# Gujarat Technological University
# Ahmedabad

## 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:**

| Sr. No. | Course Code | Course/ Subject Title | Credits |
|---|---|---|---|
| 1. | CC101 | Accounting for Managers (AFM) | 3 |
| 2. | CC102 | Economics for Managers (EFM) | 3 |
| 3. | CC103 | Management Information Systems (MIS) | 3 |
| 4. | CC104 | Managerial Communication (MC) | 3 |
| 5. | CC105 | Organizational Behaviour (OB) | 3 |
| 6. | CC106 | Principles of Management (POM) | 3 |
| 7. | CC107 | Quantitative Analysis (QA) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **21** |

**Semester-II:**

| Sr. No. | Course Code | Course/ Subject Title | Credits |
|---|---|---|---|
| 1. | CC201 | Cost and Management Accounting (CMA) | 3 |
| 2. | CC202 | Environment for Business (EFB) | 3 |
| 3. | CC203 | Financial Management (FM) | 3 |
| 4. | CC204 | Human Resource Management (HRM) | 3 |
| 5. | CC205 | Marketing Management (MM) | 3 |
| 6. | CC206 | Production and Operations Management (POM) | 3 |
| 7. | CC207 | Research Methodology and Operations Research (RM&OR) | 3 |
| 40 **Sessions of 75 Minutes per Course** | | **Total** | **21** |

**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:**

| Sr. No. | Course Code | Course/ Subject Title | Credits |
|---|---|---|---|
| 1. | CC301 | Strategic Management (SM) | 3 |
| 2. | CC302 | Legal Aspects of Business (LAB) | 3 |
| 3. | CC303 | New Enterprise and Innovation Management (NE&IM) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **9** |

**Functional Areas:**

**I Marketing**

| Sr. No. | Course Code | Course/ Subject Title | Credits |
|---|---|---|---|
| 1. | MM301 | Consumer Behaviour and Marketing Research (CB&MR) | 3 |
| 2. | MM302 | Integrated Marketing Communication (IMC) | 3 |
| 3. | MM303 | Sales and Distribution Management (SDM) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **9** |

**II Finance**

| Sr. No. | Course Code | Course/ Subject Title | Credits |
|---|---|---|---|
| 1. | FM301 | Corporate Taxation & Financial Planning (CT&FP) | 3 |
| 2. | FM302 | Management of Financial Services (MFS) | 3 |
| 3. | FM303 | Security Analysis and Portfolio Management (SAPM) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **9** |

**III Human Resource**

| Sr. No. | Course Code | Course/ Subject Title | Credits |
|---|---|---|---|
| 1. | HR301 | Change Management and Organizational Development (CM&OD) | 3 |
| 2. | HR302 | Compensation Management (CM) | 3 |
| 3. | HR303 | Management of Industrial Relations and Labour Legislations (MIR&LL) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **9** |

**IV Information System**

| Sr. No. | Course Code | Course/Subject Title | Credits |
|---|---|---|---|
| 1. | IS301 | Database Management (DM) | 3 |
| 2. | IS302 | System Analysis and Design (SA&D) | 3 |
| 3. | IS303 | Technology and Business (T&B) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **9** |

**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**

1. SRM301

**II Pharmaceutical and Healthcare Sector**

1. SPH301

**III Rural and Cooperative Sector**

1. SRC301

**IV Public Systems and Policy**

1. SPS301

**V Banking and Insurance**

1. SBI301

**Semester-IV:**

**Compulsory Courses:**

| Sr. No. | Course Code | Course/Subject Title | Credits |
|---|---|---|---|
| 1. | CC401 | Comprehensive Project (CP) | 3 |
| 2. | CC402 | International Business (IB) | 3 |
| 3. | CC403 | Management Control System (MCS) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **9** |

**Functional Areas:**

**I Marketing**

| Sr. No. | Course Code | Course/Subject Title | Credits |
|---|---|---|---|
| 1. | MM401 | International Marketing (IM) | 3 |
| 2. | MM402 | Product and Brand Management (PBM) | 3 |
| 3. | MM403 | Services and Relationship Marketing (SRM) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **9** |

