SYLLABUS

MBA
(Regular 2 Years Semester System Program)

Biju Patnaik University of Technology, Orissa
Rourkela
# COURSE STRUCTURE – MBA (SEMESTER SYSTEM)

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Subject</th>
<th>Credit</th>
<th>Hours</th>
<th>Full Mark</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Semester: 1</strong></td>
<td></td>
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<tr>
<td>MBA-101</td>
<td>Organization Structure &amp; Management</td>
<td>4</td>
<td>45</td>
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<tr>
<td>MBA-102</td>
<td>Organizational Behaviour</td>
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<td>MBA-103</td>
<td>Managerial Economics</td>
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<td>MBA-104</td>
<td>Quantitative Techniques</td>
<td>4</td>
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<td>MBA-105</td>
<td>Basic Financial Accounting</td>
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<td>MBA-106</td>
<td>IT for Managers</td>
<td>3</td>
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<td>MBA-107</td>
<td>Communicative English</td>
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<td>MBA-108</td>
<td>Communicative English (Lab)</td>
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<td>MBA-109</td>
<td>IT Lab</td>
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<td><strong>Semester: 2</strong></td>
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<td>MBA-201</td>
<td>Marketing Management</td>
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<td>MBA-202</td>
<td>Financial Management</td>
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<td>MBA-203</td>
<td>Human Resource Management</td>
<td>4</td>
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<tr>
<td>MBA-204</td>
<td>Production and Operation Management</td>
<td>4</td>
<td>45</td>
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<tr>
<td>MBA-205</td>
<td>Research Methodology &amp; SPSS</td>
<td>3</td>
<td>35</td>
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<tr>
<td>MBA-206</td>
<td>Business Environment &amp; Sustainable Devt.</td>
<td>3</td>
<td>35</td>
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<tr>
<td>MBA-207</td>
<td>MIS &amp; ERP</td>
<td>3</td>
<td>35</td>
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<tr>
<td>MBA-208</td>
<td>Business Communication</td>
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<td>MBA-209</td>
<td>Business Communication (Lab)</td>
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<td>MIS &amp; ERP (Lab)</td>
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<td>MBA-211</td>
<td>Research Methods &amp; SPSS (Lab)</td>
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### Semester: 3

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<tr>
<td>MBA-301</td>
<td>Cost and Management Accounting</td>
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<tr>
<td>MBA-302</td>
<td>Banking &amp; Insurance Management</td>
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<tr>
<td>MBA-303</td>
<td>Business &amp; Corporate Law</td>
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<td>Entrepreneurship &amp; Management of SME</td>
<td>3</td>
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<td>MBA-305</td>
<td>Elective-I</td>
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<td>MBA-306</td>
<td>Elective-II</td>
<td>4</td>
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<td>MBA-307</td>
<td>Elective-III</td>
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<td>MBA-308</td>
<td>Elective-IV</td>
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<td>MBA-309</td>
<td>Summer Project Presentation &amp; Viva</td>
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<tr>
<td>MBA-401</td>
<td>Business Ethics &amp; Corporate Governance</td>
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<td>MBA-402</td>
<td>Strategic Management</td>
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<td>MBA-403</td>
<td>Elective-V</td>
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<td>Elective-VI</td>
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<td>MBA-405</td>
<td>Elective-VII</td>
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<td>MBA-406</td>
<td>Elective-VIII</td>
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<td>MBA-407</td>
<td>Comprehensive Viva</td>
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**TOTAL** 123 1340 3350

### ELECTIVES

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<thead>
<tr>
<th>Semester</th>
<th>Elective-I (Choose one paper from the following)</th>
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<tbody>
<tr>
<td>3rd</td>
<td>MBA-305A  Consumer Behaviour</td>
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<td>Semester</td>
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<tr>
<td>3rd</td>
<td>MBA-305B</td>
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<td>MBA-305C</td>
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<td>MBA-305D</td>
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<td>MBA-305E</td>
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<tr>
<td>3rd</td>
<td><strong>Elective-II</strong> (Choose one paper from the following)</td>
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<td>MBA-306A</td>
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<td>MBA-306C</td>
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<td>MBA-306D</td>
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<tr>
<td></td>
<td>MBA-306E</td>
</tr>
<tr>
<td>3rd</td>
<td><strong>Elective-III</strong> (Choose one paper from the following)</td>
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<tr>
<td></td>
<td>MBA-307A</td>
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<td>MBA-307B</td>
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<td>MBA-307C</td>
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<td>MBA-307D</td>
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<td></td>
<td>MBA-307E</td>
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<tr>
<td>3rd</td>
<td><strong>Elective-IV</strong> (Choose one paper from the following)</td>
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<td>MBA-308A</td>
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<td>MBA-308C</td>
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<td>MBA-308D</td>
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<td>MBA-308E</td>
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<tr>
<td>4th</td>
<td><strong>Elective-V</strong> (Choose one paper from the following)</td>
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<tr>
<td></td>
<td>MBA-403A</td>
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<td></td>
<td>MBA-403B</td>
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<tr>
<td></td>
<td>MBA-403C</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Name</td>
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<td>-------------</td>
<td>-------------------------------------------------</td>
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<tr>
<td>MBA-403D</td>
<td>System Analysis &amp; Design</td>
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<tr>
<td>MBA-403E</td>
<td>Materials Management</td>
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<tr>
<td><strong>4th Semester</strong></td>
<td><strong>Elective-VI (Choose one paper from the following)</strong></td>
</tr>
<tr>
<td>MBA-404A</td>
<td>Retail Management</td>
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<tr>
<td>MBA-404B</td>
<td>Strategic Financial Management</td>
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<tr>
<td>MBA-404C</td>
<td>Organizational Change and Development</td>
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<tr>
<td>MBA-404D</td>
<td>Data Base Management</td>
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<tr>
<td>MBA-404E</td>
<td>Supply Chain Management</td>
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<tr>
<td><strong>4th Semester</strong></td>
<td><strong>Elective-VII (Choose one paper from the following)</strong></td>
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<tr>
<td>MBA-405A</td>
<td>Rural and Agricultural Marketing</td>
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<tr>
<td>MBA-405B</td>
<td>International Financial Management</td>
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<tr>
<td>MBA-405C</td>
<td>Industrial Relations</td>
</tr>
<tr>
<td>MBA-405D</td>
<td>Information Security And Cyber Law</td>
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<tr>
<td>MBA-405E</td>
<td>Service Operations Management</td>
</tr>
<tr>
<td><strong>4th Semester</strong></td>
<td><strong>Elective-VIII (Choose one paper from the following)</strong></td>
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<tr>
<td>MBA-406A</td>
<td>International Marketing</td>
</tr>
<tr>
<td>MBA-406B</td>
<td>Financial Institutes &amp; Financial Markets</td>
</tr>
<tr>
<td>MBA-406C</td>
<td>Cross Cultural &amp; Global HRM</td>
</tr>
<tr>
<td>MBA-406D</td>
<td>Object Oriented Program with Java</td>
</tr>
<tr>
<td>MBA-406E</td>
<td>Management of Physical Assets</td>
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</table>
Area specialization Matrix:

There shall be 5 functional management areas in the 3rd and 4th semester as specializations as under:

<table>
<thead>
<tr>
<th></th>
<th>Marketing</th>
<th>Finance</th>
<th>HR</th>
<th>IT</th>
<th>Operations</th>
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<tr>
<td><strong>3rd Sem</strong></td>
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<td>Elective-II</td>
<td>Sales &amp; Distribution Management</td>
<td>Financial Services</td>
<td>Compensation Management</td>
<td>E-Business</td>
<td>Total Quality Management</td>
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<td><strong>4th Sem</strong></td>
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<tr>
<td>Elective-V</td>
<td>Integrated Marketing Communication</td>
<td>Derivatives and Risk Management</td>
<td>Employment Legislations</td>
<td>System Analysis &amp; Design</td>
<td>Materials Management</td>
</tr>
<tr>
<td>Elective-VI</td>
<td>Retail Management</td>
<td>Strategic Financial Management</td>
<td>Organizational Change and Development</td>
<td>Data Base Management</td>
<td>Supply Chain Management</td>
</tr>
<tr>
<td>Elective-VIII</td>
<td>International Marketing</td>
<td>Financial Institutes &amp; Financial Markets</td>
<td>Cross Cultural &amp; Global HRM</td>
<td>Object Oriented Program with Java</td>
<td>Management of Physical Assets</td>
</tr>
</tbody>
</table>
Choice of Electives:

All the students have to choose \textit{eight elective papers} in both the semesters in 2\textsuperscript{nd} year. Detail modality of choices and award of specialization for such options are as stated below:

\textbf{OPTION-I (Dual Specialization)}

i. A student can select any one combination comprising two streams of functional management areas as follows:

- Finance and Marketing;
- Finance and HR;
- Finance and IT;
- Finance and Operation;
- Marketing and HR;
- Marketing and IT;
- Marketing and Operation
- HR and IT
- HR and Operation.
- Operation and IT

ii. Now, he / she may choose 4(four) papers each from these two streams out of 8 (eight) papers offered in both the semesters in each such functional management area.

