

BIJU PATNAIK UNIVERSITY OF
TECHNOLOGY, ODISHA

CURRICULLUM FOR MBA AS PER
GUIDELINES OF AICTE
2018-19

MBA Course Structure: 2018-19

Scheme of Credit distribution

1. First Year MBA:

- i. 1st Semester 9 papers of 3 credits each = 27 credits
- ii. 2nd Semester 9 papers of 3 credits each = 27 credits

2. Second Year

- i. 3rd Semester Specialization- One 4 papers = 12 credits
Specialization- Two 4 papers = 12 credits
- ii. 4th semester Specialization – One 3 papers = 9 credits
Specialization – Two 3 papers = 9 credits

3. Internship during Summer Vacation (45 days) = 4 credits

TOTAL = 100 credits

FIRST YEAR OF MBA

SI No.	1 st Semester	Credit	2 nd Semester	Credit
1.	Managerial Economics	3	Corporate Finance	3
2.	Marketing Management	3	Indian Financial Systems and Services	3
3.	Organizational Behaviour	3	Human Resources Management	3
4.	Management Principles	3	Business Research	3
5.	Decision Science	3	Operations Management	3
6.	Business Communication	3	International Business	3
7.	Financial Accounting and Analysis	3	Fundamentals of ERP	3
8.	Business Law	3	Corporate Strategy	3
9.	Business Environment & Ethics	3	Entrepreneurship Development	3
	TOTAL CREDITS	27	TOTAL CREDITS	27

SECOND YEAR OF MBA**(ONLY ELECTIVES)**

FUNCTIONAL AREA : MARKETING				
SI No.	Semester	Code	Elective Papers	Credit
1	3rd	18 MBA 301 A	Consumer Behaviour	3
2	3rd	18 MBA 302 A	Sales & Distribution Management	3
3	3rd	18 MBA 303 A	Digital & Social Media Marketing	3
4	3rd	18 MBA 304 A	Service Marketing	3
5	4th	18 MBA 401 A	Retail Marketing	3
6	4th	18 MBA 402 A	Branding & Advertisement	3
7	4th	18 MBA 403 A	B2B Marketing	3
FUNCTIONAL AREA : FINANCE				
SI No.	Semester	Code	Elective Papers	Credit
1	3rd	18 MBA 301 B	Security Analysis & Portfolio Management	3
2	3rd	18 MBA 302 B	Financial Derivatives	3
3	3rd	18 MBA 303 B	Management Accounting	3
4	3rd	18 MBA 304 B	Project Appraisal and Finance	3
5	4th	18 MBA 401 B	Direct Taxation	3
6	4th	18 MBA 402 B	Behavioural Finance	3
7	4th	18 MBA 403 B	Mergers, Acquisition and Corporate Restructuring	3
FUNCTIONAL AREA: HUMAN RESOURCES				
SI No.	Semester	Code	Elective Papers	Credit
1	3rd	18 MBA 301 C	Manpower Planning	3
2	3rd	18 MBA 302 C	Employee Relations	3
3	3rd	18 MBA 303 C	Compensation and Benefit Management	3
4	3rd	18 MBA 304 C	Performance Management System	3
5	4th	18 MBA 401 C	Team Dynamics at work	3
6	4th	18 MBA 402 C	Strategic HRM	3
7	4th	18 MBA 403 C	Human Resource Metrics & Analytics	3

FUNCTIONAL AREA: OPERATIONS MANAGEMENT

SI No.	Semester	Code	Elective Papers	Credit
1	3rd	18 MBA 301 D	Supply Chain Management & Logistic	3
2	3rd	18 MBA 302 D	Pricing & Revenue Management	3
3	3rd	18 MBA 303 D	Operations Strategy	3
4	3rd	18 MBA 304 D	Sales & Operation Planning	3
5	4th	18 MBA 401 D	Management of Manufacturing System	3
6	4th	18 MBA 402 D	Sourcing Management	3
7	4th	18 MBA 403 D	Operations Research Applications	3