## II Finance

| Sr. No. | Course Code | Course/Subject Title | Credits |
|---|---|---|---|
| 1. | FM401 | Corporate Restructuring (CR) | 3 |
| 2. | FM402 | International Finance (IF) | 3 |
| 3. | FM403 | Risk Management (RM) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **9** |

## III Human Resource

| Sr. No. | Course Code | Course/Subject Title | Credits |
|---|---|---|---|
| 1. | HR401 | Human Resource Development (HRD) | 3 |
| 2. | HR402 | International Human Resource Mgmt. (IHRM) | 3 |
| 3. | HR403 | Strategic Human Resource Mgmt (SHRM) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **9** |

## IV Information System

| Sr. No. | Course Code | Course/Subject Title | Credits |
|---|---|---|---|
| 1. | IS401 | Business Process Reengineering (BPR) | 3 |
| 2. | IS402 | Information Systems Audit and Control (ISA&C) | 3 |
| 3. | IS403 | Strategic Information Technology Management (SITM) | 3 |
| **40 Sessions of 75 Minutes per Course** | | **Total** | **9** |

**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

1. SRM401

## II Pharmaceutical and Healthcare Sector

1. SPH401

**III Rural and Cooperative Sector**

1. SRC401

**IV Public Systems and Policy**

1. SPS401

**V Banking and Insurance**

1. SBI401

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# MBA –I
## Semester I
### CC 101 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:

| Module No. | Modules/Sub-Modules | Session | Marks (20% of 70) |
|---|---|---|---|
| **I** | Fundamentals of Accounting<br>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. | **8** | **14** |
| **II** | Asset Valuation<br>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. | **8** | **14** |
| **III** | Understanding Corporate financial statements<br>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 | **8** | **14** |
| **IV** | Financial Statement Analysis<br>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 | **8** | **14** |
| **V** | Contemporary issues in financial Accounting<br>Global financial reporting, GAAPs and IFRSs, IAS, Indian GAAP and US GAAP, Foreign currency accounting, Inflation Accounting, Human Resource Accounting, Environment accounting, Responsibility Accounting | **8** | **14** |

## 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 | 3rd 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 | *Oxford Higher Education,New Delhi 2008* | 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 | 2nd Edition |
| R4 | Robert N Anthony, David F Hawkins, Kenneth A Merchant | Accounting: Text and Case | The McGraw- Hill companies | 12th Edition 2007 |
| R5 | Harrison and Horngren | Financial Accounting | Pearson Education | 6th Edition2008 |
| 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 | 3rd Edition, 2007 |
| R8 | Stice and Stice | Financial Accounting- Reporting and Analysis | Cengage Learning | 7th 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:

**CC 101 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
## CC 102- 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:

| Module No. | Modules/Sub-Modules | Session | Marks (20% of 70) |
|---|---|---|---|
| I | **Ten principles of economics**<br>How people make decisions; How people interact; How the economy works as a whole.<br><br>**Thinking like an economist**<br>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''<br><br>**The market forces of supply and demand**<br>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.<br>**Elasticity and its application**<br>The elasticity of demand; The elasticity of supply, application of elasticity.<br>**Case:** Pricing, admission to a museum.<br>**Consumers, producers and the efficiency of markets**<br>Consumer surplus; Producer surplus; Market efficiency– the benevolent social planner; evaluating the market equilibrium; Market efficiency and market failure<br>**The costs of production**<br>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. | 08 | 14 |

