

MASTER OF BUSINESS ADMINISTRATION (MBA)

TWO- YEAR (FULL TIME) PROGRAMME

Course Structure

NEW SYLLABUS WITH EFFECT FROM 2014 BATCH

FIRST SEMESTER

MBA - 6941 MANAGEMENT CONCEPTS & PROCESSES

Objectives

The objective of this paper is to familiarize the student with basic management concepts and processes.

Course Contents

UNIT I

Management – Characteristics of Management. Nature and Tasks of Manager. New look at the tasks of the CEO. Evolution of Management Thought and different approaches to management. Scientific and Operational Management. Behavioural Science Systems and Contingency approaches. **Planning &**

Decision Making – Nature and significance of Planning; the Planning Process; Types of Plans, Limitations of planning, making planning effective. Decision Making Process; Problem Solving techniques. Aids of Planning and Decision Making. Management By Objectives.

UNIT II

Organising - The organizing process, need of an Organization Structure, Basis of organizing; departmentation; Line and Staff relationships; Delegation of Authority; Centralization, Decentralization, Span of Management; Committee System. **Leading** –

Mc.Gregor's Theory X and Y, Management Grid, Likert's Four Systems of Management

UNIT III

Motivation – Heirarchy of Needs Theory, Motivation-Hygiene Theory, Immaturity-Maturity Theory, ERG Theory of Needs Expectancy Theory, Equity Theory, Goal Setting Theory, Hackman & Oldham Theory, Porter7 Lawler's Theory and Reinforcement Theory.

Communication – Importance, Process, types and Barriers. Dos and Don'ts of Business Writing, Business Letters, Writing Business Reports. Oral Communication – Business Presentations and Public Speaking. **Control**

– Importance, Process and Types of Control; Limitations of Control; essentials of an effective Control system.

References

1. Koontz. H. WechrichH. ,Management, New York, McGraw Hill,1995.
2. Robbins SP Management, New Jersey, Englewood Cliffs, PHI, 1996.

MBA - 6942 MANAGERIAL ECONOMICS

Objectives

The objective of this course is to acquaint the participants with concepts and techniques used in Micro-economic theory and to enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents

UNIT I

Nature and Scope of Managerial Economics: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts —incremental principle, opportunity cost principle, discounting principle, equi- marginal principle.

Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

UNIT II

Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

Production Theory: Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation, of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

Price Determination under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

UNIT III

Pricing Practices: Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

Business Cycles: Nature and phases of a business cycle: Theories of business cycles- psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.

Inflation: Definition, characteristics and types; Inflation in terms of demand-pull and cost- push factors; Effects of inflation.

References :

1. Dhingra IC, Managerial Economics, Sultan Chand, New Delhi.
2. Mehta PL, Managerial Economics

MBA -6943 ACCOUNTING FOR MANAGERS

Objectives

The basic objective of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision making and control.

Course Contents

UNIT I

Financial Accounting – Nature, scope & importance. Basic Accounting. Principles:- Concepts & conventions – GAAP Accounting Cycle, Books of Accounting, Journal, ledger & Trial Balance. **Final Accounts** – Trading & Profit & Loss Account and Balance sheet, Elementary Knowledge of final accounts

UNIT II

Introduction to Management Accounting - Nature, Importance and tools of Management Account. Distinction between Financial Management Accounting. Responsibility centers and transfer pricing. Standard Costing & Variance Analysis – Kinds of Variances – Material & Labour Variances, Marginal Costing & Break-even Analysis. Cost – volume profit analysis. Decisions regarding sales – mix, Make or Buy Decision & discontinuation of product line. **Budgeting** :- Objectives of budgeting, Types of budgeting, Budgetary Control.

UNIT III

Statement of Changes in Working Capital – Basic understanding of Statement of Changes in financial position. Cash Flow & Funds Flow Analysis. **Ratio Analysis** – Types of Ratios – Liquidity, Solvency, Activity Turnover & Profitability ratios.

References

1. Bhattacharya SK and Dearden J., Accounting For Management, Text and Cases, N.D., Vikas Pub.
2. Vij Madhu, Financial Management Accounting, N.D. Anmol Publications.

MBA -6944 BUSINESS ENVIRONMENT

Objectives

The course is aimed at equipping the students with the necessary knowledge of the business environment, inspire them and enlist their activity and willing cooperation in the performance of their jobs. And also give an overview of values and ethics required by managers.

Course Contents

UNIT I

Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Elements of environment —internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies -industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes.

UNIT II

Political and Legal Environment of Business: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India and licensing policy; **Socio-Cultural Environment:** Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.

UNIT III

International and Technological Environment: Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer. Cross National Cooperation & Agreements SAARC etc.

References

Cherunillam Francis, Business Environment,

MBA -6945 BUSINESS LEGISLATIONS

Objectives:

This course is designed to assist the students in understanding basic laws affecting the operations of business enterprise.