For Example,

Suppose a candidate opts for the combination of Finance and Marketing, he may take 4 papers from Finance and 4 papers from Marketing which may spread over both the 3\textsuperscript{rd} and 4\textsuperscript{th} semesters in 2\textsuperscript{nd} year.

Under this situation, he/she shall be said to have opted for dual specializations. After successful completion of the course, he shall be considered pass with dual specializations. The grade sheet shall reflect the same.

\textbf{OPTION-II (Single Specialization)}

A student may opt for only one stream of functional management as specialization. In this case he has to select at least four papers from that particular stream of functional management and rest papers from other areas of functional Managements. Under such situation, he is said to have opted for single specialization. The grade sheet shall reflect only one specialization.
The college authority shall notify the combinations at the start of the 3rd semester that would be made available to students considering their own resources and facilities. Each and every student has to register the stream of functional management area(s) and papers he/she would like to opt at the start of the academic session.

**Important Note:** If minimum 10 students opt for a particular elective paper in 3rd and 4th semester at the college level, then it may be offered in the college and students may be allowed for registration of the same.

The teaching methodology in core and elective papers should emphasize on case study approach wherever appropriate with cases being of recent origin. The students should note that the case analysis would be a compulsory question in the end term examination of each paper.
1st Year MBA
1st Semester

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

Module - I : Management and Nature of Organization

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

Module - II : Planning and Decision Making

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

Module - III : Organizing:


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

Case analysis compulsory

Recommended Books:

5. Business Structure and Processes, Appanaiha et all, HPH.
6. Essentials of Management, Koonzt and Weihrich, TMH
8. Principles of Management, Gupta, PHI
Module - I :
Organizational behavior:
Introduction, goals, elements, scope and historical development of Organizational Behaviour, fundamental concepts, contributing disciplines to OB, Models of OB, social systems and organizational culture, international dimensions of organizational behaviour, limitations of Organizational behaviour, the future of OB

Module - II :
Individual behaviours: Introduction, foundation of individual behavior:
Personality: determinants, personality traits, types, from concepts to skills, theories, instruments to measure personality, personality attributes influencing OB.
Perception: factors influencing perception, theories, perceptual errors.
Emotions: types of emotions, determinants, emotional labour, emotional intelligence.
Attitudes: sources of attitudes, types of attitudes, cognitive dissonance theory, from concepts to skills, changing attitudes, work related attitudes.
Values: importance of values, sources of our value systems, ~types of values, loyalty and ethical behavior.
Learning: theories of learning - some specific organizational applications.
Theories of Motivation.

Module - III :
Behaviour in the organization: Introduction, Issues between organizations and individuals.
Interpersonal behaviour: Conflict in Organizations: nature of conflict, levels of conflict, conflict management styles.
Group dynamics: types of groups, meetings, teamwork, stages of group formation.
Employee stress: forms, causes, implications, approaches to stress management.

Case analysis compulsory

Recommended Books:
1. Organizational Behaviour, K. Awathappa, HPH.
2. Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.
3. Organizational Behaviour, VSP Rao, Excel
4. Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.
5. Understanding Organizational Behaviour, Parek, Oxford
6. Organizational Behaviour, Hitt, Miller, Colella, Wiley
7. Behaviour in Organizations, Greenberg, Baron, PHI
8. Organizational Behaviour, M Parikh, R Gupta-TMH
9. Cases in Organizational Behaviour & HRM, Saiyadain-Sodhi-Joshi, TMH
10. Organizational Behavior, Khanka, S.Chand
11. Organisational Behaviour, Gupta, Joshi, Kalyani
MBA-103: MANAGERIAL ECONOMICS

Module - I: Introduction & Demand and Production Analysis:
Introduction to Managerial Economics, Use of Economic models in Decision making, Specifications of the model, Demand Analysis for decision making, Demand Schedule and demand function, Elasticity of Demand, Demand forecasting, Production Analysis, production Function, One Variable input Production function and two variable Input production function. (Simple numerical problems be solved)

Module - II: Cost & Pricing Analysis

Module - III: Macro Economic Analysis of Managerial Decisions

CASE ANALYSIS COMPULSORY

Recommended Books:
3. Managerial Economics, Theory & Applications, D.M. Mithani, HPH.
7. Managerial Economics, D.N. Dwivedi, Vikas.
8. Managerial Economics, PLMehta, Sultan Chand and Sons
MBA-104: QUANTITATIVE TECHNIQUES

Module - I

Module - II
Introduction to Assignment problems, Hungarian method to solve assignment problems, Unbalanced assignment problems, Constrained assignment problems. Introduction to sequencing problem, Solution to sequencing problems, Gantt chart, Johnson’s rule. Introduction to replacement theory, Replacement policy for equipments which deteriorates gradually and fail suddenly. Introduction to game theory, Game models, Two persons zero sum games and their solution, solution of 2Xn and mX2 games by graphical approach, Solution of mXn games.

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

CASE ANALYSIS COMPULSORY

Recommended Books:
1. Quantitative Techniques in Management, Vohra - TMH
3. Quantitative Techniques for Managerial Decisions, J.K.Sharma, McMillan
4. Quantitative Techniques, K.S.Bhatt, HPH
5. An Introduction to Management Science, Anderson, Sweeney, Williams- Cengage
MBA-105: BASIC FINANCIAL ACCOUNTING

Module - I: ACCOUNTING


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

Depreciation Fixed Asset Accounting, Inventory valuation.

Students should learn application of Tally package.

Module - II: CORPORATE ACCOUNTING


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

Module - III: FINANCIAL PERFORMANCE MEASUREMENT


CASE ANALYSIS COMPULSORY FOR EACH MODULE.

Recommended Books:
1. Financial Accounting for Management, Ambrish Gupta, Pearson
2. Financial Accounting for Management, D Khatri, TMH
3. Accounting for Management, M.N.Arora, HPH
4. Financial and Management Accounting, Satpathy/Sahoo, Vrinda
8. A New Approach to Financial Accounting, Bal/Sahu/Das, S. Chand
9. Financial Accounting, Jain/Narang/Agarwal, Kalyani
11. A Text Book of Accounting for Management, Maheswari, Vikas
MBA-106: IT FOR MANAGERS

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


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

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

**Recommended Books:**
1. Information Technology for Managers, Sudalaimuthu & Hariharan, HPH
2. Understanding Computers Today & Tomorrow, D.Monley & CS Parker, Cengage/Thomson
3. Introduction to Computer Science, ITL Education Solutions Ltd, Pearson
4. Information Technology, Dr Sushila Madan, Taxmann
MBA-107: COMMUNICATIVE ENGLISH

Module - I  Basics of Communication
1.1 Communication elements and process
1.2 Need of Communication Skills for Managers
1.3 Channels, forms and dimensions of communication
1.3 Verbal and non-verbal communication
1.4 Barriers to communication and how to overcome the barriers
1.5 Principles of effective communication
   7 C’s of Communication
   Clarity, Completeness, Coherence Conciseness, Credibility, Correctness, Continuity
1.6 Avoidance of Ambiguity, Jargon, Cliches

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

Module - III:  Review of English Grammar
3.1 English verbs
3.2 Tense and time& Aspect
3.3 Modals
3.4 Voice
3.5 Negation
3.6 Interrogation; reported and tag questions
3.7 Preposition
3.8 Conditionals
3.9 Phrasal verbs
3.10 Parallel structure
3.11 one word substitutes and proverbs
3.12 Modifiers
**Recommended Books:**

1. An introduction to Professional English and Soft Skills: Das et al, BPUT Text Book. CUP.
2. Communicative English, Rai & Rai, HPH
4. A University Grammer of English, Quirk et al, Pearson
5. Foundations of Business Communication, Dona J. Young, TMH
6. Communicative Skills, Leena Sen, PHI
7. Oxford Writing & Speaking English- Sealy – OUP
8. Communicative English, Mohapatra, Dash, Kalyani
MBA-108: COMMUNICATIVE ENGLISH SKILLS – LAB

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

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

Module - II
Phonemic transcription using IPA symbols.

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

Listening exercises

i. listening with a focus on pronunciation (ear-training) : segmental sounds, stress, weak forms, intonation, listening the dictations

ii. listening for meaning (oral comprehension) : listening to talks, lectures, conversations, discussions, jokes, riddles etc.