| | | | |
|---|---|---|---|
| **II** | **Firms in competitive markets**<br>What is a competitive market; Profit maximization and the competitive firm's supply curve; The supply curve in a competitive market?<br>**Case:** Near empty restaurants and off-season miniature golf.<br>**Monopoly**<br>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).<br>**Case:** The De Beers Diamond Monopoly.<br>**Oligopoly**<br>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.<br>**Case:** OPEC and the World Oil Prices | **8** | **14** |
| **III** | **Oligopoly** – contd. Public policy towards oligopolies – restraint of trade and the antitrust laws, controversies over antitrust policy, resale price maintenance, predatory pricing, tying.<br>**Case:** An Illegal Phone Call<br>**Monopolistic competition**<br>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.<br>**Case:** Advertising and the price of eyeglasses.<br>**The theory of consumer choice**<br>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<br>**Measuring a nation's income**<br>The economy's income and expenditure; The measurement of GDP; The components of GDP; Real v/s nominal GDP; GDP and economic wellbeing.<br>**Case:** International difficulties in GDP and Quality of life.<br>**Measuring the cost of living**<br>The consumer price index; Correcting economic variables for the effects of inflation, Impact of Inflation on various sections of society- producers and consumers. | **8** | **14** |

| | | | |
|---|---|---|---|
| **IV** | **Production and growth**<br>Economic growth around the world; The role and determinants of productivity; Economic growth and public policy; The importance of long-run growth.<br>**Saving, investment and the financial system**<br>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.<br>**The monetary system, Money growth and inflation**<br>The meaning of money; Functions and Kinds of Money, The classical theory of inflation; The Cost of inflation.<br>**Open-economy macroeconomics – Basic concepts**<br>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) | **8** | **14** |
| **V** | **Aggregate demand and aggregate supply**<br>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).<br>**The influence of monetary and fiscal policy on aggregate demand**<br>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.<br>**The short-run trade-off between inflation and unemployment**<br>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 ration, rational expectations and the possibility of costless disinflation, the Volcker disinflation, the Greenspan era.<br><br>**Five debates about macroeconomic policy (pros and cons)**<br>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. | **8** | **14** |

**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; | *Principles of Economics* | Thomson South-Western | 2nd edition, 2002 Indian reprint |
| T2 | Pindyck & Rubinfeld | Microeconomics | Pearson | 5th edition |
| T3 | 8/e Christopher R. Thomes, 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 |

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|---|---|---|---|---|
| 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 | 4th Edition (Indian Edition) |
| R10 | Lipsey and Chrystal | Economics | Oxford University Press | 11th Edition (Indian Edition) |
| R11 | D. Salvatore | Managerial Economics-Principles and Worldwide Applications | Oxford University Press | 6th Edition (Indian Edition) |
| R12 | H.L Ahuja | Managerial economics | S Chand | 3rd edition |
| R13 | Hirschey, | Economics for Managers | Ceenge Learing | 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 | 7th Edition |

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

**9. Session Plan**

**CC 102- 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<br>*Case: Pricing, admission to a museum.* |
| 6 | Consumers, producers and the efficiency of markets |
| 7-8 | The costs of production |
| 9-10 | Firms in competitive markets |
| 11-13 | Monopoly<br>*Case: The De Beers Diamond Monopoly.* |
| 14-16 | Oligopoly<br>*Case: OPEC and the World Oil Prices* |
| 17 | Oligopoly – contd.<br>*Case: An Illegal Phone Call* |
| 18-19 | Monopolistic competition |
| 20-21 | The theory of consumer choice |
| 22-23 | Measuring a nation's income<br>*Case: International difficulties in GDP and Quality of life.* |
| 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
## CC 103 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) |
|---|---|---|---|
| I | **Introduction:** Understand the role of information systems in an organization.<br>Managing the digital firm, IS in the enterprise, IS organization, management and strategy | 8 | 14 |
| II | **IT Infrastructure:** Obtain a bird's eye view of contemporary technologies and infrastructure required to implement an IS.<br>IT infrastructure and platforms, managing data, networks and the internet, wireless networks | 8 | 14 |
| III | **Enterprise IS:** Understand various business processes and how IS can help in their improvement.<br>Electronic business and electronic commerce, business processes and enterprise applications, knowledge management | 8 | 14 |
| IV | **IS Security:** Understand the importance and issues related to the protection of an organization's information assets.<br>Security and control, risk assessment, ethical and social issues | 8 | 14 |
| V | **Development of IS:** Understand the issues involved in the development and/or selection of an IS.<br>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:

