

S Y L L A B U S
FOR
MBA (REGULAR) PROGRAM

(Effective from the Academic Year 2013-14 and onwards)



Biju Patnaik University of Technology, Odisha
Rourkela

COURSE STRUCTURE – MBA (SEMESTER SYSTEM) 2013-14 AND ONWARDS

Code No.	Subject	Credit	Hours	Full Mark
Semester:1				
MGT-101	Managing Organisations	4	40	100
MGT-102	Managerial Economics	4	40	100
MGT-103	Quantitative Techniques	4	40	100
MGT-104	Organization Behaviour	4	40	100
MGT-105	Financial Accounting for Managers	4	40	100
MGT-106	Marketing Management-I	3	30	100
MGT-107	English Communication Skills	3	30	100
MGT-108	IT Practices for Managers (Lab)	2	30	100
MGT-109	English Communication Skills (Lab)	2	30	100
	TOTAL	30	320	900
Semester:2				
MGT-201	Marketing Management-II	3	30	100
MGT-202	Financial Management	4	40	100
MGT-203	Human Resource Management	4	40	100
MGT-204	Operations Management	4	40	100
MGT-205	Financial Markets and Institutions	4	40	100
MGT-206	Business Research Methods	4	40	100
MGT-207	Management Information Systems	3	30	100
MGT-208	Managerial Communication & Practices	3	30	100
MGT-209	Business Awareness and Presentation	2	30	100
	TOTAL	31	320	900
SUMMER TRAINING (for 6 to 8 weeks)				
Semester:3				
MGT-301	Business & Corporate Law	4	40	100
MGT-302	Cost Management	3	30	100
MGT-303	Elective 1	4	40	100
MGT-304	Elective 2	4	40	100
MGT-305	Elective 3	4	40	100
MGT-306	Elective 4	4	40	100
MGT-307	Personality Development Lab	2	30	100
MGT-308	Summer Project Presentation & Viva	3	30	100
	TOTAL	28	290	800
Semester:4				
MGT-401	Strategic Management	3	30	100
MGT-402	Ethics and CSR	3	30	100
MGT-403	Elective 5	4	40	100
MGT-404	Elective 6	4	40	100
MGT-405	Elective 7	4	40	100
MGT-406	Elective 8	4	40	100
MGT-407	Dissertation & Comprehensive Viva	4		100
	TOTAL	26	220	700
	GRAND TOTAL	115		

Choice of Electives

The University offers four papers in each of the 5 elective areas as under:

1. Marketing Area

1. Consumer Behavior (CB)
2. Sales and Distribution Management (SDM)
3. Services Marketing (SM)
4. Retail Management (RM)

2. Finance Area

1. Corporate Restructure and Valuation (CRV)
2. Security and Portfolio Management (SAPM)
3. Project Appraisal (PA)
4. Financial Derivative (FD)

3. HR Area

1. Compensation and Reward Management
2. Human Resource Development (HRD)
3. Performance Management (PM)
4. Industrial Relations (IR)

4. IT Area

1. Software Engineering (SE)
2. Networking Management (NM)
3. Data Base Management (DBM)
4. Information Security & Cyber Law (ISCL)

5. Operations Area

1. Supply Chain Management (SCM)
2. Total Quality Management (TQM)
3. Project & Operations Management (POM)
4. Innovation & Technology Management (ITM)

Instruction to Students

Students shall choose two Specialization streams consisting of four papers each as given hereunder to obtain dual specialization in the MBA program. In the 3rd Semester they shall take 2 papers from one specialization stream and rest two papers from the other specialization stream so chosen. Similarly, they would take the rest four papers in the 4th Semester in the same specialization streams.

No candidate is allowed to take two papers in the same row.

3RD SEMESTER (2+2)

	CODE	A. MKT	B. FIN	C. HR	D. IT	E. OM
EL-1	303	CB	PA	CRM	SE	SCM
EL-2	304	SDM	FD	HRD	NM	TQM
EL-3	305	SM	CRV	PM	DBM	POM
EL-4	306	RM	SAPM	IR	ISCL	ITM

4TH SEMESTER (2+2)

	CODE	A. MKT	B. FIN	C. HR	D. IT	E. OM
EL-5	403	CB	PA	CRM	SE	SCM
EL-6	404	SDM	FD	HRD	NM	TQM
EL-7	405	SM	CRV	PM	DBM	POM
EL-8	406	RM	SAPM	IR	ISCL	ITM

A MODEL COMBINATION IS SHOWN BELOW TO ILLUSTRATE THE PROCEDURE TO OPT FOR TWO SPECIALIZATION STREAMS AND THE CHOICE PAPERS UNDER EACH STREAM IN THE 3RD AND 4TH SEMESTER

3RD SEM	C1 MKT + FIN (2+2)	C2 MKT + HR (2+2)	C3 FIN + HR (2+2)
EL - 1	CB	CB	CRM
EL - 2	SDM	SDM	HRD
EL - 3	CRV	PM	CRV
EL - 4	SAPM	IR	SAPM
4TH SEM			
EL - 5	SM	SM	PM
EL - 6	RM	RM	IR
EL - 7	PA	CRM	PA
EL - 8	FD	HRD	FD

Marketing :

CB : Consumer Behaviour
SDM : Sales & Distribution Management
SM : Services Marketing
RM : Retail Management

Finance :

CRV : Corporate Restructure & Valuation
SAPM : Security Analysis & Portfolio Management
PA : Project Appraisal
FD : Financial Derivative

HR :

PM : Performance Management
IR : Industrial Relations
CRM : Compensation & Reward Management
HRD : Human Resource Development

C1, C2, C3 Are different combinations with 2 papers from each of the specialization streams

1ST SEMESTER

MGT-101

MANAGING ORGANISATIONS

Module I : Introduction

Basic Concepts of Management: Introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers, evolution of management thought, Contribution of Taylor, Fayol, Mayo, Bernard, McGregor, Drucker, Porter and Prahlad.