FUNCTIONAL AREA: SYSTEMS MANAGEMENT

SI No.	Semester	Code	Elective Papers	Credit
1	3rd	18 MBA 301 E	Data Mining for Business Decisions	3
2	3rd	18 MBA 302 E	Management of Digital innovation	3
3	3rd	18 MBA 303 E	E-Commerce and Digital Markets	3
4	3rd	18 MBA 304 E	Managing Digital Platforms	3
5	4th	18 MBA 401 E	Business Analytics	3
6	4th	18 MBA 402 E	Managing Software Projects	3
7	4th	18 MBA 403 E	E-Commerce and ERP	3

DETAILED SYLLABUS

(FIRST YEAR)

FIRST SEMESTER

SI No.	Code No.	Name of the subjects	Credit
1.	18 MBA 101	Managerial Economics	3
2.	18 MBA 102	Marketing Management	3
3.	18 MBA 103	Organizational Behaviour	3
4.	18 MBA 104	Management Principles	3
5.	18 MBA 105	Decision Science	3
6.	18 MBA 106	Business Communication	3
7.	18 MBA 107	Financial Accounting and Analysis	3
8.	18 MBA 108	Business Law	3
9.	18 MBA 109	Business Environment & Ethics	3
		TOTAL CREDITS	27

SECOND SEMESTER

SI No.	Code No.	Name of the subjects	Credit
1.	18 MBA 201	Corporate Finance	3
2.	18 MBA 202	Indian Financial Systems and Services	3
3.	18 MBA 203	Human Resources Management	3
4.	18 MBA 204	Business Research	3
5.	18 MBA 205	Operations Management	3
6.	18 MBA 206	International Business	3
7.	18 MBA 207	Fundamentals of ERP	3
8.	18 MBA 208	Corporate Strategy	3
9.	18 MBA 209	Entrepreneurship Development	3
		TOTAL CREDITS	27

The colleges may provide for a PD Lab for the students which shall be a non-credit course. An indicative list of lab sessions is attached for reference.

DETAILED SYLLABUS

18 MBA 101 MANAGERIAL ECONOMICS

Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in economics and management.
2. To demonstrate the application of economic theory to business decisions.
3. To develop a student's ability to think analytically about the economic forces at work in society.
4. To develop a framework which the students may use to analyze the overall behavior of a modern mixed economy.

Module – I: Relevance of economics for business decisions, Role of Managerial Economist and Business decision making. Demand Analysis – individual market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand Estimation and demand Forecasting, Supply Analysis.

Module – II: Production functions: Single variable – Variable Proportions, two variables - Returns to scale; cost minimization and output maximization, various cost concepts, cost functions , Economies of scale and economies of scope (simple numerical problems to be solved).

Module-III: Market morphology, price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition, oligopoly, Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing; Concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies.

Reference Books

1. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
2. Managerial Economics, Salvatre, Srivastava, Oxford
3. Managerial Economics, Keat, Young, Banerjee, Pearson,
4. Managerial Economics, H L Ahuja, S. Chand

5. Managerial Economics Theory and Applications, DM Mithani HPH
6. Managerial Economics, PL Mehta Sultanchand & Co.
7. Managerial Economics, DN. Dwivedi, Vikash

18 MBA 102 MARKETING MANAGEMENT

Objectives:

1. To sensitize the students to the dynamic nature of Marketing Management.
2. To expose students to a systematic frame work of marketing & implementations and to highlight need for different marketing approaches for services, goods, and for household consumers, organizational buyers.
3. To introduce the concept of Marketing Mix as a framework for Marketing Decision making.

Module-I Definition & Functions of Marketing, Scope of Marketing, Marketing concept, Selling versus Marketing, Concept of Marketing Myopia. 80: 20 Principle, Introduction to the Concept of Marketing Mix, Bottom of the pyramid concept; Concept of Marketing Environment: Macro and Micro, Need for analyzing the Marketing Environment.