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

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

| Sr. No. | Author/s | Name of the Book | Publisher | Edition and Year of Publication |
|---|---|---|---|---|
| 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:**

| Sr. No. | Author/s | Name of the Book | Publisher | Edition and Year of Publication |
|---|---|---|---|---|
| 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 | 10th 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:**

**CC 103 Management Information Systems (MIS)**

| Session No. | Topic |
|---|---|
| 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**
CC104: 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:

| Module No. | Modules/Sub-Modules | Sessions | Marks (20% of 70 each) |
|---|---|---|---|
| **I** | 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, | **8** | **14** |
| **II** | Listening Skills: Definition, Anatomy of poor Listening, Features of a good Listener, Role Play | **8** | **14** |
| **III** | 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 | **8** | **14** |
| **IV** | Group Discussion & Interviews, Meetings: Ways and Means of conducting meeting effectively, Mock Meetings and Interviews | **8** | **14** |
| **V** | 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 | **8** | **14** |

## 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 | ***Effective Business Communication*** | Tata McGraw-Hill Publishing Company, New Delhi. | 7th edition |
| T2 | Koneru | ***Professional Communication*** | Tata McGraw-Hill Publishing Company, New Delhi. | 1st edition |
| T3 | Monipally | M. M., ***Business Communication Strategies*** | 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., *Report Writing in Business* | The Chartered Institute of Management Accountants | Viva books Pvt. Ltd., New Delhi, | 2001 |
| R2 | Boone, Kurtz, & Block | *Contemporary Business Communication* | Wiley Publication | Latest Edition |
| R3 | McLeod, Raymond and Schell, George P | *Management Information Systems* | Prentice Hall, New Jersy, US. | Latest Edition |

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

## CC104: Managerial Communication (MC)

| Sessions | Topics |
|---|---|
| 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
### CC-105 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) |
|---|---|---|---|
| I | **Basic Understanding of the context of OB:**<br>What is Organizational Behaviour<br>Understanding the national culture and the Indian setting<br>Changes occurring in the Context and their impact on Organizational Behaviour | **8** | **14** |
| II | **Understanding dynamics of Individual behaviour:**<br>Understanding Personality, Values, Attitude and their impact on behaviour at work Understanding Motivation at work. | **8** | **14** |
| III | **Understanding Dynamics of Group behaviour**<br>Understanding the process of Perception: How we make sense of Our environment Understanding Interpersonal Communication and Transactions<br>Understanding Groups and Teams | **8** | **14** |
| IV | **Understanding Organizational dynamics of behaviour:** Managing Conflict, Stress and Negotiation<br>Understanding Decision-making Understanding Power and Organizational Politics | **8** | **14** |
| V | **Using Leadership for managing change towards organizational effectiveness**<br>Understanding Organizational Culture and changing it for effectiveness Basic Theories of Leadership<br>Contemporary Issues in Leadership Practice | **8** | **14** |

**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%<br>(Internal Assessment- 10 Marks) |
| B | Mid-Semester examination | Weightage 20 %<br>(Internal Assessment-20 Marks) |
| C | End –Semester Examination | Weightage 70%<br>(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 | Mcshane 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 Acquinas | Organizational Behaviour | Excel Books | Latest Edition |
| R6 | Debra L. Nelson & James C. Quick | Organizational Behaviour | Ceenage Learning | 5th 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:**

**CC 105 Organizational Behavior (OB)**

| Session No. | Topics |
|---|---|
| 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 te 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**
CC 106: 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:

| Module No. | Modules/Sub-Modules | Sessions | Marks (20% of 70) |
|---|---|---|---|
| **I** | Historical Development<br>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. | **8** | **14** |
| **II** | Planning<br>Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives, Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, Decision-making. | **8** | **14** |
| **III** | Organising<br>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. | **8** | **14** |
| **IV** | Directing<br>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. | **8** | **14** |

| | | | |
|---|---|---|---|
| **V** | Controlling<br>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. | **8** | **14** |