Speaking exercises

i. pronunciation practice (for accent neutralization), particularly of problem sounds, in isolated words as well as sentences

ii. practicing word stress, rhythm in sentences, weak forms, intonation, common everyday Expressions, meeting, greeting, taking leave, intervening, requesting, refusing...etc

iii. reading aloud of dialogues, poems, excerpts from plays, speeches etc. for practice in pronunciation

iv. speaking briefly on topics of interest ; taking part in debates and group discussions

Reading exercises

Reading and comprehension of the texts supported by suitable exercises

Use of Dictionary,

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

Writing exercises

Practice in writing paragraphs, short essays and summaries, idea building, creative writing

Module III

Developing correctness in speech as well as writing

Practice exercises on the common grammatical errors,
Remedial measures to focus on correct use of English verbs, Tense, Aspect, Voice, Negation, Interrogation, Phrasal verbs, parallel structure, one word substitutes, proverbial expressions and Modifiers, prepositions, modal exercises & conditionals

**Lab Tests:**
1st Lab test 15 marks. (Listening, Speaking)
2nd Lab test 15 marks. (Reading and Writing)
3rd Lab test 20 marks (Verbal and Non verbal communication ability). The faculty concerned shall assign caselets related to communication in the business world to the students who shall make analysis of the same and present in the classroom. This may be given as an individual or group assignment.

**MBA-109: IT Lab**

1. Introduction to OS and Office Software.
   Additional features of
   a. Windows XP
   b. Windows-7
   c. Server 2003
   d. Windows 8 Server

2. Internet Basics, Types of Connection, Internet Protocol, IP Address, Connectivity to Internet, WI-Fi Connectivity.
3. Google Search Tricks and Techniques
4. Working with Google Services: Docs, Spreadsheet, presenter, sites, etc.

5. Introduction to Oracle or MySQL.

   a. Create, Alter, Drop, Truncate, View commands.
   b. Insert, Select, Update, Delete commands.

7. UNIX / LINUX structure, UNIX/LINUX commands
   Common commands, Practice Session (MKDir, CD, PWD, LS, MAN, CP, MV, RM, Delete, RMdir, Cat)

8. Working with Gnome: editor (gedit), file explorer (nautilas), working with office applications (openoffice).
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MBA-201: MARKETING MANAGEMENT

Module - I
Price: Objective of pricing, Pricing policies, Pricing methods.
Promotion: Advertising, Sales promotion, Personal selling, Public relation, Publicity and propaganda.
Place: Marketing channels, vertical and horizontal integration, Channel conflict management, Distribution system and Logistic Management.

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

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

CASE ANALYSIS COMPULSORY

Recommended Books:
1. Marketing Management, Kotler, Keler, Koshi, Jha, Pearson
2. Marketing Management, Ramaswamy, Namakumar, McMillan
3. Marketing, Etzel/Walker/Standtom/Pandit, TMH
4. Marketing Management, Karunakaran, HPH
5. Marketing Management, Evans/Berman, Cengage
6. Marketing Management, Govind Rajan, PHI
7. Marketing Management- Text & Cases, Kazmi, Excel
8. Marketing Management Text & Cases, Lal, TMH
MBA-202: FINANCIAL MANAGEMENT

Module - I
Time value of Money; Compounding and Discounting. Risk and Return – Risk & Return, Measurement of Risk
Sources of Finance: (Short Term and Long Term)

Module - II
Investment decisions: Capital Budgeting- Investment evaluation techniques; Estimation of cash flow for new project, replacement projects, Risks in capital budgeting, Sensitivity Analysis, Decision Tree Analysis.
Cost of Capital: Factors affecting cost of capital, Retained Earnings, WACC.
Capital structure decisions: Theories of Capital Structure, Designing Capital Structure,
Leverages: Determination of operating leverage, financial leverage and total leverage, Leverage and Financial Distress
Dividend policy: Relevance and Irrelevance Theories of Dividend, Factors affecting the dividend policy, Alternative Forms of Dividend.

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

CASE ANALYSIS COMPULSORY

Recommended Books:
1. Financial Management, I.M. Pandey, Vikas
2. Financial Management, Kapil, Pearson
4. Financial Management, Prasanna Chandra, TMH
5. Financial Management, Reddy, HPH
8. Financial Management, Tulsian, S. Chand
9. Financial Management, Rustagi, Taxman
MBA-203: HUMAN RESOURCE MANAGEMENT

Module - I

Module - II

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

Recommended Books:
4. HRM Text & Cases, Aswathappa, TMH
5. HRM, Snell, Bohlander, Vohra; Cengage
6. Managing Human Resources, Gomez, Balkin, Cardy, PHI
8. Human Resource Management, Khanka, S.Chand
9. HRM- a case study approach, Muller Camen, Jaico
MBA-204: PRODUCTION AND OPERATIONS MANAGEMENT

Module - I  Overview of Production & Operations Management, Work Study

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

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

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

Recommended Books:
1. Operations Management, Mahadevan, Pearson
3. Production & Operations Management, Bedi, Oxford
4. Production & Operations Management, S.N. Chary, TMH
5. Operations Management, Krajewski, Rizman, Malhotra, Pearson
6. Operations Management for competitive Advantage, Chase, Jacob, Aquilan, Agrawal, TMH
7. Production & Operations Management, Panneer Selvam, PHI
MBA-205: RESEARCH METHODOLOGY & SPSS

Module - I:

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

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

CASE ANALYSIS COMPULSORY

Recommended Books:
1. Business Research Methods, Cooper, Schindler, TMH
2. Research Methodology, C.R. Kothari, Newage Publication
3. Research Methodology for Management with SPSS, Majhi & Khatua, HPH
4. Management Research Methodology, Krishnaswamy, Sirakumar, Pearson
5. Research Methodology, Zeikmund, Cengage
6. Research Methodology, Paneer Selvam, PHI
7. Research Methodology, Prasanta Sarangi, Taxmann
8. A Text Book of Research Methodology, AKPC Swain, Kalyani
9. Research Methodology, Das, Vrinda
MBA-206: BUSINESS ENVIRONMENT & SUSTAINABLE DEVELOPMENT

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

Module - II: Business and Govt.-Indian Perspective
Economic roles of the state and govt., Economic planning in India, Export import policy and trade liberalization, Industrial policy resolution in India, Indian economic policies, Exim policy, disinvestment policy, taxation policy.

Module - III: Managing Environmental issues and Sustainable Development

Case analysis compulsory

Recommended Books:
1. Business Environment for Sustainable Development, Francis Cherunilam, HPH
2. Economic Environment of Business, H.L. Ahuja, S. Chand
5. Business Environment, Vivek Mittal, Excel
6. Business and Society, Lawrence and Weber, TMH
MBA-207: MIS & ERP

Module - I: Role of MIS in Organizations

Module - II: System Analysis and Development Methodologies

Module - III: Enterprise Systems

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

Recommended Books:
3. Management Information System, Effy Oz, Cengage
4. ERP, Leon Alexis, TMH
5. MIS – In Knowledge Economy - Joseph & Mohapatra – PHI
6. ERP – Concept and practices – Garg and Krishna - PHI
7. Management Information System- James O Brian- TMH
MBA-208: BUSINESS COMMUNICATION

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

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

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

Recommended Books:
3. Business Communication, Viswanathan, HPH
4. Business Communication for Managers, Penrose, Rasberry Myers, Cengage
5. Developing Soft Skills, Cornerstone, Pearson
6. Skills Development for Business & Management students, Oxford
7. Effective Technical Communication, Rizvi, TMH
8. Case Studies for Organisational Communication, Keytone, Jaico
MBA-209: BUSINESS COMMUNICATION LAB

Module - I
Case studies highlighting cross cultural issues
Negotiation Skills practice through role plays in different situations
Extempore
Delivering Oral Presentations

Module - II
Practice should be provided in functional writing by using samples. The principles of ‘Process Writing’ should be used to teach writing skills. The focus should mainly be on:
- The development of coherent paragraphs
- Precis writing
- Writing Business letters
- Writing memos, circulars, notices and emails,
- Writing Business reports and business proposals
- Preparing agenda and minutes for meetings through mock meetings

Module - III
Practice should be provided through:
- Activities designed to highlight leadership and team skills,
- Group Discussions
- Group presentations
- Oral case analysis in small groups
- Mock interviews
- Telephone etiquettes practice

Lab Tests:
1st Lab test 15 marks.
2nd Lab test 15 marks.
3rd Lab Test 20 marks.
(The 1st and 2nd Lab test and will be based on the practice provided during Lab sessions during the semester. There will be no testing of theoretical knowledge.)
The 3rd Lab test will test the soft skills along with the language skills. Students are required to prepare presentations with a set of slides (text/visual) on topics (preferably of a non-technical nature) chosen by them with the approval of the concerned faculty member. Each student will deliver one presentation to the class and the topic chosen for the purpose should not be repeated by others. Other faculty members of the college may also be invited to form a panel.
The presentations will be evaluated on the basis of the following criteria:

Format for preparation of slides
Content focus: Innovative idea
Power of visuals
Extent of persuasiveness, structure, economy, distribution-visual/verbal
Language focus: Pronunciation
  Grammar
  Choice of words and sentence structure
Presenter focus: Involvement
  Rapport with audience
  Body language
  Paralanguage
  Handling the question answer session

**MBA-210: MIS & ERP (LAB)**

**MS Project:**

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

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


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

**ERP: Open Source Software**

**Recommended Books**
1. Microsoft Office Project 2007, Marmel, Wiley
MBA 211: Research Methodology & SPSS (Lab)

Assignment-1: Learning the Basics of SPSS.
Assignment-2: Looking at Frequency Distributions and Descriptive Statistics.
Assignment-3: Presenting Data in Graphic Form.
Assignment-4: Testing Research Hypotheses for Two Independent Samples.
Assignment-5: Testing Research Hypotheses about Two Related Sampled.
Assignment-6: Comparing Independent Samples with One-way ANOVA.
Assignment-7: comparing related Samples with One-way ANOVA.
Assignment-8: Measuring the Simple Relationship between Two Variables.
Assignment-9: Describing the Linear Relationship between Two Variables.
Assignment-10: Assessing the Association between Two Categorical Variables.
Assignment-11: Entering Data using Programs other than SPSS.