Types of business organizations: their relative merits and demerits, Public Organizations

Module II: Planning and Organizing

Planning: Nature of planning, types of planning, planning process, objectives, MBO, level of strategies, policies, procedures, programs and rules, planning premises,

Decision making - process of decision making, types of decisions, techniques in decision making.

Organizing: Organization structure, line organization structure and line and staff organization structure, formal and informal organizations, principles of organizations-chain of command, span of control, delegation, decentralization, Functional, divisional, geographical, customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations, network organization structure.

Module III: Managing Control in Organizations

Controlling, importance of control, controlling process, types of control, factors influencing control effectiveness, directing and coordinating.

Module IV: Managing Change in Organizations

Management of change: Meaning, resistance to change – causes and steps to overcome them, change process, managing change, Tasks of managers to deal with challenges in changing environment. Creating Culture of Organizations-cultural diversity, multi ethnic workforce, organizing knowledge resources.

Recommended Books

1. MGMT-Principles of Management; Williams, Cengage
2. Management: Text and Cases-VSP Rao and Krishna, Excel Books
3. Essentials of Management-Koontz and Wehrich, 8/e, McGraw Hill
4. Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, HPH
5. Management Theory & Practice; Sengupta; Vikas Publishing House
6. Management Principle and Process; Bhat and Kumar, Oxford
7. Modern Management; Certo and Certo, PHI
8. Principle and Practice of Management, Gupta, Sharama and Bhalla, Kalyani

MGT-102

MANAGERIAL ECONOMICS

Module - I: Introduction to Managerial Economics & Demand and Supply Analysis:

Managerial Economics:- Meaning Nature, Scope & Significance, Relationship to the Functional areas of Business Administration studies like- Marketing, Finance, Statistics, Accounting, OR etc.

Theory of the Firm:- Firm & Industry, Forms of ownership, Basic & Alternate objectives of Firm.

Demand Analysis:- Demand & Demand Function, Law of demand and the reasons for it, Relationship between demand function and demand curve-Bandwagon Effect & Snob Effect; Elasticity of demand and its uses for Managerial decision-making, Demand Forecasting Demand Estimation; Supply and its elasticity, Market Equilibrium. (Numerical examples to be used to explain the concepts)

Module - II: Production and Cost Analysis

The Organization of Production: Production Function with one and two variable inputs (Law of variable proportions and Law of Returns to scale), optimal input combination for minimizing costs or maximizing outputs, Technological progress and its implications.

Cost Analysis: Meaning of Cost in Economic Analysis and its relevance in Managerial decision making; Economies of scale, Economies of Scope, Linkage between cost, revenue and output through optimization. (Numerical examples to be used to explain the concepts)

Module - III: Market Structure and Pricing practices:-

Market Morphology: Price and Output determination under different markets such as Perfect competition, Monopoly, Monopolistic competition, Oligopoly.

Product pricing:- Cost based pricing, pricing based on Firm's objectives, Competition based pricing, Product Life-cycle based pricing, Cyclical pricing, Multi product pricing, Peak load pricing, Retail pricing. (Numerical examples to be used to explain the concepts)

Module-IV: Macro Economic Aspects of Managerial decisions:-

Basic Macroeconomic concepts, Open and Closed Economies, Primary, Secondary and Tertiary sectors and their contributions to the Economy. SWOT Analysis for the Indian economy; Components of GDP, Measuring GDP and GDP growth rate, National income, Problems in Measuring National income

Inflation:- Types, Measurement, Kinds of Price indices

Business cycle:- Features and Phases, Effects and Control.

Recommended Books:

1. Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill.
2. Managerial Economics – Vinita Agrawal, Pearson, ,
3. Micro ECON-Mc Eachern and Kaur, Cengage
4. Managerial Economics-Dominick Salvatore, 6/e, Oxford Publishers.
5. Managerial Economics – Singh, Dreamtech
6. Managerial Economics – D N Dwivedi, 7/e, Vikas Publication.
7. Managerial Economics –D M Mithani, 5/e, HPH..
8. Managerial economics- Maheswari, PHI
9. Managerial Economics- PNChopra, Kalyani
10. Managerial Economics- H.L. Ahuja, S. Chand

MGT- 103

QUANTITATIVE TECHNIQUES

Module-1: Introduction : Decision Sciences & Role of Quantitative Techniques.

Linear Programming : Concept, Formulation & Graphical Solution.

Assignment Models : Concept, Flood's Technique / Hungarian Method, applications including restricted & multiple assignments.

Transportation Models : Concept, Formulation, Problem types : Balanced, unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, Optimal Solution using MODI.

Module-2: Queuing Theory : Concept, Single Server (M/M/1, Infinite, FIFO) and Multi Server (M/M/C, Infinite, FIFO).

Markov Chains & Simulation Techniques : Markov chains : Applications related to management functional areas, Implications of Steady state Probabilities, Decision making based on the inference Monte Carlo Simulation, Scope and Limitations.