## 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:

| **Sr. No.** | **Author/s** | **Name of the Book** | **Publisher** | **Edition and Year of Publication** |
|---|---|---|---|---|
| T1 | Weihrich 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:

| Sr. No. | Author/s | Name of the Book | Publisher | Edition and Year of Publication |
|---|---|---|---|---|
| R1 | Bateman | *Management (SIE)* | Tata McGraw-Hill Publishing Company, New Delhi | Latest Edition |
| R2 | Decenzo David, Robbin Stephen A | Personnel and Human Reasons 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. | Essentias 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:

CC 106: Principles of Management (POM)

| Sessions | Topic |
|---|---|
| 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

**CC 107 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) |
|---|---|---|---|
| **I** | 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. 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) | **8** | **14** |
| **II** | 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 | **8** | **14** |
| **III** | 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 | **8** | **14** |
| **IV** | 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 | **8** | **14** |

| | | | |
|---|---|---|---|
| **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** |

**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 case studies
(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%<br>(Internal Assessment- 10 Marks) |
| **B** | Mid-Semester examination | Weightage 20 %<br>(Internal Assessment-20 Marks) |
| **C** | End –Semester Examination | Weightage 70%<br>(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, Pearson 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:**

**CC 107 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
## CC 201: 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) |
|---|---|---|---|
| I | **Cost Management and Cost Estimation**<br>Cost and Management Accounting Overview<br>Reading: Chapter 1 (PS), Chapter 1 (CT)<br>Various Cost Concepts.<br>Reading: Chapter 2 and 6 (PS), Chapter 2 (CT)<br>Cost Estimation approaches, tools and techniques<br>Reading: Chapter 5, (PS), Chapter 10 (CT)<br>Cases: Apollo Community Hospital (PS) and Rajesh Xerox and Print (PS) | 8 | 14 |
| II | **Cost allocation and Job/ batch Costing**<br>Cost Allocation, Activity Based and Target Costing<br>Reading: Chapter 5 and 19 (PS), Chapter 15 (CT)<br>Cases: Avon Company (PS) and National Bank (PS)<br>Job and Batch Costing<br>Reading: Chapter 7, (PS), Chapter 4 (CT)<br>Introduction to the concept of operating costs | 8 | 14 |
| III | **Costing Methods**<br>Operating Costing. Reading: Chapter 8 (PS) Chapter 4 (CT)<br>Cases: Tasty Bread Manufacturing (PS) Dental Practice (PS)<br>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 |
| IV | **Management Applications**<br>Marginal (Variable) Costing and Absorption Costing<br>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)<br>Decision Involving Alternative Choices and Pricing Decisions<br>Reading: Chapter 17, 18 (PS); Chapter 11, 12 (CT)<br>Cases: Ajanta House (PS), Sawasthi – Make-or-Buy (PS); Jagdamba Caterers (PS) | 8 | 14 |

| | | | |
|---|---|---|---|
| V | **Planning, Control and Decision Making**<br>Budgeting and Budgetary Control System<br>Reading: Chapter 12 (PS), Chapter 6,7 and 8 (CT).<br>Case: Angel Company (PS)<br>Standard Costing and Variance Analysis<br>Reading: Chapter 13 (PS), Chapter 7, 8, 14 (CT). Case: Priety Company (PS)<br>Contemporary Issues like Kaizen Costing, Target Costing, Life Cycle Costing, and Cost Audit and Cost Accounting Standards<br>Reading: Chapter 15, 19, and 21 (PS) | 8 | 14 |

**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) (13th 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 | 4th 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:**

