

S Y L L A B U S
FOR
MBA (D5F H! H=A 9) PROGRAM

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



Biju Patnaik University of Technology, Odisha
Rourkela

COURSE STRUCTURE – MBA (Part-Time) (2013-14) AND ONWARDS

Code No.	Subject	Credit	Hours	Full Mark
Semester:1				
MBP-101	Managing Organizations	4	40	100
MBP -102	Managerial Economics	4	40	100
MBP -103	Quantitative Techniques	4	40	100
MBP -104	Organizational Behaviour	4	40	100
MBP -105	English Communication Skills	3	30	100
	TOTAL	19	190	500
Semester:2				
MBP-201	Marketing Management -I	3	30	100
MBP-202	Operations Management	4	40	100
MBP-203	Financial Accounting for Managers	4	40	100
MBP-204	Human Resource Management	4	40	100
MBP-205	Management Information Systems	3	30	100
MBP- 206	IT Practices for Managers Lab	2	30	100
	TOTAL	20	210	600
SUMMER TRAINING (for 6 to 8 weeks)				
Semester:3				
MBP-301	Marketing Management-II	3	40	100
MBP-302	Business Research Method	4	40	100
MBP-303	Financial Management	4	40	100
MBP-304	Managerial Communication & Practices	3	30	100
MBP-305	Financial Markets & Institutions	3	40	100
MBP-306	Summer Project Presentation & Viva	3		100
	TOTAL	20	190	600
Semester:4				
MBP-401	Business & Corporate Law	4	40	100
MBP-402	Strategic Management	4	40	100
MBP-403	Cost Management	4	40	100
MBP-404	Ethics and CSR	4	40	100
	TOTAL	16	160	400
Business Analysis (4 to 6 weeks)				
Semester:5				
MBP-501	Elective 1	4	40	100
MBP-502	Elective 2	4	40	100
MBP-503	Elective 3	4	40	100
MBP-504	Elective 4	4	40	100
MBP-505	Business Analysis and Presentation	4	20	100
	TOTAL	20	180	500
Semester:6				
MBP-601	Elective 5	4	40	100
MBP-602	Elective 6	4	40	100

MBP-603	Elective 7	4	40	100
MBP-604	Elective 8	4	40	100
MBP-605	Dissertation and Comprehensive Viva	4	20	100
	TOTAL	20	180	500
	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)

1st SEMESTER

MBP-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

MBP-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

MBP- 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/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

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

MBP-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

MBP-105

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

2ND SEMESTER

MBP- 201

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

MBP-202

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. Baneerjee, S.Chand

MBP-203
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
 - Human Resource Accounting
 - Environment Accounting
 - Forensic Accounting
 - Creative Accounting
- Inflation 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. Financial Accounting , Satapathy & Sahoo, Vrinda
5. Finance Accounting for Management, Shankar Narayan & Ramanath, Cengage
6. Accounting for Management, Ruchi Bhatia, HPH
7. Financial Accounting , Jawaharlal, S.Chand

MBP-204

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, How to make 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.

Emerging trends of HRM in globalized economy and Cross- cultural environment.

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,

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

MBP-205

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..

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.

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

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

MBP – 206

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