Recommended Books:

1. Ready, Set, GO! A Student Guide to SPSS, Thomas Pavkov, Kent Pierce, TMH.
2. SPSS for Windows step by step, George & Mallery, Pearson
3. Data Analysis with SPSS, Carver and Nash, Cengage.
2nd Year

3rd Semester Core Papers

MBA-301  Cost & Management Accounting
MBA-302  Banking & Insurance Management
MBA-303  Business Corporate Law
MBA-304  Entrepreneurship & Management of SME
MBA-301: COST AND MANAGEMENT ACCOUNTING

Module - I : Introduction to Cost Accounting
Introduction, Terminology (Cost, costing, cost unit, cost centre, profit centre, cost object), Objectives of Cost Accounting, Cost Accounting Vs Financial Accounting, Necessity for Cost Accounting, Methods of costing & types of costing, Classification of costs (by nature, by activities, by behaviour, by time, in relation to managerial decision making), Preparation of cost sheet, Job costing, Contract Costing, Process Costing, Joint products and by-products, Reconciliation of cost and financial accounts.

Module - II : Management Accounting
Definition, Scope and functions of Management Accounting and difference between Management Accounting and Financial Accounting, Break-even and Cost-volume-profit analysis, Marginal costing and practical application (In situations like key factor analysis, optimizing product mix, make or buy decision, discontinuance and diversification of products, accept or reject special offer, close down of operations).

Module - III : Budgetary Control & Standard Costing
Budgeting process, Preparation of Sales or Revenue budget & other budgets, Flexible budgeting, Master Budget, Efficiency Ratio, Activity Ratio, Capacity Ratio, Standard Costing – Objectives, Variance analysis – Interpretation of variances, Decisions under risk and uncertainty, Cost control and cost reduction.

CASE ANALYSIS COMPULSORY

Recommended Books:
1. Cost and Management Accounting, M. Hanif, TMH
3. Management Accounting, Shah, Oxford
4. Cost Accounting Ravi M Kishore, Taxmann
5. Cost Accounting, Jawaharlal & Srivastava, TMH
6. Management & Cost Accounting, Drury, Cengage
MBA-302: BANKING AND INSURANCE MANAGEMENT

Module - I  Overview of Banking
Evolution of Banking, Banking in India, Types of Banks, Roles of Banks (viz. Intermediation, Payment system, Financial services), Banking Regulations, BASEL Norms, Banking Products – Fee based and fund based.

Micro credit-size of loan, target user, utilization of loan product, terms and conditions: Micro savings-Life cycle needs, personal emergencies, disasters, investment opportunities, Micro finance credit-lending model-community banking model, cooperative model, SHG model, Gramin joint liability group model, village banking model.

Module - II  Basics of Insurance:
Micro insurance-risk faced by the poor, defining micro insurance, enabling environment for micro insurance in the Indian context, demand and supply of micro insurance, Delivery mechanism-micro insurance models-partner-agent model, Full service model, Community based model, provider model. Linking micro credit with micro insurance, IRDA regulations on micro insurance.

Module - III  Management Techniques & Process:

Case discussion and analysis compulsory

Recommended Books:

1. Banking Theory, Law & Practice, Gordon Natraj, HPH
4. Risk Management & Insurance, Trieschmann, Hoyt, Sommer, Cengage
5. Banking and Insurance, Mohapatra and Acharya, Pearson
MBA-303: BUSINESS & CORPORATE LAW

Module - I  Law of Contract:


Module - II  Economic Laws:
Competition Act 2002:
Consumer Protection Act 1986,
Industries (Development and Regulation) Act, 1957
Foreign Exchange Management Act, 1999 and RULES.

Module - III  Company Law:
Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors, Meetings of Directors & Shareholders of Companies, Overview of different modes of winding up of Companies.

CASE DISCUSSION COMPULSORY
Recommended Books:
1. Business and Corporate Law, Saravanavel and Mohapatra, HPH
2. Business Law, N.D. Kapoor, New Age
3. Business Law, Gulshan, Excel
4. Legal Aspects of Business, Pathak, TMH
MBA-304: ENTREPRENEURSHIP & MANAGEMENT OF SMALL AND MEDIUM ENTERPRISES

Module - I: Understanding Entrepreneurship
Concept of Entrepreneur, Entrepreneurial Motivation
Entrepreneurship.
Why to start Business – Entrepreneurial characteristics and skills –
Entrepreneurial success and failures.
Entrepreneurial Process
Steps of entrepreneurial process

Module - II: Setting up of a small Business Enterprise.
Identifying the Business opportunity - Business opportunities in various
sectors formalities for setting up of a small business enterprise. –
Environmental pollution Related clearances.
Sickness in Small Business Enterprises.
Govt. policies on revival of sickness and remedial measures.

Module - III: Institutionals Supporting Small Business.
Central / State level Institution.
Kinds of Business plans
Accounting & Book Keeping – Preparation of Financial
Statement – Marketing Management, problems & strategies
Problems of HRM – Relevant Labour – laws.

Case Analysis Compulsory

Recommended Books:
1. Entrepreneurship Development Small Business Entrepreses, Charantimath, Pearson
2. Small Scale Industries and Entrepreneurship, Vasant Desai, HPH.
3. Entrepreneurship in the new Millennium, Kuratko & Hodgetts, Cengage
4. Entrepreneurship & New Venture Creation, Sahay & Sharma, EB
5. Entrepreneurial Development, Dr.S.S. Kharka, S. Chand
6. Entrepreneurship, Roy, Oxford
2nd Year

4th Semester Core Papers

MBA-401 Business Ethics & Corporate Governance

MBA-402 Strategic Management
MBA-401: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Module - I  Ethics & Business.

What is Ethics, Nature and scope of Ethics, Facts and value, Ethical subjectivism and Relativism, Moral Development (Kohlberg’s 6 stages of Moral Development), Ethics and Business, Myth of a moral business.


Module - II  Corporate Governance.

Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder’s theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

Module - III  Role Players.

Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non-executive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII, Report, Cadbury Committee.

CASE ANALYSIS COMPULSORY

Recommended Books:
1. Business Ethics and Corporate Governance, C.S.V.Murthy, HPH
2. Business Ethics, Francis & Mishra, TMH
3. Corporate governance, Fernado, Pearson
4. Business Ethics & Corporate Governance, S. Prabakaran, EB
5. Corporate Governance, Mallin, Oxford
6. Corporate Governance & Business Ethics, U.C.Mathur, MacMillan
MBA-402: STRATEGIC MANAGEMENT

Module - I: Introduction
Concept of strategy, Vision, Mission, Goal, Objective, Strategic Management Process, Corporate planning – an overview, SBU, Modes of strategic decision making, Strategic intent, Hierarchy of strategy.

Module - II: Strategy formulation.
Environmental Scanning, SWOT analysis, Internal and External environmental analysis, Competition Analysis: Porter’s Five Forces Theory, Generic strategies, Competitive Advantage, Value chain analysis, Mckinesey’s 7s frame work, Balance Score card.

Module - III: Strategic Implementation and Control
Stability, Growth, Turnaround, Retrenchment, Diversification, vertical integration, Horizontal integration, Strategic alliance, merger and acquisition, Divestment, Business Portfolio analysis– BCG & GEC matrix – Strategic Choice Strategic evaluation and control (including techniques)

Case analysis compulsory

Recommended Books:
1. Strategic Management & Business Policy, Kazmi, TMH
2. Strategic Management, R. Srinivasana-PHI
3. Corporate Strategy, Lynch, Pearson
4. Business Policy and Strategic Management, P. Subbarao, HPH
5. Strategic Management, Haberberg & Rieple, Oxford
6. An Integrated approach to Strategic Management, Hill & Jones, Cengage
7. Strategic Management, U.C. Mathur, McMillan
8. Strategic Management & Entrepreneurship, D.Acharya & A. Nanda, HPH
9. Cases in Strategic Management, Amita Mital, TMH
ELECTIVE COURSES

Marketing

MBA-305A: Consumer Behaviour
MBA-306A: Sales & Distribution Management
MBA-307A: Services Marketing
MBA-308A: Product & Brand Management
MBA-403A: Integrated Marketing Communication
MBA-404A: Retail Management
MBA-405A: Rural and Agricultural Marketing
MBA-406A: International Marketing
MBA-305A: CONSUMER BEHAVIOR

Module - I

Module - II
Individual Determinants of Behaviour- Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Culture, Sub-culture, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, Changing role of families.