## CC 201: Cost and Management Accounting (CMA)

| Sessions | Topics |
|---|---|
| 1 -2 | Cost and Management Accounting Overview |
| 3-5 | Cost Concepts |
| 6- 8 | Cost Estimation<br>Cases**:** Apollo Community Hospital (PS), Rajesh Xerox and Print (PS) |
| 9-12 | Cost Allocation, Activity Based and Target Costing<br>Cases**:** Avon Company (PS), National Bank (PS) |
| 13- 15 | Job and Batch Costing |
| 16-18 | Operating Costing<br>Cases: Tasty Bread Manufacturing (PS), Dental Practice (PS) |
| 19- 22 | Process Costing and Joint & By Product Costing<br>Cases: Lalwani Company (PS) , Lilavati Company (PS) |
| 23-24 | Marginal (Variable) Costing and Absorption Costing<br>Case: Krishna Optics (PS) |
| 25-28 | Marginal Costing and CVP Analysis<br>Case: Chain of Hotels (PS) |
| 29-31 | Decision Involving Alternative Choices and Pricing Decisions<br>Cases: Ajanta House (PS), Sawasthi – Make-or-Buy (PS); Jagdamba Caterers (PS) |
| 32-34 | Budgeting and Budgetary Control System<br>Case: Angel Company (PS) |
| 35-38 | Standard Costing and Variance Analysis<br>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**
CC202: 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) |
|---|---|---|---|
| I | **Economic Environment**<br>Concepts and significance of economic environment – at national and international level, Economic System: Lassiez 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 | 8 | 14 |
| II | **Social Environment**<br>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 | 8 | 14 |
| III | **Technological Environment**<br>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 | 8 | 14 |
| IV | **International Business Environment**<br>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 | 8 | 14 |
| V | **Natural Environment**<br>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 | 8 | 14 |

## 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 | Assignements / 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:

| Sr. No. | Author/s | Name of the Book | Publisher | Edition and Year of Publication |
|---|---|---|---|---|
| T1 | Paul, Justine | Business Environment: Text & Cases | Tata McGraw-Hill Publishing Company, | 2nd 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:

| Sr. No. | Author/s | Name of the Book | Publisher | Edition and Year of Publication |
|---|---|---|---|---|
| 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:

CC202: 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**
**CC 203- 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:

| Module No. | Modules | Sessions | Marks (20% of 70) |
|---|---|---|---|
| I | **Understanding the Meaning of Financial Management, Financial System, Financial Mathematics, and Basics of Valuation**<br>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 | 8 | 14 |
| II | **Understanding Working Capital Management as a Decision to Create Value for the Business**<br>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 | 8 | 14 |
| III | **Understanding Investment Decision and Various Steps Involved**<br>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 | 8 | 14 |

| | | | |
|---|---|---|---|
| **IV** | **Understanding Financing Decision and Various Sources of Finance**<br>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 | **8** | **14** |
| **V** | **Understanding Dividend Decision, Theory and Practice; Contemporary Issues and Projects by Students**<br>Various Models of Relevance and Irrelevance Approaches Towards Dividend Theory. | **8** | **14** |

**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 | 9th Edition or later edition, |
| T2 | Chandra, Prasanna (2008) | Financial Management – Theory and Practice | Tata McGraw-Hill Publishing Company, New Delhi | 7th Edition or later edition. |
| T3 | Van Horne & Wachowicz Jr. (2004), | Fundamentals of Financial Management | Pearson Education | 11th 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) 10th Edition |
| R3 | Brealey & Myers | Principles of Corporate Finance | Tata McGraw-Hill Publishing Company, New Delhi. | (2005) 7th Edition |
| R4 | Reddy, Sudarsana | Financial Management – Principles and Practice | Himalaya Publishing House, Mumbai | (2008) 1st Edition |
| R5 | Vishwanath, S. R. (2007) | Corporate Finance - Theory and Practice | Response Books, New Delhi | 2nd Edition |
| R6 | McMenamin, Jim | Financial Management – An Introduction | Oxford University Press, New Delhi. | (2000) 1st Edition |
| R7 | Sinha, P.K | Financial Management | Excel Books | 1st Edition |
| R8 | Bhat, S. | Financial Management | Excel Books | (2007) 2nd 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:**

