SYLLABUS
FOR
MBA (REGULAR) PROGRAM

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

Biju Patnaik University of Technology, Odisha
Rourkela
<table>
<thead>
<tr>
<th>Code No.</th>
<th>Subject</th>
<th>Credit</th>
<th>Hours</th>
<th>Full Mark</th>
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<tr>
<td>Semester:1</td>
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<tr>
<td>MGT-101</td>
<td>Managing Organisations</td>
<td>4</td>
<td>40</td>
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<td>MGT-102</td>
<td>Managerial Economics</td>
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<td>MGT-103</td>
<td>Quantitative Techniques</td>
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<td>MGT-104</td>
<td>Organization Behaviour</td>
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<td>MGT-105</td>
<td>Financial Accounting for Managers</td>
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<td>MGT-106</td>
<td>Marketing Management-I</td>
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<td>MGT-107</td>
<td>English Communication Skills</td>
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<td>IT Practices for Managers (Lab)</td>
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<td>Business Research Methods</td>
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<td>Semester:3</td>
<td>SUMMER TRAINING (for 6 to 8 weeks)</td>
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<td>MGT-301</td>
<td>Business &amp; Corporate Law</td>
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<td>Cost Management</td>
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<td>MGT-308</td>
<td>Summer Project Presentation &amp; Viva</td>
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<td>Ethics and CSR</td>
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<td>MGT-407</td>
<td>Dissertation &amp; Comprehensive Viva</td>
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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 3<sup>rd</sup> 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 4<sup>th</sup> Semester in the same specialization streams.

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

3<sup>RD</sup> SEMESTER (2+2)

<table>
<thead>
<tr>
<th>CODE</th>
<th>A. MKT</th>
<th>B. FIN</th>
<th>C. HR</th>
<th>D. IT</th>
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4<sup>TH</sup> SEMESTER (2+2)

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<th>CODE</th>
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<th>D. IT</th>
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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

<table>
<thead>
<tr>
<th>3RD SEM</th>
<th>C1 MKT + FIN (2+2)</th>
<th>C2 MKT + HR (2+2)</th>
<th>C3 FIN + HR (2+2)</th>
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<td>EL - 8</td>
<td>FD</td>
<td>HRD</td>
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</table>

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
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, tram 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
3. Essentials of Management-Koontzand Weirich, 8/e, McGraw Hill
5. Management Theory & Practice; Sengupta; Vikas Publishing House
7. Modern Management; Certo and Certo, PHI
8. Principle and Parcatice 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.


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:

2. Managerial Economics – Vinita Agrawal, Pearson, ,
3. Micro ECON-Mc Eachern and Kaur, Cengage
5. Managerial Economics – Singh, Dreamtech
8. Managerial economics- Maheswari, PHI
9. Managerial Economics- PNChopra, Kalyani
10. Managerial Economics- H.L. Ahuja, S. Chand
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/I, 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**
3. Quantitative Techniques for decision making, Gupta & Khanna, PHI.
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 - 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
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
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-

2. MKTG – Lamb, Hair, Sharma, Mc Daniel, Cengage.
7. Marketing Management – C N Sontakki; Kalyani
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:**

2. An introduction to Professional English and Soft Skills: Das et al, BPUT Text Book. CUP.
4. A University Grammar of English, Quirk et al, Pearson
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
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 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-**.


(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; for**
(iv) **come: across; about.**
(v) **get: over; away with; on with.**
(vi) **look:after; into; down on; up to; forward to.**
(vii) **make out; let down; let out; run out of; put off; put out; put up**
(viii) **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
2\textsuperscript{ND} SEMESTER
Module I
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-
4. MKTG – Lamb, Hair, Sharma, Mc Daniel, Cengage.
7. Marketing Management – C N Sontakki, Kalyani
8. Marketing Management- RSN Pillai ,et. al, S.Chand
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 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,
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
MGT-203
HUMAN RESOURCE MANAGEMENT

Module - I

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
5. HRM, Snell, Bohlander, Vohra; Cengage
7. Human Resource Management, Khanka, S.Chand
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


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, Crossby), 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
4. Production and Operations Management, S. N. Chary, TMH
5. Operations Management, Krajewski, Ritzman & Malhotra, PEARSON
7. Production and Operation Management, Jain, Dreamtech
8. Operation Management and Control, B. Baneerjee, S.Chand
Module - I  Financial Market and Financial Institutions: An Overview:-

Module-II  Capital Market:-

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:-

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
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 Software 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
4. Information Technology and the Networked Economy, Thomson Learning, Bombay.
5. Management Information System; Kanter, j. PHI, Delhi
6. MIS; Rahul De; Wiley
7. Text Book on Management Information System, D.P Nagpal, S.Chand
Module – 1. Introduction to Managerial Communication
1.1. Communication challenges in today’s workplace: 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.
1.4. 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
2.2. 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:
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
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 asses 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.