Module - III

Recommended Books:
1. Consumer Behaviour – Schiffmen, Kanuk – Pearson
2. Consumer Behaviour – Loudav & Della Bitta – TMH
3. Consumer Behaviour – Suja R. Nair – HPH
4. Consumer Behaviour – Blackwell / Minlard / Engel - Cengage
5. Consumer Behaviour – Mujumdar – PHI
6. Consumer Behaviour – M.S. Raju, Dominique Xardel – Vikas
MBA-306A: SALES AND DISTRIBUTION MANAGEMENT

Module - I
Sales Management; Objectives and Functions, Setting up a sales organization, Personal Selling, Management of Sales force, Recruitment & Selection, Training, Motivation and Evaluation, Compensating Sales Force, Sale forecasting, Territory Management, Sales Budget, Sales Quota.

Module - II
Distribution Management, Design of Distribution Channel, Channel Conflict, Co-operation & Com Petition, Vertical marketing system, Horizontal Marketing system, Designing Customer Oriented Marketing Channels: Wholesaling, Retailing.

Module - III
Order Processing, Transportation, Warehousing, Inventory, Market Logistics Decision, SCM, Emerging Trends.

Case analysis compulsory

Recommended Books:
1. Sales & Distribution Management – Havaldar, Cavale - TMH
2. Sales Management – Still, Cundifts, Govani – Pearson
4. Sales & Distribution Management , Chunnwala –HPH
5. Salesmanship & Sales Management – Sahu & Raut – Vikas
6. Sales & Distribution Management,Panda and Sahadev,Oxford
MBA-307A: SERVICES MARKETING

Module - I
Emergence of Service Economy, Challenges, Service Consumer Behaviour, Service Encounter, Blueprint, Service Delivery, Servicescapes, Service Strategy (7ps), Service failure & Recovery, Service Tax Provision.

Module - II
Quality Issues and Models, Gap Analysis, SERVQUAL, Demand-Supply Management, Branding, Packaging, Pricing, Promotion, Service Research.

Module - III
Marketing of service Sector-Financial Services, Tourism Services, Education Services, Information services (ITES), CRM in Service Sector, Health Services, Health Tourism Services

Case analysis compulsory

Recommended Books:
1. Services Marketing – Zeithmal, Bituer, Gremler, Pandit – TMH
2. Services Marketing – Lovelock, Wirtz, Chatterjee – Pearson
3. Services Marketing – Shajahan – HPH
4. Services Marketing – Rao, Pearson
5. Services Marketing – Apte – Oxford
6. Text book of Marketing of Services – Chowdhary and Chowdhary, Mcmillan
7. Services Marketing & Management – B. Balaji, S. Chand
MBA-308A: PRODUCT AND BRAND MANAGEMENT

Module - I

Module - II

Module - III

Case analysis compulsory

Recommended Books:
1. Product Management – Lehmann & Winner – TMH
2. Strategic Brand Management – Keller – Pearson
5. Product Management – Canandan – TMH
MBA-403A: INTEGRATED MARKETING COMMUNICATION

Module - I

Module - II
Sales Promotion, Types, Planning Sales Promotion Programmes, Personal Selling, Role, Advantages and Disadvantages, Personal Selling Skills.

Module - III

Case analysis compulsory

Recommended Books:
1. Advertising & Promotions an IMC Perspective – Shah & D’Souza – TMH
2. Integrated Marketing Communication – Niraj Kumar – HPH
3. Advertising & Sales Promotion – Kazmi & Batra – Excell Books
4. Advertising Management – Batra, Myers, Anker – Pearson
5. Advertising Management with Integrated Brand Promotion – Cengage
MBA-404A: RETAIL MANAGEMENT

Module - I
Growth of retailing, Retail Theories, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy.

Module - II

Module - III
Retail Communication Mix, Retail Pricing: Price Setting, Pricing Strategies, Managing Retail Brands, Retail Supply Chain, CRM, HRM Practices in Retail, Technology in Retailing, Future of Retailing.

Case analysis compulsory

Recommended Books:
1. Retail Management – Berman, Evans – Pearson
2. Retail Management – Bajaj, Tulsi & Srivastava – Oxford
3. Retail Management – Dunue Lusch – Cengage
4. Retailing Management – Levy, Weitz, Pandit – TMH
6. Retail Management – Asif Sheikh, Kaneez Fatima – HPH
MBA-405A: RURAL & AGRICULTURAL MARKETING

Module - I

Module - II

Module - III
Agri Marketing: Scope, Role in Economic Development, Demand and Supply of Farm Products, Marketing of Agricultural inputs and farm products, Strategy for Agricultural Marketing.

Case analysis compulsory

Recommended Books:
1. Rural Marketing – Badi & Badi – HPH
2. Rural Marketing – Dogra, Ghuman – TMH
4. Rural Marketing – Kashyap, Raut – Biztantra
5. Rural Marketing – T.P. Gopalaswamy – Vikas
MBA 406A INTERNATIONAL MARKETING

Module - I
Conceptual frame work of International Marketing: Basic differences between domestic and International marketing International Marketing Environment. EPRG frame work in International marketing, stages of development into Global Marketing.

Module - II

Module - III

Text Books:
1. International Marketing, Joshi R.M Oxford University Press.
3. International marketing, Fransis Cherunilam HPH
ELECTIVE COURSES
Finance

MBA-305B: Project Appraisal
MBA-306B: Financial Services
MBA-307B: Security Analysis & Portfolio Management
MBA-308B: Taxation Management
MBA-403B: Derivatives and Risk Management
MBA-404B: Strategic Financial Management
MBA-405B: International Financial Management
MBA-406B: Financial Institutes and Financial Markets
MBA-305B: PROJECT APPRAISAL

Module - I  Project Identification and Formulation
Project characteristics, Taxonomy of projects, Project Identification, Preparation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, UNIDO manuals, Detailed Feasibility Study Report.


Module - II  Project Cost Estimate and Risk Analysis
Cost of project, Components of capital cost of a project, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. Infrastructure projects- characteristics and issues related to infrastructure projects, state of infrastructure in India, New Approaches for infrastructure, PPP, mix of govt. support and regulation.

Module - III  Project Evaluation and Audit
Sources of financing, Role of Financial Institutions in project financing, Covenants attached to lending, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project close out of Terminalia.

Recommended Books:
1. Project Management – B Patel, Vikas
2. Project Management and Control, N Singh, HPH
3. Contemporary project Management – T.J. Kloppenborg – Cengage
4. Projects – P. Chandra – TMH
5. Project Management – K. Nagarajan – New Age
6. Introduction to Project Finance – HR Machi Raju – Vikash
7. Project Management – Pinto – Pearson
8. International Project Management, Koster, Sage
9. Guideline on projects, Prakash and Shivkumar, HPH
MBA-306B: FINANCIAL SERVICES

Module-I:  An introduction to Financial Services:
Meaning, Nature, Classification, Scope, Some special fund and non-fund based financial services: Leasing, Hire purchase, Factoring, Retail finance, Mutual funds, Credit rating, Securitization.

Module-II:  Merchant Banking & Venture Capital:

Module-III:  Financial Markets & Instruments:

Recommended Books:
1. Financial Markets and Services – Gordon / Natarajan – HPH
2. Financial Services – S. Gurusamy - TMH
5. Financial Services and Markets – P. Pandian – Vikash
7. Indian Financial System – Khan – TMH
8. Financial Services in India, Kothari, Sage
Module-I: Investment & Security Analysis

Module-II: Portfolio Analysis & Management
Introduction, Phases of portfolio management, Portfolio analysis, Portfolio Selection, Portfolio construction, Capital Market Theory (CAPM, CML, SML), Efficient frontier with Riskless lending and borrowing, Markowitz Model, Sharpe single index Model, Arbitrage pricing theory.

Module-III: Portfolio Evaluation and Behavioural Finance
Portfolio revision, performance evaluation of portfolio, forecasting of portfolio performance, psychological traits affecting investment decision, Explaining biases, fusion investing, Bubbles and behavioural economics, Technical analysis and behavioural finance.