**CC 203- Financial Management (FM)**

| Sessions | Topics |
|---|---|
| 1-2 | Financial Management; Definition, Scope, Goal, Function, Agency Theory<br>Case: It Makes or Breaks (Will be Provided)<br>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<br>Expected **:** Discussing and Solving of Numerical Examples |
| 6,7,8 | Valuation of Bonds and Shares<br>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<br>Expected : Discussing and Solving of Numerical Examples |
| 12-13 | Components of Working Capital; Cash Management and Tools of Managing Cash.<br>Case: Bright Paints Limited, pp 656 of IMP<br>Expected : Discussing and Solving Numerical Examples |
| 14 | Components of Working Capital; Receivables Management<br>Case: Relax Pharmaceutical Limited, pp 623 of IMP<br>Expected **:** Discussing and Solving of Numerical Examples |
| 15 | Components of Working Capital; Inventory Management<br>Expected **:** Discussing and Solving of Numerical examples |
| 16 | Sources of Working Capital Finance; Regulation of Bank Finance, Committees, Maximum Permissible Bank Finance<br>Case: Reliable Texamill Limited, pp 597 of IMP |
| 17-19 | Investment Decision; Introduction and Techniques of Investment Selection, DCF and non DCF methods<br>Expected : Discussing and Solving Numerical Examples |
| 20-21 | Cost of Capital<br>Read: Chapter 9 of IMP<br>Expected **:** Discussing and Solving of Numerical Examples |
| 22-24 | Estimation of Cash Flows<br>Case: Hind Petrochemicals Company, pp 227 of IMP<br>Expected **:** Discussing and Solving of Numerical Examples |
| 25-27 | Concepts of Leverage, Operating and Financial Leverages, Risk Return Analysis<br>Expected : Discussing and Solving of Numerical Examples<br>Case**:** Central Equipment Company, pp310-312of IMP |
| 28-30 | Capital Structure Theories Relevance and Irrelevance of Capital Structure, and |

| | |
|---|---|
| | Arbitraging.<br>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.<br>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**
**CC 204 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) |
|---|---|---|---|
| I | **Strategic role of HRM and subsystems:**<br>Introduction to Human Resource Management<br>The Strategic Role of Human Resources Management.<br>Job Analysis.<br>HR Planning and Recruiting<br>Employees Testing and Selection | **8** | **14** |
| II | **HR subsystems – II**<br>Interviewing Candidates<br>Training and Developing Employees<br>Performance Management and Appraisal<br>Managing Career and Fair Treatment | **8** | **14** |
| III | **HR subsystems – III**<br>Establishing Strategic Pay Plans<br>Pay for Performance and Financial incentives<br>Managing Global Human resources<br>Managing Strategic Organizational Renewal | **8** | **14** |
| IV | **Industrial Relations**<br>Industrial Relations – Definitions and Main Aspects<br>Trade Union Legislations, Methods of settling Industrial Disputes, Collective Bargaining, Legislations Concerning Settlement of Industrial Disputes | **8** | **14** |
| V | **Labour Legislations**<br>Factories Act, International Labor Organization<br>Labor Management Cooperation/Workers' Participation in Management, Payment of Wage Legislation<br>Minimum Wage Legislation, Equal Remuneration Legislation | **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.
(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%<br>(Internal Assessment- 10 Marks) |
| B | Mid-Semester examination | Weightage 20 %<br>(Internal Assessment-20 Marks) |
| C | End –Semester Examination | Weightage 70%<br>(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:**

**CC 204 Human Resource Management (HRM)**

| Session No. | Topics |
|---|---|
| 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**
**CC 205: 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) |
|---|---|---|---|
| I | **Understanding Marketing Management and Marketing Environment**<br>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.<br>Feedback and review / case analysis. | 8 | 14 |
| II | **Developing Insights about Marketing Problems and Consumer Behaviour**<br>Identifying and solving marketing problems, Qualitative and quantitative research, Marketing research system & process. Demand measurement and forecasting. Creating customer value and satisfaction; Factors influencing consumer behaviour and buying process. Organizational buying.<br>Feed back and review/ Case analysis. | 8 | 14 |
| III | **Identifying Market Segments, Dealing with Competition and Creating Brand Equity**<br>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.<br>Feedback and review/ Case analysis. | 8 | 14 |