Course Contents:

UNIT I

The Indian Contract Act 1872, Essential of a valid contract, Void agreement, Performance of contract, Breach of contract and its remedies, quasi contract. The Sales of goods Act 1930, Formation of a contract, rights of an Unpaid Seller.

UNIT II

The Negotiable Instruments Act 1881, nature and types, negotiation and assignment. The Companies Act 1956, nature and types of Companies, formation, memorandum and article of association, prospectus, allotment of shares, Shares and shares capital, membership, Borrowing power.

UNIT III

Management and meetings, accounts and audit. Compromise, arrangements and reconstruction, prevention of oppression and mismanagement, winding up. Consumer Protection Act 1986. FEMA. Intellectual Property Rights (IPR).

References:

1. N D Kapoor, Elements of Mercantile Law, Sultan Chand & Sons
2. S N Maheshwari, Business Law, Himalaya Publishing House

MBA -6946 COMPUTER & INFORMATION TECHNOLOGY

Objectives

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

Course Contents

UNIT I

Computers: An introduction, Computers in business; elements of computer system setup, Indian computing environment. Computer languages, number systems.

PC Software packages: An introduction to Windows; Introduction to Word Processor; Introduction to Spreadsheet software, Creation of spreadsheet applications; range; formulas, functions, database functions in spreadsheet, Graphics on spreadsheet.

UNIT II

Network fundamentals: Analog and Digital Signals, band Width, Network Topology, Network Applications. Concept of Green PC, Concept of Screen Saver, Ergonomics, Nassi Schiedermann Diagrams, Decision Tees, Decision Tables, HIPO, VTOC, IPO.

UNIT III

Applying Bold, Italic, Underline, Strikethrough, overline, marquee, images, Hyperlinks, Textboxes, Buttons, Checkboxes, Radio Buttons, Ordered and Unordered Lists, tables, Frame rest, Legend

POWERPOINT: Creation of slides, applying animation, running slide shows.
Relevance of DBMS – Working knowledge of MS-Access and data Dictionary

References

1. Long L., Computers , Englewood Cliffs, N.J., PJI.
2. Summer M., Computer Concepts and Ues, Englewood Cliffs, N.J., PHI

SECOND SEMESTER

MBA- 6947 ORGANISATIONAL BEHAVIOUR

Objectives

The objective of this paper is to familiarize the student with basic behavioural concepts and processes.

Course Contents:

UNIT I

Organisational Behaviour – Concept and its Emergence, Importance of OB, HR Movement and Hawthorne Studies. **Perception** – Nature, Process & Application. Social Perception and its Application. **Learning** – Types of Learned Behaviour, Elements & Processes; Theories: Connectionist and Behaviorist Theories.

UNIT II

Values – Definition and Types. **Attitudes** – Concept, Opinion & Beliefs. Function of Attitude. Theories of Attitude Formation, Measurement and change in attitude. **Personality** – Determinants, Development of Personality, Trait Approaches, Type Approaches. Personality Characteristics. **Stress** – Meaning, Causes, Effect and Coping Strategies

UNIT III

Group Behavior- Formal and Informal Groups, Group Cohesiveness and Deviance. **Power and Politics** – Types of Power, Organisational **Change** and its Process. **Organisational Development (OD)** – Features, Objectives and Models: Sensitivity Training, Grid Training, MBO, Team Building, Process Consultation, Survey Feedback, Third Peace Making. Organisational Culture and Climate. **Management of Organisational Conflict** – Types, Process, Impact, Sources, Resolving Strategies.

References

1. Luthans F. Organisational Behaviour, New York, Mc Graw Hill
2. Robbins SP, Organisational Behaviour New Delhi, PHI.

MBA-6948 RESEARCH METHODOLOGY

Objectives:

The objective of this course is to provide an overview of how research is done and its application in different situations.

Course Contents

UNIT I

Research Methodology - Nature and Scope. Problem Identification, Formulation and statement of Research; Objectives, **Research Process**, types of research- Descriptive, Analytical, Diagnostic, Experimental. Importance and characteristics of Information **Research Design** – Exploratory, Descriptive and Experimental research designs

UNIT II

Sampling Design – Sampling Procedure & Methods, types- probability and non- probability sampling. Selecting Appropriate Sampling techniques

Methods of Data Collection – Observational and Survey Methods; Tools of data Collection, Interview, Questionnaire, Schedule. Attitude Measurement Techniques, Motivational Research techniques; Administration of Surveys

UNIT III

Field Work and Tabulation of Data, Editing, Coding & Classification of data.

Analysis of Data – Use of SPSS and other Software Packages, Advanced techniques of Data analysis – ANOVA, Discriminant Analysis, Factor analysis, Conjoint Analysis, Multidimensional Scaling.

Report Writing- Types, structure and elements of the report.

References

1. Kothari, CR, Research Methodology,

MBA -6949 HUMAN RESOURCE MANAGEMENT

Objective

The objective of this course is to develop an understanding of basic concept and components of Human Resource Management so as to impart the students much needed knowledge of the problems and practices related to the area of HRM and getting them updated.