Recommended Books:
2. Security Analysis and Portfolio Management – Kevin – PHI
3. Investment Management, Preeti Singh, HPH
5. Investment Analysis and Portfolio Management – P. Chandra – TMH
6. Value investing and Behavioural Finance, Parikh, TMH
7. Investment Management – V.K. Bhalla – S. Chand
10. Security Analysis and Portfolio Management, Mohapatra, Mishra & Das, HPH
MBA-308B: TAX MANAGEMENT


Recommended Books:
1. Corporate Tax Planning and Business Tax Procedure – Singhania/Singhania - Taxmann
2. Indirect Taxes – Law and Practice – V.S. Datey – Taxmann
MBA-403B: DERIVATIVES AND RISK MANAGEMENT

Module - I  Financial Derivatives

Module - II  Future Market, Contracting & Pricing

Module - III  Forward and Swap Market: Pricing and Trading Mechanism

Recommended Books:
1. Options, Futures and Other Derivatives – Hull / Basu – Pearson
4. Options and Futures, Patwari and Bhargava, Jaico
5. Risk Management and Derivatives – Stulz – Cengage
7. Introduction to Derivatives, Johnson, Oxford
10. Derivatives Simplified, Bhaskar, Mahapatra, Sage
MBA-404B: STRATEGIC FINANACIAL MANAGEMENT

Module - I: Corporate Restructuring

Module - II: Strategic Financial Management

Module - III: Financial Engineering

Recommended Books:
2. Financial Engineering, Marshall and Basnsal, PHI
5. Mergers, Acquisitions and Corporate Restructuring, Gaughan, Wiley
7. Mergers & Acquisitions, Weston, Weiver, TMH
8. Mergers, Restructuring & Corporate Control, Weston, Chang, PHI
9. Corporate Restructuring, Das et all, HPH
10. Mergers & Acquisitions- Text and Cases, Rajesh Kumar, TMH
MBA-405B: INTERNATIONAL FINANCE


Recommended Books:
1. International Financial Management – Sharan, TMH
MBA 406B: Financial Institutions and Markets

Module - I : Financial Markets:

Module - II : Financial Institutions:
Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Financial Services Institutions, Functions and structure introduced,


Financial Instruments: Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Dematerialisation, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and Futures,

Module - III : Indian Financial Institutions:
Commercial Banks- Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks: IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, IIBI, Non-Banking Financial Institutions, Insurance Companies- Public and Private, Invesment Policy, Regulatory Authority

Text Books:
1. Financial Markets and Institutions, S Gurusamy, Thomson
2. Management of Indian Financial institutions, Srivastava,Nigam HPH
3. Financial Services in India, Kothari, Sage
ELECTIVE COURSES

HR

MBA-305C: Human Resource Planning
MBA-306C: Compensation Management
MBA-307C: Performance Management
MBA-308C: Human Resource Development
MBA-403C: Employment Legislations
MBA-404C: Organizational Change and Development
MBA-405C: Industrial Relations
MBA-406C: Cross Cultural and Global HRM
MBA-305C: HUMAN RESOURCE PLANNING

Module - I:  Human Resource Planning:
Concept and Objectives of HRP, Types of HR plan, Factors affecting HRP, Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach, Evolution and growth of HRP, Qualitative and Quantitative Dimensions of HRP, Labour Market Behaviour and its impact on HRP.

Human Resource Information System: Concept, Objectives of HRIS, Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS at macro and micro level.

Module - II:  Human Resource Planning Process:
Forecast and Projection, types of HR forecasts, Methods of HR demand forecasting at macro and micro level. Supply forecasting- Wastage analysis, Age population balance, Pattern of internal movements of employees in the organization.

Module - III:  Career planning

Recommended Books:
1. Human Resource Planning, Bhattacharya - EB
2. Human Resource Planning and Audit, Arun Sekhri - HPH
5. Strategic Staffing, Phillips, Gully - Pearson
MBA-306C: COMPENSATION MANAGEMENT

Module - I: COMPENSATION MANAGEMENT

Module - II: WAGE DETERMINATION:
Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems; Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans, Wage differentials.

Module - III: WAGE ADMINISTRATION IN INDIA:

Recommended Books:
1. Understanding Wage and Compensation System, A.M. Sharma, HPH
2. Compensation and Reward Management, B.D. Singh - EB
4. Compensation Management in a Knowledge – Based World, Henderson - Pearson
MBA-307C: PERFORMANCE MANAGEMENT

Module - I: Performance Management (PM) Conceptual Frame Work:

Performance Appraisal & Potential Appraisal:
Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal Interview, Potential Appraisal.

Module - II:

Module - III: Performance Management Application & Improvement:


Recommended Books:

a. Performance Management, Aquinis - Pearson
b. Performance Management, Chadha, Macmillan
c. Performance Management, Armstrong, Michael, Baron, Jaico
d. Performance Management, Cardy – PHI
e. Performance Management, Kohli, Deb – Oxford
f. Performance Management, D Sharma, HPH
g. Performance Management System, R.K. Sahu – EB
h. Performance Management and Appraisal, TV Rao, Sage
MBA-308C: HUMAN RESOURCE DEVELOPMENT

Module - I: Evolution & Concept of HRD
Concept, importance, objectives, evolution of HRD, Relationship between HRM and HRD/Training. HRD functions, Role of an HRD Professional, HRD climate & its elements, HRD Matrix, HRD Process, HRD Process models, Role of line Managers in HRD.

Assessing HRD needs: Concept and purpose of Needs Assessment, Training HRD Need, Techniques of training Need Assessment (TNA), Levels of Need Analysis. Task analysis, Persons Analysis, Organizational analysis,

Module - II: Implementing HRD Programmes
Learning and HRD- Learning and Instruction, Maximizing Learning, Individual Differences in the Learning Process, Learning Strategies and Styles. HRD Interventions – Strategy and Types and Evaluating.


Module - III: Organisational Development & HRD


Recommended Books:
5. Human Resource Development and Management, A.M. Sheikh, S. Chand
MBA-403C: EMPLOYMENT LEGISLATIONS

Module - I: Labour Legislation:

Module - II: Legislations concerning wages

Module - III: Industrial Relations Legislations

Recommended Books:
1. Industrial Jurisprudence & Labour Legislation, A.M. Sharma, HPH
2. Industrial Relations, Trade Union & Labour Legislation, Sinha, Sinha, Shekhar, Pearson
3. Labour Laws, Taxmann
4. Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar - Vrinda
**MBA-404C: ORGANIZATIONAL CHANGE & DEVELOPMENT**

**Module - I: Organisational Change:**
Concept, forces and types of organizational change - External and Internal, Recognizing the need for change, problem diagnosis, The Six-Box organizational Model, The 7-S framework, Identifying alternate change techniques , Resistance to change, Managing resistance to change, The process of organizational change. Incremental Change Vs Disruptive Change.

**Module - II: Managing Change :**
Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing work activities, strategies, process oriented strategies, competitor and customer oriented strategies.

**Module - III: Organisational Development:**
Organisational change and process Consultation, Organisation Development - OD process, OD Interventions, Action Research orientation, Evaluating OD Effectiveness.

Managers as change agents, Internal and external change agents, Organizational change and its management in manufacturing and service sectors- Power sector reforms in Orissa.

**Recommended Books:**
1. Managing Organizational Change, Palmer Dunford Avin - TMH
3. Organization Change & Development, Kavita Singh, Excel
4. Organisational structure change and management, Bhattacharya, HPH
MBA-405C: INDUSTRIAL RELATIONS

Module - I:  Industrial Relation:
Concept, Scope and Approaches to Industrial Relations- Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Values in IR. Role of State in Industrial Relations in India.

Trade Unionism: Concept, structure and function, Union Registration and Recognition, Theories on Trade Unionism- Selling Pearl man, Sidney and Beatrice Webb, Karl Marx, Robert Hoxie and Mahatma Gandhi, White Collar Trade Unions, Trade Union Movement in India.


Workers Participation in Management: Concept, Scope, Levels and functions, Farms of Workers’ Participation, Workers Participation in other countries.

Recommended Books:

1. Industrial Relations, C.S. Venkata Ratnam, Oxford
2. Industrial Relations, Trade Unions & Labour Legislation, Sinha & Shekhar, - Pearson
3. Dynamics of Industrial Relations, Mamoria, Gankar – HPH
4. HRM & Industrial Relations, P. Subba Rao, HPH
5. Industrial Relations, Monappa – TMH
6. Industrial Relations, Balasubramanian - Everest Publishing House
7. Employee Relation P N Singh, Niraj Kumar - Pearson
MBA-406C CROSS CULTURAL AND GLOBAL HRM

Module - I ; Global Business Environment and Human Component :
Global Business Environment and Human and Cultural variables and Cross cultural differences and managerial implication; cross cultural research methodology and Hofstede study.

Module - II ; Cross Cultural management :
Cross Cultural Leadership and Decision making, Cross Cultural Communication and negotiation.

Module - III : International Human Resource Management:

Key issues in International Labour Relations :
Labour Unions and International Labour Relations, HRM practices in countries specially in Japan, Germany, Netherlands, Scandinavian Countries, USA.