| | | | |
|---|---|---|---|
| **IV** | **Product Strategies, Service quality and Pricing**<br>Product classification, Product differentiation, Product –brand relationship; New product development and Managing the development process.<br>Offering a service product and managing the service quality.<br>Developing Pricing Strategies and Programs.<br>Feedback and review/ Case analysis. | 8 | 14 |
| **V** | **Distribution and Integrated Marketing Communication**<br>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.<br>Managing Personal Communications: Direct and Interactive Marketing, word of Mouth, and Personal Selling.<br>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 | Fundamental of marketing, | McGraw Hill Inc. N. York | Latest Edition |
| T3 | Ramaswami & Namakumari | Marketing Management: Indian context | Macmillan (India) Limited, New Delhi. | First Indian Print 2004 ( or later) |

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

| Sr. No. | Author/s | Name of the Book | Publisher | Edition and Year of Publication |
|---|---|---|---|---|
| R1 | Tapan Panda | Marketing Management | Excel Books | Latest Edition |
| R2 | Arun Kumar, N. Meenakshi | Marketing Management, | Vikas Publishing House N. Delhi | Latest Edition |
| R3 | Rajan Saxena | Marketing Strategies, | Tata-McGraw Hill Publishing Company, New Delhi. | Latest Edition |
| R4 | Panwar J. S., | Marketing in the new Era | SAGE | Latest Edition |
| R5 | Khurana & Ravichandran | Strategic Marketing Management, | Global Business Press, N Delhi. | Latest Edition |
| R6 | Mazumdar Ramanuj, | Marketing Strategies, | 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:**

**CC 205: Marketing Management (MM)**

| Session | Topic |
|---|---|
| 1 | Nature, scope and basics of Marketing |
| 2 | Company orientation toward the market place<br>(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 5th 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<br>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<br>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**
**CC 206 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.<br>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.<br>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.<br>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%<br>(Internal Assessment- 10 Marks) |
| B | Mid-Semester examination | Weightage 20 %<br>(Internal Assessment-20 Marks) |
| C | End –Semester Examination | Weightage 70%<br>(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 | 11th edition |
| T2 | Russell, Roberta S. and Taylor, Bernard W | Operations Management Along the Supply Chain, | John Wiley and Sons (Wiley India) | 6th Edition |
| T3 | Kachru Upendra | Production and Operations Management | Excel Books. | 1st Edition |
| T4 | Kanishka Bedi | Production and Operation Management | Oxford University Press | 2nd 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) | 8th edition |
| R2 | Heizer, Jay and Render, Barry | Operations Management | Pearson Education | 8th 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 | Cenagage 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:**

**CC 206 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**
**CC 207- 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 | **Introduction to Business Research and Research Design**<br>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.<br>Sources of secondary data.<br>Feedback and review / case analysis. | 8 | 14 |
| II. | **Measurement and Scaling, Data Source and Data Collection**<br>Field research; primary data collection from observations, surveys and experimentation. Measurement and scaling; commonly used scales in business research, reliability and validity of scales.<br>Designing instrument for data collection; testing the instrument, data collection process. Sampling methods and procedures and sample size decisions.<br>Feed back and review/ Case analysis. | 8 | 14 |
| III. | **Data Analysis and Presentation**<br>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.<br>Feedback and review/ Case analysis. | 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. Transhipment 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 | 8th Edition or Later edition |
| T3 | D. K. Bhattacharyya | Research Methodology | Excel Books | 2nd Edition |
| T4 | Vohra N. D. | Quantitative Techniques in Management | Tata McGraw Hill . | 3rd or Higher Edition |

**4. Reference Books:**

| Sr. No. | Author/s | Name of the Book | Publisher | Edition and Year of Publication |
|---|---|---|---|---|
| R1 | Zikmund Willium | Business Research | Thompson | (2003) 8th edition |

| | | | | |
|---|---|---|---|---|
| | | Methods, | Learning | |
| R2 | Bryman Alan | Business Research Methods | Oxford University Press | (2006) 8th edition |
| R3 | Panneerselvam R, | Research Methods for Business | John Wiley & Sons | (2004) 4th 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 | 2nd 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 | 3rd 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:**

**CC 207- 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.<br>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 | Transhipment 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.