Module-3: Decision Theory : Concept, Decision under risk (EMV) & uncertainty **Game Theory :** Concept, 2 by 2 zero sum game with dominance, Pure & Mixed Strategy.

Module-4: Network Analysis : Concepts of CPM & PERT : Concept, Drawing network, identifying critical path, Calculating EST, LST, EFT, LFT, Slack & Probability of project completion.

Books Recommended

1. Operations Research, M V Durga Prasad, Cengage,
2. Operation Research, Pai, Oxford.
3. Quantitative Techniques for decision making, Gupta & Khanna, PHI.
4. Quantitative Techniques in Management, Vohra, Mc Graw Hill
5. Quantitative Techniques, K S Bhat, HPH
6. Quantitative Techniques, Patri & Patri, Kalyani
7. Quantitative Techniques; C R Kothari, Vikas

MBA-104

ORGANIZATIONAL BEHAVIOUR

Module - I: Fundamentals of Organizational Behavior: Introduction and Historical development of OB, Contributing disciplines to OB, Models of OB, Individual behavior: Introduction, Foundation of individual behavior, limitations and the future of OB.

Module - II: Individual Processes and Behaviour

Personality: determinants, personality traits, Theories, instruments to measure personality, personality attributes influencing OB.

Perception: factors influencing perception, perceptual errors.

Emotions: Types of emotions, Determinants, emotional intelligence.

Attitudes: Importance, sources of attitudes, types of attitudes, cognitive dissonance theory, concepts to skills,

Values: importance of values, types of values,

Learning: Theories of learning - some specific organizational applications.

Motivation: Theories of Motivation (Content theories).

Module - III: Team and Leadership Development

Team: Work teams in organizations, Developing work teams, Team effectiveness and team building.

Leadership: Functions of leaders, importance of leadership, leading as a function of management, Leadership styles, Managerial grid, Likert's four systems, Overlapping role of leader and managers, leadership traits, transactional leader vs. transformational leader.

Module - IV: Interpersonal processes and behavior.

Conflict in Organizations: nature of conflict, levels of conflict, conflict management styles.

Group dynamics: Types of groups, stages of group formation, meetings, the 5 stage model of Group Development,.

Employee stress: Forms, Causes, implications, approaches to stress management.

Recommended Books:

1. ORGB, Nelson, Quick & Khandelwal, Cengage.
2. Understanding Organizational Behaviour, Parek, Oxford
3. Organizational Behaviour, Singh.K, Pearson
4. Organizational Behaviour, K. Awathappa, HPH.
5. Organizational Behaviour, VSP Rao, Excel
6. Organizational Behaviour, Lathans, McGraw Hill
7. Management of Organizational Behaviour, Herchey et al, PHI
8. Organizational Behaviour, Khanka, S. Chand

MGT 105

Financial Accounting for Managers

Unit-1: Accounting Fundamentals

- Accounting as a language of business.
- Accounting as an Information System
- Generally Accepted Accounting Principles & Accounting Systems.
- Accounting concepts.
- Accounting Equations.
- Basic Terminologies used in Balance Sheet and Profit & Loss Account.
- Accounting Cycle.

Unit-2: Recognition of Transactions

- Verifiable Evidence.
- Revenue and Expense recognition.
- Accounting for Business transactions.
- Accounting for Fixed Assets and Depreciation.
- Accounting and Valuation of Inventory.

Unit-3: Preparation of Financial Statement

- Bank Reconciliation Statement
- Concept of Debit & Credit balances
- Preparation of Trial Balance
- Preparation of Financial Statements
 - Profit & Loss Statement
 - Balance Sheet
- Computerized Accounting through use of Software Packages.

Unit-4: Financial Statement Analysis & Reporting

- Analysis and Interpretation of Financial Statements.
- Ratio Analysis
- Cash-Flow Statement.
- Financial Reporting & Annual Reports.
- Disclosures in Annual Reports.
- Introduction to Contemporary Accounting
- Inflation Accounting
- Human Resource Accounting
- Environment Accounting
- Forensic Accounting
- Creative Accounting

Text Books:

1. Financial Accounting for Management (2nd Edn), Paresh Shah, Oxford
2. Financial Accounting for Managers, Sanjay Dhamija, Pearson
3. Financial Accounting, Narayanswamy, PHI (4th Edn)
4. Finance Accounting for Management, Shankar Narayan & Ramanath, Cengage
5. Accounting for Management, Ruchi Bhatia, HPH
6. Financial Accounting, Jawaharlal, S. Chand
7. Financial Accounting, Satapathy, Mohapatra & Sahoo, Vrinda

MGT- 106

MARKETING MANAGEMENT-I

Module-I Introduction:

Nature and scope of marketing, Evolution and the principal principles of marketing, market & market orientation, Marketing Vs Selling concepts, Consumer need, Want and demand concepts, impact of marketing on society, Marketing Environment – Assessing the impact of internal and external environment. Marketing Mix (products and services- Borden's 12 Ps, Mc Carthy's 4 Ps & Boom and Bitner's 7 Ps), Marketing as exchange, Marketing Organization

Module II Market Segmentation:

Process of market segmentation, segmentation for consumer market and business market, Targeting & Positioning, Identification of competitors and competitors' analysis,

Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning process.