Reference Books

1. International HRM, P.Subba Rao, HPH
2. Cultures Consequence ; International Differences in Work related Values, G. Hofstede – – Sage
4. International HRM, A. Harzing, Sage
ELECTIVE COURSES

Information Technology

MBA-305D: Software Management
MBA-306D: E-Business
MBA-307D: Networking Management
MBA-308D: Computer Aided Management
MBA-403D: System Analysis & Design
MBA-404D: Data Base Management
MBA-405D: Information Security & Cyber Law
MBA-406D: Object oriented program with Java
MBA-305D: SOFTWARE MANAGEMENT

Module - I: Introduction:
Risk Management: Risk Identification, Risk Assessment, Risk Containment

Module - II: Classical Analysis & Design Of Software
Requirements Gathering And Analysis; Software Requirements Specification (Srs): Contents Of The Srs Document, Functional Requirements, Traceability , Characteristics Of A Good Srs Document;
Software Design; Cohesion And Coupling, Classification Of Cohesiveness, Classification Of Coupling; Software Design Approaches: Function-oriented Design, Object-oriented Design; Function-oriented Software Design; Overview Of Sa/Sd Methodology; Structured Analysis; Data Flow Diagrams (Dfds): Primitive Symbols Used For Constructing Dfds, Some Important Concepts Associated With Designing Dfds; Structured Design: Flow Chart Vs. Structure Chart, Transformation Of A Dfd Model Into A Structure Chart;

Module - III: Object Oriented Software Analysis & Design
Object Modelling Using Uml; Unified Modelling Language (Uml): Uml Diagrams Use Case Model: Representation Of Use Cases, Use Case Packaging; Class Diagrams; Interaction Diagrams; Activity Diagrams; State Chart Diagram Object-oriented Software Development; Design Patterns


Recommended Books:
1. Fundamentals of Software Engineering, Mall, Rajib, PHI.
2. Software Engineering - A Practitioner’s Approach , Roger Pressman, TMH
6. Software Project Management, Hughes & Cotterell, TMH
7. Project Mgmt., Maylor, Pearson Education
MBA-306D: E-BUSINESS

Module - I : INTRODUCTION

E-Business Technologies
The Internet: Key Technology Concepts: Packet Switching, Transmission Control Protocol/Internet Protocol (TCP/IP), IP Addresses, Domain Names, DNS, and URLs, Client/Server Computing
The Internet Today: The Internet Backbone, Internet Exchange Points, Campus Area Networks (CANs), Internet Service Providers, Intranets and Extranets, Who Govern the Internet?
Building an E-commerce Website: Planning: The Systems Development Life Cycle, Systems Analysis/Planning: Identify Business Objectives, System Functionality and Information Requirements. , System Design: Hardware and Software Platforms, Building Your-Own versus Outsourcing, Host your Own versus Outsourcing,


BACK OFFICE AUTOMATICS FOR E-BUSINESS

BUILDING THE E-BUSINESS BACKBONE: ENTERPRISE RESOURCE PLANNING:


ETHICAL, SOCIAL AND POLITICAL ISSUES


Recommended Books:
1. e-Business 2.0 , Kalakota, Robinson, Pearson.
2. e-Commerce: Business Technology & Society, Laudon and Traver, Pearson
3. Electronic Commerce - Technologies & Applications, Bhaskar Bharat, TMH
5. E-Commerce An Indian Perspective, Joseph P.T., PHI
6. Beginning E-Commerce, Reynolds , SPD
MBA-307D: NETWORKING MANAGEMENT

Module - I : Introduction to Networks
Need for computer networking, components of a data communication system, direction of data flow(simplex, half-duplex, full-duplex).
Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW.
Network topology, transmission media.
Applications of networking in business and society.
Concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.

Module - II : OSI Model and Data Link Technologies
Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLS, analysis of protocols & performance

Network and Transport Layers
Network Layer: IP addressing, IP routing, Routing Protocols: RIP, OSPF, DHCP, DNS, IPV6, other functions in network layer
Transport Layer: TCP, UDP, ports and sockets, Sessions and Connections, client-server implementation

Basic Network Services
Telnet, FTP, SMTP and POP, HTTP,

Module - III: Advanced Topics
Network Security & Privacy: overview, purpose, spamming , cryptography (ciphering, DES, RSA -concept only), authentication (concept only) and firewall.

Recommended Books:
1. Internetworking with TCP / IP, Vol – 1, PHI/, Comer, Pearson Education
2. Data Communication & Networking, Forouzan, TMH.
3. Data and Computer Communications, Stallings, W., Pearson Education
4. Computer Networks, Tanenbaum, Pearson Education
5. Computer Networks for Scientists & Engineers, Zheng, OUP
MBA-308D: COMPUTER AIDED MANAGEMENT

Module - I: Management and Decision Support Systems
Decision Support Systems:

Module - II: Knowledge Management
Knowledge Acquisition & Validation: Scope, Methods, Validation, Verification, Analysing, Coding, Documenting & Diagramming. Knowledge Representation, Inference Techniques, Intelligence System Development. Fuzzy Logic, Genetic Algorithm

Module - III: Data Warehouse and Data Mining
Data Warehousing : Access, Analysis, Mining & Visualization; OLAP & OLTP

Advanced Topics
Neural Computing : Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks.
Grid Computing: Overview.

Recommended Books:
2. BUSINESS INTELLIGENCE: DATA MINING AND OPTIMIZATION FOR DECISION MAKING, VERCHELLIS CARLO, Wiley
3. INTRODUCTION TO KNOWLEDGE MANAGEMENT: KM IN BUSINESS, GROFF TODD R & JONES THOMAS
MBA-403D: SYSTEM ANALYSIS AND DESIGN

Module - I: Overview of Systems Analysis & Design:

Analysis and Design Methodologies

Module - II: Object-Oriented Analysis & Design

Module - III: System Control & Quality Assurance through testing
Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Testing strategies & techniques: Unit and integration testing, testing practices and plans; System Controls, Audit Trails, CASE Tools.

Hardware & Software Selection:
Hardware acquisition, memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria.

Recommended Books:
2. Object Oriented Analysis & Design, Booch, Grady
5. Systems Analysis & Design, Kiewycz, Igor Hawrysz: PHI
MBA-404D: DATABASE MANAGEMENT

Module - I: Introduction
Database-System Applications, Purpose of Database Systems, View of Data, Database Languages, Relational Database, Database Design, Object-Based and Semistructured Database, Data Storage and Querying, Transaction Management, Data Mining and Analysis, Database Architecture, Database Users and Administrations, History of Database Systems

Relational Model

Module - II: DATABASE DESIGN METHODOLOGY

Module - III: Integrity Issues in Database

Advanced Topics
Database-System Architecture: Centralized and Client-Server Architecture, Server System Architectures, Parallel Systems, Distributed Systems, Network Types,
Parallel Database: Introduction, I/O Parallelism, Interquery Parallelism, Intraquery Parallelism, Intraoperation Parallelism, Interoperation Parallelism, Design of Parallel Systems,
Distributed System: Homogeneous and Heterogeneous Database, Distributed Data Storage, Distributed Transactions, Commit Protocols, Concurrency Control in Distributed Database, Availability, Distributed Query Processing, Heterogeneous Distributed Database, Directory Systems
Data Analysis and Mining: Decision-Support Systems, Data Analysis and OLAP, Data Warehousing, Data Mining,

Recommended Books:
3. An Introduction to Database System, Date : Pearson Education.
4. Database Management, Bipin Desai
7. The Oracle 9i Complete Reference, Loney & Koch: Oracle Press
8. SQL & PL/SQL, Ivan Bayross : BPB
MBA-405D: INFORMATION SECURITY & CYBER LAW

Module - I: Cryptography and security
CRYPTO BASICS: How to Speak Crypto, Classic Crypto, Simple Substitution Cipher, Cryptanalysis of a Simple Substitution, Definition of Secure, Double Transportation Cipher, One-Time Pad, Modern Crypto History, A Taxonomy of Cryptography, A Taxonomy of Cryptanalysis;
SYMMETRIC KEY CRYPTO: Introduction, Stream Ciphers, A5/1, RC4, Block Ciphers, Feistel Cipher, DES, AES, Block Cipher Modes, Integrity;
PUBLIC KEY CRYPTO: Introduction, Knapsack, RSA, Repeated Squaring, Public Key Notation, User for Public Key Crypto, Confidentially in the Real World, Signature and Non-repudiation, Confidentiality and Non-repudiation, Public Key Infrastructure;

Access Control


Module - II: SECURITY IN SOFTWARE
SOFTWARE FLAWS AND MALWARE: Software Flaws, Buffer Overflow, Incomplete Mediation, Race Conditions, Malware, Brain, Morris Worm, Code Red, SQL Slammer, Trojan Example, Malware Detection, The Future of Malware, Cyber Diseases Versus Biological Diseases, Miscellaneous Software-Based Attacks, Salami Attacks, Linearization Attacks, Time Bombs, Trusting Software

INSECURITY IN SOFTWARE: Software Reverse Engineering, Anti-Disassembly Techniques, Anti-Debugging Techniques, Software Tamper Resistance, Guards, Obfuscation, Metamorphism Revisited;


Module - III: SECURITY PLANNING AND IMPLEMENTATION
Risk Control Practices, Risk Management Discussion Points, Recommended Risk Control Practices,


**Cyber Law**

**Reference Books:**
1. Information Security: Principles and Practice, Stamp, Wiley
5. Charles P. Pfleeger, Shari Lawrence Pfleeger, PHI.