Course Contents

UNIT I

Human Resource Management - Concepts and Perspective on HRM; Human Resource Management in the Changing Environment; Corporate Objectives and Human resource Planning; Career and Succession Planning. **Job Analysis** - Job Description and Job Specification.

UNIT II

Recruitment and Selection – Methods of Manpower Search; Attracting and Selecting Human Resources. The Selection Process and Methods. **Induction and Socialization** – Concept and Process; Staff Induction Practices and Organisational socialization. **Manpower Training and Development** – Concept and Methods

UNIT III

Performance Appraisal – Concept and Methods. Potential Evaluation. **Job Evaluation** – Process and Methods; Job evaluation & Wage and Salary Administration, Promotion and Transfer. **Employee Welfare. Employee Empowerment** – Objectives and Methods.

References

1. Ashwathappa K. Human Resource & Personnel Management, Tata McGraw, N.D.
2. Monappa, A & Saiyadain m., Personnel management, Tata McGraw, N.D.

MBA -6950 OPERATIONS MANAGEMENT

Objective

The objective of this course is to provide the initial exposure of operations/production functional area to the students who have already undergone through the basics of management process and functions.

Course Contents

UNIT I

Production and Operations Management - Nature and Scope. Facility Location; Types of manufacturing Systems & Layouts; Layout Planning and Analysis

Material Handling - Principles, Equipments, Line Balancing Problems

UNIT II

Production Planning and Control – In Mass Production, In Batch/Order Manufacturing

Capacity Planning – Models

Process Planning – Aggregate Planning, Scheduling

Maintenance Management Concepts – Work Study Method, Work Measurement, Work sampling & Work Environment

UNIT III

An Overview of Material Management - Material Planning and Inventory control;

JIT, Materials Planning, Budgeting and Material requirement planning.

Purchase Management, Stores Management, Quality assurance; Total Quality Management (TQM), ISO 9000; Safety Management.

References

1. Buffa, ES , Modern Production Management, N.Y. John Wiley.
2. Chary, SN, Production and Operations Management, N.D. Mc Graw Hill

MBA -6951 FINANCIAL MANAGEMENT

Objective

The objective of this course is to provide conceptual knowledge of the tools of financial analysis and management and various long-term and short term sources of finance.

Course Contents

UNIT I

Aims & Objectives of Financial Management. Financial Goal – Profit vs. Wealth Maximization: Financial functions – Investment, Financing and Dividend decisions. Concept & Meaning of Time value Money, Capital Budgeting Decisions – Methods of investment evaluation discounting techniques, Net Present Value (NVP), Internal rate of return(IRR), Profitability Index (PI) techniques & non discounting or traditional techniques – payback period and Accounting Rate of Return (ARR) Capital Rationing.

UNIT II

Investment of Long term and Short term finance, Weighted Average Cost of Capital (WACC) Its Concept and significance, Meaning & determinants of Capital Structure.

Capital Structure Theories, Significance of Leverages, Types of leverages – financial, operating & combined leverage, trading on Equity.

UNIT III

Management of Working Capital – Meaning, significance and types of working capital – net, gross, permanent, temporary. Operating Cycle; Inventory Management – Types of inventory and techniques of inventory Management – Management of Cash and Receivables – Dividend Policy – Meaning of Significance, forms of Dividend, Relevance & irrelevance theory of dividend , Financial Modeling.

References:

1. Bhalla, VK Financial Management and Policy 2nd ed., New Delhi, Anmol.1998
2. Hampton John, Financial Decision Making, Englewood Cliffs, New Jersey, PHI,1997

MBA -6952 MARKETING MANAGEMENT

Objective

The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the Marketing of products and services.

Course Contents

UNIT I

Introduction to Marketing: Nature Scope & Importance of Marketing, Marketer's Orientation Towards the Market place. Measuring and forecasting Market Demand.

Buying Behaviour - Factors Influencing Consumer Behavior, Consumer Buying Decision Process, Industrial Buyer Behaviour - Major factors influencing Industrial Buying Behavior, Industrial Buyers' Decision Making Process. **Marketing Information System and Marketing Research Process**- An overview

UNIT II

Target Marketing: Market Segmentation, Targeting and Positioning. **Product Decisions** – Product Mix Decisions, Product Life Cycle, New Product Development. **Branding and Packaging** Decisions. **Pricing** - Setting the price, adapting the price. Price discrimination. Product Mix Pricing, Initiating and Responding to Price Changes. Customers' and Competitors' reactions to price changes.

UNIT III

Promotion Decisions – Promotion Mix: Advertising, Sales Promotion, Publicity and Personal Selling. **Channel Management** – Types of Marketing Intermediaries, Reasons for using Intermediaries, Marketing Channel functions, Channel Design Decisions, Channel Management Decisions. Channel Dynamics. **New Issues in Marketing** – Globalisation, Consumerism & Green Marketing.

References

1. Kotler Philip, Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, PHI, millennium Ed.
2. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, New Delhi, Macmillan, 1990.