Module-III Understanding Consumer Behaviour:

Buying motives, Factors influencing buying behaviour, Buying habits, Stages in consumer buying decision process, Types of consumer buying decisions, Organizational buying Vs House hold buying, Perception, learning & personality affecting consumer behaviour,

Recommended Books-

1. Marketing: Baines, Fill and Page , Sinha , Oxford
2. MKTG – Lamb, Hair, Sharma, Mc Daniel, Cengage.
3. Marketing Management: A South Asian Perspective – Kotler et al; Pearson.
4. Marketing Management - Ramaswamy V. S. & Namakumar S, McGrawHill
5. Marketing Management – K. Karunakaran, 3/e, HPH
6. Marketing Management – Arun Kumar & Meenakshi N, 2/e, Vikas.
7. Marketing Management – C N Sontakki; Kalyani

MGT 107

ENGLISH COMMUNICATION SKILLS

Module 1 Basics of Communication

- 1.1.1 Communication elements and process ,the importance of *Purpose and Audience profile; Importance of communication,, Information Gap; Turn-taking; Avoidance of Information Overload*
- 1.1.2 *Awareness of Filters& Barriers& Strategies for overcoming them*
- 1.1.3 Verbal and non-verbal communication :*Differences; Need for Synchronization; Aspects of Non-verbal Communication – Facial Expression; Eye Contact; Gestures; Postures; Touch ,Personal Space & Appearance; Paralanguage; Time language,*
- 1.4 Principles of effective communication
7 C's of Communication Clarity, Completeness, Coherence Conciseness, Credibility, Correctness, Continuity
- 1.5 Communication network in an organization

Module 2: Communication through English

- 2.1 The importance of communication through English at the present time
- 2.2 Plain English and Bias free English,, *Formal / Informal language use in appropriate contexts.*
- 2.3 The Sounds of English: *Vowels and consonants in English, and the associated IPA symbols. The Syllable-Rules for counting the syllables ,dividing words into syllables,* Reasons for Incorrect Pronunciation
- 2.4 Stress and Intonation –word stress, Rules for intonation

Module – 3: Major Language Skills(LSRW)

- 3.1. **Listening:** Importance, Active & passive listening, barriers, strategies for improving listening skills.
- 3.2. **Speaking :** *Characteristics of Effective Speech-Clear articulation; Rate of speaking; Voice quality; Eye Contact; Relevance of content for the audience*

- 3.3. **Reading** : developing reading skills of skimming and scanning ; predicting, guessing the meaning of unfamiliar words, inferring ; reading critically, taking notes, Improving Comprehension skills along with exercises
- 3.4. **Writing** : the characteristics of effective writing ,clear organization and structuring of ideas, summarizing, clarity of language, stylistic variation, précis writing, paragraph writing along with exercises.

All the skills will be taught through activities designed using the following **Value based Text Reading list.**

Four inspiring stories of entrepreneurs from Rashmi Bansal's CONNECT THE DOTS (Eklavya Education Foundation, Ahmedabad; 2010)

- *Street Smart(pp 02-15)*
- *What Women Want(pp 54-69)*
- *Vote for Change(pp.172-185)*
- *Gentlemen Prefer Lettuce(pp.236-251)*

Three inspiring stories of entrepreneurs from Rashmi Bansal's STAY HUNGRY STAY FOOLISH (IIM Ahmadabad; 2008)

- *The Book of Job(pp 02-17)*
- *Order of the Phoenix(pp 242-253)*
- *Small is Beautiful(pp.286-297)*

Module 4: Functional English Grammar

English verbs ; Using Tenses ,Modals; Subject-verb concord, Negation; Interrogation :*Yes/No Questions & Wh-type Questions; Reported Questions & Tag Questions*; Parallel structure; ;Modifiers, Clause and its types, Punctuation Marks,

Recommended Books:

1. Communication Skills , Sanjay Kumar & Pushpa Lata, Oxford
2. An introduction to Professional English and Soft Skills: Das et al, BPUT Text Book. CUP.
3. Better English Pronunciation, J.D.O.Connor (Cambridge)
4. A University Grammar of English , Quirk et al, Pearson

MBA – 108
IT PRACTICES FOR MANAGERS
LAB

1. Introduction to OS and Office Software.
2. Internet Basics, Types of Connection, Internet protocol, IP Address, Connectivity to Internet, WI-Fi Connectivity.
3. Working with Google Services : Docs, Spreadsheet, Presenter, Sites, etc.
4. Introduction to Oracle or MySQL.
5. Learning Basic DDL and DML Commands.
 - a) Create, Alter, Drop, Truncate, View commands.
 - b) Insert, Select, update, Delete commands.
6. Working with Microsoft Project.
 - Introduction
 - Creating a new project
 - Building Tasks
 - Creating Resources and Assigning costs
 - Understanding of Views
 - Tracking project progress

Instructions to Faculty Members:

Faculty members shall conduct 3 tests during the practical sessions

Lab Test -1 shall carry 30 marks

Lab Test -2 shall carry 30 marks

Lab Test -3 shall carry 40 marks

MGT 109:

ENGLISH LANGUAGE SKILLS - LAB

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

1. Role play for practice in **effective use of body language**, paralanguage and spatial communication.
2. **Phonemic transcription using IPA symbols.**
 - (i) Transcription of words in normal English orthography(writing) into IPA symbols
 - (ii) Phonemic transcription of words presented orally
 - (iii) Syllable division and stress marking (in words presented in phonetic transcription)
3. **Listening exercises**
 - (i) Listening with a focus on pronunciation: segmental sounds, stress, weak forms, intonation.
 - (ii) Listening for meaning: listening to a short talk / news bulletin.
 - (iii) Taking notes from a lecture/speech.
4. **Speaking exercises**
 - (i) Pronunciation practice (for accent neutralization), particularly of problem sounds, in isolated words as well as sentences.
 - (ii) Practising word stress, and intonation.
 - (iii) Practice of greetings and other functional expressions.
 - (iv) Reading aloud of dialogues in role play & of speeches for practice in pronunciation.
 - (v) Giving a short speech on a topic of interest.
 - (vi) Taking part in debates.
 - (vii) Case Analysis in Group Discussion. [*The Instructor shall assign caselets (related to prescribed topics in communication in the business world) to the students who shall make analysis of the same and present in it Group Discussion.*]
5. **Reading exercises**
 - (i) Intensive reading of the prescribed texts (see Module 3 of MGT-106) supported by suitable exercises.
 - (ii) Use of Dictionary
 - (iii) Note making after reading a text, showing the main idea and supporting ideas and the relationship between them.

6. Writing exercises

Practice in writing paragraphs based on a Topic Sentence.

7. Practice exercises on the common grammatical errors.

Remedial measures to focus on correct use of English verbs, sentence structures, clause-types, Interrogation and parallel structures.

8. Vocabulary Exercises on the items listed

(i) Building new words with prefixes – *anti-, bi-, de-, demi-, dis-, em-, en-, ex-, un-, in-, im-, il-, mis-, non-, pan-, pre-, pro-, quasi-, re-, sub-*.

(ii) Building new words with suffixes – *-able, -ate, -ation, -er, -ful, -ic/-ical, -ian, -ify, -ious, -ize, -less*.

(iii) Words often confused: *accept/except; adapt/adopt; addition/edition, affect/effect; alter/altar; formally/formerly; confidant/confident; dependant/dependent; disinterested/uninterested; farther/further; forward/foreword; bear/bare; berth/birth; brake/break; canvas/canvass; desert/dessert; fair/fare; lessen/lesson; principal/principle; cue/queue; born/borne; heard/herd; peace/piece*.

(iv) Phrasal verbs:

Use of the following phrasal verbs in context-

(i) *break: up; down; into; out; through*

(ii) *bring: up; down; about.*

(iii) *call: on; off; fo.r*

(iv) *come: across; about.*

(v) *get: over; away with; on with.*

(vi) *look: after; into; down on; up to; forward to.*

make out; let down; let out; run out of; put off; put out; put up

with; take after; take in; turn up; turn down

Lab Tests:

1st Lab test 30 marks.(Listening, Speaking, Non-verbal communication).

2nd Lab test 30 marks(Speaking& Writing)

3rd Lab test 40 marks(Reading, Grammar & Vocabulary)

Suggested Readings:

1. A practical Course in Spoken English, Gangal, PHI
2. English Language Laboratories, Nira Konar, PHI

2ND SEMESTER

MGT-201

MARKETING MANAGEMENT- II

Module I

Product Decisions: Concept, Product classifications, New Product Development and New Service Development, Product Life cycle, Product mix strategies. Branding: Concept of Branding, Brand Types, Brand equity, Packaging /Labeling

Pricing Decisions: Pricing concepts for establishing value, pricing strategies, pricing methods

Module-II

Promotion: Integrated Marketing Communications: Concept of communication mix, Communication- objectives, steps in developing effective communication, marketing communications' planning and strategy.

Promotional tools- Advertising, Sales Promotion, Personal selling, Publicity / Public Relation. Direct Marketing, selecting the right mix of tools and media.

Distribution Decisions: Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, managing relationships in the channel, Distribution system, Multilevel Marketing, logistics management

Module-III

Contemporary Topics- Viral marketing, Guerrilla marketing, social and societal marketing, Relationship marketing, green marketing, digital marketing, not for profit marketing, B2B and B2C marketing, post modern marketing.

Recommended Books-

1. Marketing Management - Ramaswamy V. S. & Namakumar S, McGrawHill
2. Marketing Management: A South Asian Perspective – Kotler et al; Pearson.
3. Marketing: Baines, Fill and Page , Sinha , Oxford
4. MKTG – Lamb, Hair, Sharma, Mc Daniel, Cengage.
5. Marketing Management – K. Karunakaran, 3/e, HPH
6. Marketing Management – Arun Kumar & Meenakshi N, 2/e, Vikas.
7. Marketing Management – C N Sontakki, Kalyani
8. Marketing Management- RSN Pillai ,et. al, S.Chand

MGT: 202

FINANCIAL MANAGEMENT

Module 1. Foundations of Finance

- ❖ Nature & Scope.
- ❖ Organization of Financial Functions.
- ❖ Emerging role of FMs in India and in Global context.
- ❖ Financial Goal
- ❖ Agency problems
- ❖ Time value of money.
- ❖ Valuation of Securities.
- ❖ Introduction to risk and return relationship.

Module 2. Investment Decisions.

- ❖ Capital Budgeting: Features, types and Techniques of capital budgeting decision.
- ❖ Cost of Capital.
- ❖ Risk analysis in capital budgeting

Module 3. Financing & Dividend Decision:

- ❖ Operating Leverage, Financial Leverage & Combined leverage.
- ❖ Capital structure. Theory and Policy.
- ❖ Valuation and Financing.
- ❖ Designing capital structure.
- ❖ Sources of Long term finance.
- ❖ Dividend Theory.
- ❖ Dividend Policy.