**MBA 406 D: Object Oriented Program with Java**

**Module - I Object Oriented Concepts:**
Concept of objects, Concept of Messages, Concept of Classes, Concept of Inheritance.

**Java Programming Language:**
Variables and data types, Operators, Expressions, Control Flow Statements, Arrays and Strings.

**Module - II Object and Classes:**
Introduction to classes: members and methods, Constructors and Destructors, Life cycle of an object, Creating and Using Objects.

**Module - III Advanced Feature of Classes:**
Inheritance, Interfaces, Packages, Object Oriented Design Principles

**Reference Books:**
ELECTIVE COURSES

Operation Management

MBA-305E: Technology Management
MBA-306E: Total Quality Management
MBA-307E: Project Operations and Management
MBA-308E: Innovation and R & D Management
MBA-403E: Materials Management
MBA-404E: Supply Chain Management
MBA-405E: Service Operations Management
MBA-406E: Management of physical assets
**MBA-305E: TECHNOLOGY MANAGEMENT**

**Module - I: Introduction & Technology Policy**
Definition, Technology and society, Definition of technology, Classifications of technology, Definition of management, Management of technology (MOT), The conceptual framework for (MOT), - Drivers of MOT - Significance and Scope of MOT - Role of Chief Technology Officer - Responding to Technology challenges. Technology Policy - Determinants of Nation’s Capability – Role of Government – Science and Technology policy – Status of Technology in India – Future of India

**Module - II Technology Planning and Strategy Tools, Technology Acquisition**

**Module - III Innovation Management, Technology Transfer**

**Case Study:** Compulsory, Relevant Cases have to be discussed in each unit

**Recommended Books:**
1. Management of Technology – Track Khalil – TMH
MBA-306E: TOTAL QUALITY MANAGEMENT

Module - I: Introduction to Quality Management, its Philosophies and TQM
The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies, Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management, introduction to total quality management, the evolution of total quality.

Module - II Principles and Design for Six Sigma

Module – III Statistical Process Control

Quality Systems

Case Study: Compulsory, Relevant Cases have to be discussed in each unit.

Recommended Books:
1. Total Quality Management - J.R. Evans – Cengage
2. Quality Management – Bedi - Oxford
5. Total Quality – Bharat Wakhlu – S. Chand
6. Quality Control and Management – Evans / Lindsay – Cengage
8. Introduction to Statistical Quality Control – Montgomery – Wiley
9. 100 methods of TQM, Gopal Kanji, Sage.
MBA-307E: PROJECT OPERATION MANAGEMENT

Module - I: Project Management Concepts and Needs Identification
Attributes of a Project, Project Life Cycle, The Project management Process, Global Project Management, Benefits of Project Management, Needs Identification, Project Selection, Preparing a Request for Proposal, Soliciting Proposals, Project organization, the project as part of the functional organization, pure project organization ,the matrix organization, mixed organizational systems

Module - II: Project Planning and Scheduling:
Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM)/ GERT, Resource allocation, Crashing and Resource Sharing

Module - III: Project Monitoring and Control and Project Performance
Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System). Coordination; Procedures, Meetings, Control; Scope/Progress control, Performance control, Schedule control, Cost control, Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor, Responsibilities of the Project Manager.

Case Study: Compulsory, Relevant Cases have to be discussed in each unit.

Recommended Books:
1. Project Management – Gido / Clements – Cengage
2. Project Management, Meredith Mantel, Wiley
3. Project Management, S.Choudhury, TMH
4. Project Management for Business and Technology – Nicholas – PHI
6. International Project Management, K Kostar, Sage
MBA-308E: INNOVATION AND R&D MANAGEMENT

Module - I: Introduction & Managerial aspects of Innovation function
Introduction, Components of Innovation, Types of Innovations, Models of Innovation Processes, Evolution and characteristics of Innovation Management, Key drivers of Innovation, Factors influencing Innovation, Organizing for Innovation, Factors influencing organizational design, Developing Innovation Strategy, Characteristics of creative of creative organization.

Module - II: Research and Development Management
Introduction, Meaning, Objectives, Significance, Classification of R&D according to R&D type, process phase, measurement level, purpose of measurement and measurement perspective. Technology development approaches, Performance of R&D management in Indian scenario.

Module - III: Financial Evaluation of R&D Projects

Case Study: Compulsory, Relevant Cases have to be discussed in each unit.

Recommended Books:

1. The management of technology and innovation-A strategic approach, White, Cengage
2. Innovation Management, S Moikal, Sage
MBA-404E: MATERIALS MANAGEMENT

Module - I
Materials Management: An Overview; Objectives; Evolution; Strategies; Functions; Profit Making Potential; Costs.

Module - II
Inventory Management: Stages; Selective Control; Demand Forecasting; Lead-time; Safety Stock; Fixed Quantity Reorder System; Fixed Period Reorder System; MRP and JIT systems; Inventory Valuation.

Module - III
Purchasing: Objectives; Types of Materials; Important Aspects; Procedures; Quality; Quantity, Time, Price and Source; Standardization and Codification; Vendor development; Value Analysis; Make or Buy Decisions; Negotiations; Institutional, Government and International Buying; Capital Equipment Purchases. Warehousing and Transportation: Warehouse Location; Transportation; Receiving, Issuing and Store Keeping.

Case Analysis and Presentation.

Recommended Books:
1. Materials Management, Gopalkrishna & Sudarsan, TMH
4. Inventory Control and Management – Waters – Wiley
MBA-405E: SUPPLY CHAIN MANAGEMENT

Module - I: Supply Chain Foundations:
Supply Chain as a network of entities: Role and interactions between the entities. Value Chain Focus of Supply Chain. Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Balance Sheet, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities.

Module - II: Customer Orientation:
Customer Satisfaction oriented Supply Chain Management strategy, Customer segmentation, Customer requirements analysis, Aligning supply chain to customer needs: Quick response logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications.


Module - III: Manufacturing Logistics Management:
Lean and Agile Manufacturing, Virtual Manufacturing, Just-in-Time Manufacturing, Lead-time Components and their Compression, Lot Streaming.


Case Studies

Recommended Books:
1. Text Book of Logistics and Supply Chain Management – Agarwal – McMillan
5. A Logistic Approach to Supply Chain Management – Coyle / Langley / Gibson / Novack / Bardi – Cengage
6. Introduction to Operations and Supply Chain Management – Bozarth / Handfield – Pearson
7. Supply Chain Management – Sahay – Mc Millan
8. Fundamentals of Supply Chain Management, J Mentzer, Sage
MBA-406E: SERVICE OPERATIONS MANAGEMENT

Module - I

Module - II: Field Service Management, Service Manpower Planning & Scheduling:
Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and Customer Relations Management, Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Queuing effect, Service Level Considerations and Cost Considerations in Manning, Linear Programming and other models of planning and scheduling.

Module - III Customer Relationship Management:
Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation.
IT enabled Customer Service: Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.

Case Study: Compulsory, Relevant Cases have to be discussed in each unit.

Recommended Books:
2. Service Management & Operations, Haksever, Render, Rumel, Pearson
MBA 406E MANAGEMENT OF PHYSICAL ASSETS

Module - I : Introduction:

Inspection and Condition Monitoring: Inspection and routine maintenance, Preventive Maintenance and Replacement, Condition Monitoring Techniques: Vibration Analysis, SOAP, Thermographic Analysis etc., Condition Based and Reliability Centered Maintenance.

Module - II : Failure Data Analysis:
Failure data collection and statistical analysis: Failure density function, Reliability function, Hazard Rate function, Bath-tub-Curve, MTBF and MTTR calculations.

Preventive Maintenance Models:
Block, Age and Group Replacement Policies, Opportunistic Replacement Policies, Choice of Replacement Policy.

Module - III : Maintenance Planning:
Maintenance Crew size planning, Scheduling of maintenance activities, Failure Mode and Criticality Analysis, Fault Tree Analysis, Prioritizing the Maintenance Activities, Scheduling of Activities during Planned and Forced shutdowns.

Spares Parts Provisioning:
Spare parts Classification: VED, FSN and ABC Classification, Insurance Spares provisioning, Repairable and Non-repairable Spares, Optimal Rotable Spare Parts Planning, Continuous review One-for-One replacement strategy, Inventory Policy for slow moving spares.

Reference Books: