 4 <sup>th</sup> edition
R4	K. Aswathappa and K. Shridhara Bhat	Research Methodology	Prentice Hall of India	Latest Edition
R5	Alan Bryman, Emma Bell	Business Research Methods	Oxford Press	2 <sup>nd</sup> Edition,
R6	Fredrick S Hiller, Mark S Hiller	Introduction to Management Science – a Modeling and Case studies approach with spreadsheets	Mark S Hiller	Latest Edition
R7	Hiller and Liebermann	Introduction to Operational Research	Tata McGraw Hill	Latest Edition
R8	J. K. Sharma	Operation Research	MACMILLAN	3 <sup>rd</sup> Edition
R9	G. Srinivasan	Operation Research	Prentice-Hall India	
R10	Barry Render, Ralph M. Stair, Jr., Michael E. Hanna,	Quantitative Analysis for Management	Pearson	Latest Edition
R11	J. K. Sachdeva	Business Research Methodology	Himalaya Publications	Latest Edition
R12	Adithan Bhujange Rao	Research Methodology for Management and Social Science	Excel Books	Latest Edition
R13	D. Israel	Data Analysis in Business Research	Rasponse Books	Latest Edition
R14	Thomson	Daily Data Analysis with SPSS	Carven Nash	Latest Edition
R15	Beridget Somkekh & Cathy Lewis	Research Methods in Social Sciences	Visttar Publications	Latest Edition
R16	Kultar Singh	Quantitative Social Research Methods	SAGE	Latest Edition

**8. List of Journals/Periodicals/ Magazines/ Newspapers etc. :** Operation research, Operations Research Quarterly, Vikalpa, Decision, etc.

## 9. Session Plan:

### Research Methodology and Operations Research (RM & OR)

Sessions	Topic
1-3	Nature and scope of business research, information based decision making and source of knowledge. The research process; basic approaches and terminologies used in research.
4-6	Defining research question and framing of hypotheses. Preparing a research plan, qualitative and quantitative research designs.
7-8	Sources of Data, Methods of Collection of Data,
9-12	Field research; primary data collection from observations, surveys and experimentation. Measurement and scaling; commonly used scales in business research, reliability and validity of scales.
13-16	Designing instrument for data collection; testing the instrument, data collection process. Sampling methods and procedures and sample size decisions. Feed back and review/ Case analysis
17-20	Editing and coding of data, tabulation, graphic presentation of data, cross tabulation. Testing of hypotheses; type I and II errors, one tailed and two tailed tests of significance. Parametric and nonparametric tests for Univariate and Bivariate data.
21-24	Tests of association; simple linear regression and other nonparametric tests. Research report writing.
25-27	Nature of OR problem, steps in OR problem, Solution of L.P.P. by Graphical Method and Solving through Computer Software like Excel Solver, etc.
28-30	Formulation of LP problems Duality and its implications, Introduction to sensitivity analysis,
31-32	Integer and Goal programming problems (only formulation and solution of two variable case)
33-36	Transportation Models, Initial Basic Feasible Solution and Optimal Solution, Assignment Problem and Travelling Salesman Problem.
37-40	Transshipment problem. Network techniques, Minimum Spanning Tree Problems, Shortest Route and Maximal Flow Technique. Introduction to simulation

The Instructor/s (Faculty Member/s) will be required to guide the students regarding suggested readings from the Text(s) and references in items 6 and 7 mentioned above.