Module 4. Current Assets Management:

- ❖ Working Capital Management – Nature, Planning.
- ❖ Working Capital Financing – Trade credit, Bank Credit, CP and CD.
- ❖ Management of cash & Marketable securities – Motives, objectives, factors determining cash needs, cash management, basic principles techniques / processes, marketable securities.
- ❖ Receivable Management: Objectives, credit policies, credit norms, collection policies.
- ❖ Inventory Management: Objectives Techniques.

Books :

1. Financial Management, IM Pandey, Vikas
2. Financial Management, Khan & Jain, McGraw Hill,
3. Financial Management, Srivastav & Misra, Oxford.
4. Financial Management, Kapil, Pearson
5. Financial Management, Reddy, HPH
6. Fundamental of Financial Management, DC Bose, PHI
7. Financial Management, Sharma & Gupta, Kalyani
8. Financial Management, Rustagi, Taxman
9. Financial Management , V.K Bhala, S.Chand
10. Financial Management, N.R. Parasuraman, CENGAGE

MGT-203

HUMAN RESOURCE MANAGEMENT

Module - I

Concept, Objectives, Scope and Functions of Human Resource Management, Strategic HRM-meaning, perspectives, HR strategy- Human Resource Planning: Planning Process. Job analysis, Recruitment-Sources and Process of Recruitment, Making recruitment effective, Selection: Concept and Procedure.

Module - II

Induction and socialization, Career planning and Management, Training & Development-Concept, Training needs assessment, Types of training programmes: Designing training content, On-the-job and off-the-job, Delivery mechanism of training, Metrics for evaluation of training programme. Talent Management
Promotion- Bases of Promotion, Transfer, Separations, and Outsourcing HR.

Module - III

Performance Appraisal- Objectives, Uses and Methods, Process, Job evaluation, Problems of Performance Appraisal, Legal issues in Performance Appraisal and the steps to overcome the problems.

Compensation Administration- Objectives, types of compensation, concept of wages, pay structure, factors influencing compensation administration, steps and challenges in compensation administration.

Module - IV

Industrial Relations: Concept and Approaches to Industrial Relations, Unitary, Plurastic and Radical Approach, Essentials of effective industrial relations, Industrial Relations System,
Overview of International HRM: Features of IHRM, Reasons for the growth of IHRM, Challenges of IHRM, and Cross culture Management in IHRM, Ethical issues in HRM, Emerging trends of HRM in globalized economy and Cross- cultural environment.

Recommended Books:

1. HRM Text & Cases, Aswathappa, TMH
2. Human Resource Management, VSP Rao, Excel Books
3. Human Resource Management, P. Durai, Pearson
4. Personnel & Human Resource Management, P. Subba Rao,HPH
5. HRM, Snell, Bohlander, Vohra; Cengage
6. Human Resource Management, Jyoti, Venkates,Oxford
7. Human Resource Management, Khanka, S.Chand

MGT- 204

OPERATIONS MANAGEMENT

Module-I Overview of Operations Management

Introduction , Responsibilities of Production Manager, Strategic Decisions in Operations, Manufacturing Vs. Service Operation, Types of Production processes (Project/Job, Batch, Mass/Line, Continuous), Concept of FMS (Flexible Manufacturing System), Role of Production, Planning & Control (PPC), New Product Development & Process Design, Importance of operations in services, service classifications, service package, Distinctive characteristics of service operations.

Module-II Work Study, Aggregate Planning, Project Management, and Supply chain Management

Introduction of Work Study, Method study Procedure, Principles of Motion Economy, Stop Watch Time Study Procedure, Importance of Rating & Allowances in Time Study, Aggregate Planning: Relevant cost; Evaluation of strategic alternatives (Level, Chase and Mixed), Project Management: Basic concept, Network principles-CPM, PERT, Crashing. Understanding the supply chain, decision phases in supply chain, process view of supply chain, supply chain flows

Module-III Facility Location and Layout, Scheduling

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, Sequencing, 2 and 3 Machine cases: Johnson's Rule, Job shop Scheduling: Priority dispatching Rules,

Module – IV Inventory Control, Quality Control

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, Some important philosophies and their impact on quality (Deming, Juran, Crosby), QC Tools, Components of Total Quality System (TQS), Quality audit, Introduction to ISO 9000 and 14000 standards. Concept of Quality Management, Statistical Quality Control, X Bar, R and P Charts. Acceptance sampling,

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.

Recommended Books:

- 1 Production and Operations Management, Kaniska Bedi OXFORD.
2. Production and Operations Management, Aswathapaa & Bhat, HPH
3. Operations Management, William Stevenson, Mc Graw Hill
4. Production and Operations Management, S. N. Chary, TMH
5. Operations Management, Krajewski, Ritzman & Malhotra, PEARSON
6. Production and Operations Management, S. Tripathy, SciTech
7. Production and Operation Management; Jain, Dreamtech
8. Operation Management and Control, B. Banerjee, S. Chand

MGT- 205

FINANCIAL MARKETS AND INSTITUTIONS

Module - I Financial Market and Financial Institutions: An Overview:-

Meaning And Structure of Financial Market, Money Market, Capital Market, Foreign Exchange Market, The Nature of the unorganized sector of the Indian Money Market, Various constituents of the organized sector of the Indian Money Market. Classification of Financial Institutions in India, All India Developmental Financial institutions, Investment institutions, Specialized Financial institutions, State level financial institutions.

Module-II Capital Market:-

Introduction, Primary Market, Role of the Primary market, Need for Companies to issue shares to the public, Different kinds of Issues, Prospectus, Pricing an issue, Price discovery through Book building process, Registrar to an Issue, Listing of securities, Regulations Governing Primary capital markets in India, Public issue in Foreign capital markets, The Secondary Market, Stock Exchanges, Trading Mechanisms, Dematerialization of shares, Settlement cycle, Clearing corporations, Price bands, Risk management, Trading Rules, Regulatory Framework, Current Status of the Market, Other concepts like Corporate Action, Buyback of shares and Index.

Module - III. Banking Basics and New Age Banking:-

Historical Perspective of Banking, Banking Structure, The Banking Sector, Emergence and Importance of Commercial banking, An Overview of development of Banking in India, Banker&Customer relationship-General and Special; Special types of customers, Banking-A Business of Trust, Banking Services and the products there-under, Banking Regulations, Retail credit-An overview, Micro Finance.

Module - IV Basics of Insurance and Risk Management:-

Insurance-Meaning, Historical perspectives, Types of Insurance, Rural and Social sector obligations, policy conditions, Principles governing Insurance business, Insurance Agency. Extension of Insurance to Niche Areas:-Health Insurance, Third Party Administrators (TPA), ULIP and Pension plans, Banc assurance, Underwriting, Understanding Risk & Risk Management in Insurance:-Defining Risk, Causes of loss, Categories of Risk, Burden of Risk on Society, Risk Management and its importance in the field of Insurance, Risk Management objectives, Risk Management process

Text Books:

1. Financial Markets and Institutions, Gurusamy, TMH
2. Banking and Insurance:-Mohapatra and Acharya, Pearson
3. Banking Theory, Law & Practice, Gordon Natrajan, HPH
4. Financial Institutions and markets, Bhole and Mahakuda, TMH

MGT 206

BUSINESS RESEARCH METHODS

1. **Introduction to BRM :**
 - ❖ Importance of Research in Decision Making.
 - ❖ Defining research problem and formulation of hypothesis, Types of Research and Research Process.
 - ❖ Research Designs; Exploratory, Descriptive and Experimental.
2. **Data Collection and Data Processing**
 - ❖ Methods and Techniques of Data Collection
 - ❖ Sampling and Sample Designs.
 - ❖ Attitude Measurements and Scales.
 - ❖ Data Processing.
 - ❖ Statistical Analysis and Interpretation of Data (Parametric tests)
3. **Data Analysis**
 - ❖ Statistical Analysis and Interpretation of Data (Non-parametric Tests)
 - ❖ Multivariate Analysis of Data.
 - ❖ Model Building and Decision Making.
4. **Report writing and Presentation.**
 - ❖ Substance of Report
 - ❖ Report writing and presentation.
 - ❖ Presentation of Report.

Practical Aspect

Students are expected to use the 30 days trial version of relevant software package to learn the following:

- i) Draw frequencies, bar charts, histogram, percentile
- ii) Creating and editing graphs and charts.
- iii) Bi variate correlation.
- iv) The t-test procedure.
- v) Non-parametric Tests: Chi-square Test.
- vi) One way ANOVA procedure.
- vii) Simple Regression, Multiple regression, Reliability analysis, Factor Analysis cluster analysis.

Books Recommended:

1. Business Research Methods, Bajpai, Pearson
2. Business Research Methods, Zikmund et al, Cengage
3. Research Methodology, Majhi and Khatua, HPH
4. Business Research method, Cooper et. al, McGraw Hill
5. Business Research Methods, Bryman and Bell; Oxford
6. Research Methodology-Concepts and cases, Chawla and Sondhi, Vikas
7. Research Methodology, Swain, Kalyani
8. Research Methodology, P. Dash, Vrinda
9. Research Methodology, B. Upadhaya, S.Chand

MGT-207

MANAGEMENT INFORMATION SYSTEM.

MODULE- 1.

Basic Concept, Scope, Classification, Characteristics and Functions of Management Information Systems – Functional Information Systems like MMIS, HRIS, FMIS and IMIS. Decision Support System

MODULE- 2.

Identification , Feasibility and Planning of Information system, Hardware and Soft ware concepts regarding Information Systems, System analysis , Development and Design.

Key Application areas of information systems- Supply Chain Management, CRM, E-COM.M-COM, Knowledge, Business intelligence and BPR.

MODULE -3.ERP

Enterprise Resource Planning- Concept, Origin, Need and Characteristics of ERP, ERP implementation and issues there under. Role of Managers in implementing ERP system.

MODULE -4. MIS Practice: (practical component)

Concepts of MS-Access: Tables, Forms, Query, Report, Macro etc

Relevant Case studies

Books Recommended:-

1. Management Information system – Sahil Raj, Pearson
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Information Technology and the Networked Economy, Thomson Learning, Bombay.
6. Management Information System; Kanter, j. PHI, Delhi
- 7.MIS; Rahul De; Wiley
8. Text Book on Management Information System,D.P Nagpal, S.Chand

MGT 208

MANAGERIAL COMMUNICATION

Module – 1. Introduction to Managerial Communication

- 1.1. Communication challenges in today's work place: *Advances in technology; Culturally diverse workforce; Team-based organizational Settings.*
- 1.2. Cross-Cultural communication, cross cultural issues which affect communication across different cultures, culture and non-verbal communication, effective intercultural communication.
- 1.3. Persuasive Communication: Process, techniques.
- 1.4. Negotiation Skills.
- 1.5. Effective Business Presentations: Their importance in managerial communication; Planning, Preparing, Organizing, Rehearsing, and Delivering an Oral presentation, Handling Questions; Power Point Presentation.

Module – 2: Introduction to Managerial writing

- 2.1. Business letters: routine and persuasive letters, bad news letters, sales letters, job application letters.
- 2.2. Writing CVs.
- 2.3. Internal communication through memos, notices, circulars, emails.
- 2.4. Business reports and proposals.

Module – 3: Group Communication

- 3.1. Business Meeting: *Planning a meeting; Drafting a Notice-cum-Agenda; Role of the Chairperson and other participants; preparing the Minutes of a meeting.*
- 3.2. Group discussion: *Types; Role Functions in GD; Non-functional Behaviour Patterns in GD; Guidelines for Effective Group Discussions..*
- 3.3. Oral case, analysis in groups-. *Pre-viewing; Skimming; Reading; Reviewing; Analyzing – Steps in the Case Analysis Process; Do's & Don'ts of Case Analysis.*
- 3.4.. Types of managerial speeches: Speech of Introduction, speech of thanks, occasional speech, and theme speech.
- 3.5. Media Management: Writing a Press Release; Meeting the Media in a Press Conference.

Module – 4 Soft Skills

- 4.1. Communication skills and Soft Skills.
- 4.2. Mastering the art of giving interviews in selection or placement interviews, discipline interviews, appraisal, interviews, and exit interviews. *Types of Interviews; Planning and Preparing for a Job Interview; 20 Frequently Asked Questions in a Job Interview; Stages of an Interview; Important Non-verbal Aspects; Strategies for success in Job Interviews.*
- 4.3. Business and social etiquettes.

Recommended Books:

1. Business Communication, Meenakshi Raman & Prakash Singh, Oxford
2. Business Communication- concepts, cases & applications, Chaturvedi & Chaturvedi, Pearson
3. Communication for Management, Urmila Rai and S M Rai, HPH
4. Business and Managerial Communication, Sengupta, PHI
5. Business Communication for Managers, P. Mehra, Pearson
6. BCOM- Business Communication, Lehman, Sinha, Cengage
7. Soft Skills – Alex, S.Chand

MANAGERIAL COMMUNICATION PRACTICE (PRACTICAL ASPECT)

1. Delivering Oral Presentations.
2. “Process Writing” techniques should be used to teach writing skills. The focus should mainly be on:
 - ★ Writing Business Letters
 - ★ Writing Memos and E-mails.
 - ★ Writing short Reports
 - ★ Preparing Notice-cum-Agenda for a Meeting.
3. Practice should be provided for:
 - ★ Group Discussions.
 - ★ Mock interviews

Recommended Books:

Practical:

1. English Language Lab, Nira Kanor, PHI
2. Guide to managerial Communication, Mary Munter, Pearson

MGT-209
BUSINESS AWARENESS AND PRESENTATION

This paper aims at developing the skill of students to understand the basics of an industry and the organizations operating in Indian economy. They are expected to gather first hand information about different aspects of enterprises in an industry and study the following points in detail specified hereunder.

Students should work in a group of 3 to 5 under the guidance of a faculty member. They shall study various aspects of any two corporate entities of their choice. Focus shall be on analyzing the information collected by them and making a structured detailed report followed by a presentation before the class.

A panel of 3 In house faculty members shall evaluate and assess the performance based on the following criteria:

Report: 40 marks, Presentation: 30 marks; Question and Answer: 30 marks

1. Industry Analysis – The Basics:

Nature of industry , Players in the industry, Nature of competition, Market share of top three and bottom three players, Possible classification of players into leaders, challengers, followers , nichers.

Positioning and differentiation strategies of key players, branding strategies, pricing policies, Capacity analysis, Geographical spread, Demand –supply analysis. Professional trade bodies of the industry.

2. Enterprise History and Background:

Establishment, Promoters, Vision & Mission – philosophy – Values , Name of the chairman, CEO,MD, Members of the Board of Directors, Technical and other collaborations if any.

3. Organization:

Organization structure , Geographical (domestic and global) foot print – at the time of inception and spread over the years , Corporate office/manufacturing/service locations in India and in other parts of the world. Certification (if any) – ISO/EMS/FDA/CMMI, etc.

4. Markets:

Major customers , customer segments, products, product lines , major brands , market share – nationally, region wise , product wise , advertising initiatives, advertising punch line/ Slogan or logo.

5. Financials:

Data to be studied, tabulated, graphically depicted, analyzed and presented for the last 5 years for the Revenues, Profitability, Market Capitalization, etc.

Listing status & script codes – BSE and NSE, global listings on international stock markets, share price face value, current market value, annual high low figures, P/E ratio, share holding pattern.

6. Governance:

Corporate governance initiatives, initiatives towards social inclusion, initiatives towards environment conservation, CSR policies, CRISIL rating, award won if any.

7. External Environment:

Controlling ministry and/ or regulators if any for the industry, Regulatory policies at the state, national and global level and their impact on the industry as a whole. Key National and global issues affecting the industry. Key initiatives by the Govt. to promote the industry, environmental issues.