Module-II Market segmentation, Bases for market segmentation, Targeting , Positioning; Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process.

Contemporary Topics: Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing , Digital Marketing, Network Marketing (Concepts only)

Module- III Product: Classification of consumer products and industrial products, Product Mix, New Product Development Process: Idea Generation to commercialization. Product Life Cycle, Strategies across stages of the PLC. Packaging & Labeling, Basic concept of Branding

Pricing Basics: Meaning, Importance of pricing, Factors Influencing pricing decisions., Pricing strategies and approaches

Place: The Role of Marketing Channels: Channel functions & flows, channel levels. Channel conflicts and resolution (Overview only)
Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices.

Promotion: The role of marketing communications, Elements of promotion mix, IMC approach (Overview)

Reference Books

Marketing: Baines, Fill and Page , Sinha , Oxford
Marketing Management – Kotler, Keller, Koshy, Jha, Pearson,
Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning
Marketing Management, Ramaswamy & Namakumari, McGrawHill
Marketing Management – K Karunakaran, Himalaya Publishing House
Marketing Management – Text and Cases, Tapan K Panda, Excel Books
Marketing Management – J.P Mahajan, Vikas
Marketing Management - Rudani , S Chand

18 MBA 103 ORGANIZATIONAL BEHAVIOUR

Objectives:

1. To develop an understanding of the behavior of individuals and groups inside organizations
2. To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.
3. To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

Module-I : Fundamentals of OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive), behavioristic and social cognitive), Limitations of OB, Models of OB

Module II :

Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes.

Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job – fit theory), Personality Tests and their practical applications.

Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).

Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories – Equity Theory of Work Motivation.

Module- III:

Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development.

Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.

Leadership: Concept of Leadership, Styles of Leadership, Trait Approach Contingency Leadership Approach, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformations leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.

Books:

1. Understanding Organizational Behaviour, Parek, Oxford
2. Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.
3. Organizational Behaviour, K. Awathappa, HPH.
4. Organizational Behaviour, VSP Rao, Excel
5. Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.
6. Organizational Behaviour, Hitt, Miller, Colella, Wiley
7. Organizational Behaviour, Kabita Singh, Vikas
8. Organizational Behaviour, Khanka, Schand

18 MBA 104 MANAGEMENT PRINCIPLES

Objectives:

1. To explain the various concepts of management.
2. To make the students understand the contemporary management practices
3. To highlight professional challenges that managers face in various organization
4. To enable the students to appreciate the emerging ideas and practices in the field of management.

Module – I: Introduction: Concept, Managerial functions, Levels of Management, Skills and Roles of a Manager; School of Management thoughts – Pre- Scientific , Classical, Behavioural and Modern ; Contributions in the field of Management – by Peter F. Drucker, Michael Porter, C.K Prahalad, Barnand, McGregor, Rensis Likert and McKinsey

Module – II: Organization: Formal and Informal, Line and Staff Relationship, Centralization Vs. Decentralization, Basic issues in Organizing, Work Specialization, Chain of Command, Delegation, Span of Management, Organization Structure for Departmentalization. Organizational Culture: Cultural Diversity, Multi Ethnic Workforce Organizing Knowledge Resource.

Module – III: Planning: Nature & Elements of Planning, Planning Types and Models, Planning in Learning Organizations, Types, Steps, MBO, MBE, Planning Premises. Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, Increasing Participation in Decision making, Creativity in decision making

Controlling : Process, Standards and Bench Marking – Co-ordination-Principles of Co-ordination-Inter-Dependence, Change Management

Reference Books

1. Management, Robbins, Coulter & Vohra, Pearson.
2. Management: Text and Cases-VSP Rao, Excel Books
3. Management Theory & practice – Chandan J. S, Vikas
5. Management Theory & Practice - Subba Rao P & Hima Bindu, HPH
6. Principles and Practices of Management – Kaul, Vikas
7. Principles and practices of Management – Pillai , S Chand

18 MBA 105 DECISION SCIENCE

Objectives:

1. To lay an adequate theoretical foundation to study various applied fields in statistics and decision science.
2. To understand role of quantitative techniques in managerial decision making.
3. To understand applications of various quantitative techniques in managerial settings.

Module-I: Statistical Methods:

Measures of central tendency and dispersion: Standard Deviation, Simple Correlation, calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear regression, calculation of regression coefficients,

Module II: Decision Sciences & role of quantitative techniques.

Linear Programming: Concept, Formulation & Graphical and Simplex 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, and Optimal Solution using MODI.

Module-III:

Queuing Theory : Concept, Single Server (M/M/1), Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, **Decision Theory:** Concept, Decision under risk (EMV) & uncertainty, **Game Theory:** Concept, 2 zero sum game with dominance, Pure & Mixed Strategy.

Reference Books

Quantitative Techniques for Management, Levine, Krehbiel, Berenson, Pearson
Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill
Quantitative Techniques-Davis.B, Oxford
Operations Research by R. Pannerselvam, Prentice Hall
Statistics for Business and Economics; R P Hooda, Vikas
Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI
Business Statistics : J K Sharma, Vikas

18 MBA 106 BUSINESS COMMUNICATION

MODULE – I: ORAL COMMUNICATION

- **Communication Basics:** The process of communication (2-way Model): Sender, Message, Channel, Receiver, Feedback. Communication Flow in Organizations: The Grape-vine; Formal Channels – Vertical (Downward and Upward); Horizontal; Diagonal. Non-verbal Communication: Kinesics, Oculistics, Proxemics, Chronemics, Haptics, Paralanguage, Appearance and Artifacts.
- **Language Skill 1 - Listening :** Listening Vs. Hearing – Importance of the listening skill – Types of Listening : Active Listening ; Empathetic Listening; Content Listening; Critical Listening – Barriers to Listening – Guidelines for improving the Listening Skill.
- **Language Skill 2 - Speaking:** Guidelines for improving confidence, fluency, articulation, accent and voice modulation while speaking. Oral communication at the workplace: Essentials of a Business conversation – Effective Conversation Management. Cell phone Etiquette, Teleconference / Video Conference Skills.

MODULE – II : WRITTEN COMMUNICATION

- **Language Skill 3- Reading** :The process of Reading; Sub skills of Skimming, Scanning, Inferencing, Guessing word-meaning, Using appropriate speed for various kinds of reading. Correction of Reading faults of Eye-fixation, Regression, Finger-pointing, Sub-vocalising, Reading aloud, and indiscriminate use of the Dictionary.
- **Language skill 4 - Writing** : The writing Process – Guidelines for composing effective business messages – Structure of Routine and Persuasive business messages, good-will, good-news, and bad-news messages.
Features of an effective business E-mail. Rules of Netiquette.
Preparing a Résumé -Parts of a Résumé – Résumé Styles: Chronological, Functional, and Chrono-functional - Résumé design.

Writing Business Reports: Features of a good business report. Formats – Printed form, Memo, Letter, Manuscript. Structure of a Short Formal Report. Steps in planning and preparing a business report.

Applied English Grammar for Business Writing: Tenses – Subject Verb Concord –Modals – Active & Passive Forms – Non-finite forms – Punctuation

MODULE – III : BUSINESS PRESENTATION & GROUP DISCUSSION

- **Presentations** :Their importance for a manager - Features of a good business presentation–Planning, Preparing & Structuring–PPT Preparation, Rehearsal & Delivery – Overcoming Stage Fright and Glossophobia – Importance of Body Language in presentations. Individual and Group presentations.
- **Group Discussion** : Difference between GD and Debate – Parameters of Performance evaluation in a GD : Awareness, Reasoning ability, Discussion Skills, Leadership, Openness, Assertiveness, Attentive Listening, Motivation and Enthusiasm – How to get prepared for GD – Some Dos and Don'ts.

• **BASIC READINGS :**

1. Communication Skills: Sanjay Kumar & Pushpa Lata, Oxford University Press.
2. Business Communication: Skills, Concepts, and Application – P.D. Chaturvedi and Mukesh Chaturvedi, Pearson.

• **REFERENCES :**

1. Business communication – Meenakshi Raman & Prakash Singh
2. Business and Managerial Communication – Sailesh Sengupta, PHI Learning
3. BCOM : Business Communication – A South Asian Perspective. Lehman, Dufrene & Sinha, Cengage Learning

18 MBA 107

FINANCIAL ACCOUNTING AND ANALYSIS

Objectives:

1. To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements.
2. To develop their ability to read annual reports and develop their skills to interpret financial statements.
3. To familiarize the students with different financial accounting concepts affecting stakeholders

Module-I: Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting, Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance.

Module- II: Preparation of Financial Statements: Income statement and Balance Sheet, Cash Flow Statement, Corporate Accounts: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Debentures and Bonds.

Module-III: Understanding corporate Income statement and Balance Sheet as presented in the Annual Reports of companies; Analysis and interpretation of Financing Statements:- Common size statement, Trend analysis, Ratio Analysis and Cash Flow Analysis as per AS – 3 (Revised).

Reference Books

1. Financial Accounting for Management; Paresh Shah, Oxford
2. Financial Accounting A managerial Perspective-Bapat & Raitha, McGraw Hill
3. Financial Accounting for Managers-Sanjay Dhamija, Pearson
4. Financial Accounting and Analysis- Athma, HPH
5. Financial Accounting for Management, A.K.Bhattacharya
6. Financial Accounting for Management, Narayanswamy
7. Financial Accounting by S.N Maheswari Vikas Publications
8. Financial Accounting by Satapathy, Mohapatra, Patra, Vrinda

18 MBA 108

BUSINESS LAW

Module – I Law of Contract : Contract Act: Indian Contract Act, 1872, Agreement, Contract, Essentials of Contract (Offer & Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of contract, Quasi-Contract and Contingent Contract.

Module – II Special Contract: Contract of Agency: Mode of creating & revocation of Agency, Rights and Duties of Agents and Principals. Contract of Bailment (Rights and duties of Bailer and Bailee). Sales of Goods Act: Sale and agreement to sell, Condition and Warranty, Transfer of properties, Finder of Goods, Performance of Contract of sale, Unpaid seller and his rights. Consumer Protection Act: Consumers, Rights of Consumers, Redressal Machinery under the Act, Procedure of Complaint, Relief available to the consumers, Procedure of filing appeal, Powers of Redressal agencies

Module – III Company Laws: Indian Companies Act 2013, Salient features and Classes of Company. Lifting of corporate veil, Procedure of Incorporation and Certificate of commencement of business, Memorandum and Articles of Association, Doctrine of ultra vires and Indoor Management, Management of Company: Qualification, Appointment of Directors, Company Meetings, Resolutions, Winding-up of Companies and their modes.

Reference Books

1. Business Law – Saravanel, Mohapatra, HPH
2. Business Law – N D Kapoor, S Chand
3. Business Law – Pathak, Tata Mc Graw Hi

18 MBA109

BUSINESS ENVIRONMENT & ETHICS

Objectives:

1. To analyse different issues of environment and measures to control it
2. To enrich the students' understanding of current scenario of society and related problems.
3. To direct the attention of students towards activities meant for betterment of the society.
4. To make the students understand the initiatives of corporate to pay back to the society and how they derive a social return in long run.

Module I: Concept of Business Environment: Business Environment: Classification (Internal; External:- Micro & Macro – Economic, Political-legal, Socio-Cultural, Technical, Demographic, Natural International), Techniques of Analysis and Diagnosis ((SWOT, ETOP, Forecasting; The New Economic Policy (LPG); National and State Level Industrial Polices.

Module II: Environmental and Social Issues: Cause, effect and control measures of pollution (Air, Water, Soil, Marine, Noise, Nuclear hazards); Cause, effect and control measures of urban and industrial wastes; Managing Natural Disasters (flood, earthquake, cyclone and landslides) and Manmade Disasters., Contemporary social issues affecting business environment.

Module III: Business Ethics:

Introduction to Business ethics, Definition, Need, Importance, Nature, Scope, Objectives of Business Ethics, Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Finance, HR, Ethical decision making.

Reference Books:

1. Business Environment – B.N Ghosh, Oxford
2. Environmental Management – Pandey Vikash Publication.
3. Business Ethics – Murthy, HPH
4. Business Environment – Vadi, Mohapatra and Patra, HPH

18 MBA 201
CORPORATE FINANCE
CREDIT: 3, CLASS HOURS: 35

Course Objective :

To provide students with concepts, techniques and tools to study, analyze and improve their knowledge on financial management practices of an organization

Module I: 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, Compounding and discounting, Risk and Return concepts. Short term and long term sources of fund.

Module II: Investment Decisions. Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital. **Financing Decision:** Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. **Dividend Decision** Dividend Theory, Dividend Policy.

Module III: Current Assets Management: Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, **Management of Cash** : Cash budget, Management of collections and disbursement, Investment of Surplus cash ; **Management of Receivables** : Terms of Credit, Credit Policy decision ; **Management of Inventory** : Techniques of Inventory planning and control.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH MODULE.

Books :

1. Fundamentals of Financial Management, Van Horne, Pearson
2. Financial Management, G Sudarsan Reddy, HPH
3. Essentials of Financial Management, IM Pandey, Vikas
4. Financial Management, Khan & Jain, McGraw Hill,
5. Financial Management, Srivastav & Misra, Oxford.
6. Financial Management – Tulsian (S Chand)
7. Fundamentals of Financial Management, Brigham, Cengage
8. Financial Management by Prasanna Chandra , Tata McGraw Hill

18 MBA 202
INDIAN FINANCIAL SYSTEM AND SERVICES
CREDIT: 3, CLASS HOURS: 35

Course Objectives :

1. To familiarize the students with dynamics of Financial market, Financial instruments and Financial services and Financial intermediaries.
2. To provide the students the basic operational practices of Financial Markets, Services and Institutions.

MODULE 1: Indian Financial System: Introduction, Components and Functions of Indian Financial System. Reforms in Indian Financial Systems.

Indian **Banking** and Insurance Systems: Definition of Banks, Structure and Types of Banks in India. Roles & Functions of Banks in India, Different Banking Services, Banking Products – Deposit and Loan products, Recent trends of banking system in India. Definition & Principles of insurance, Types of insurance: Life and Nonlife Insurance, Re- Insurance & Micro Insurance. IRDA: Role, Functions & Powers. Different Insurance Product & their Applicability. (Pension plans, Banc-assurance, ULIPs, Endowment Plan, and Money back Plan).

MODULE- 2: Money Market and Capital Market: Features of Money Market, Composition of Money Market: Players, Instruments and Institutions in Money Market. Primary Market: Functions of Primary market, IPO, SEBI guidelines for IPO, Methods of issuing IPO. Secondary Market: Functions of Secondary Market, Instruments Traded in Secondary Market: Trading Mechanism in Secondary Market. Online Trading, De-Materialization Account. Brokers, Kinds of brokers, Registration of Brokers

MODULE-3: Mutual funds: Introduction, Classification of funds, Organization Structure of Mutual fund company (Powers& Functions), Mutual fund investment vs Stock market investment. Venture Capital: Meaning, Types of venture capital, Stages of venture capital financing, exit routes, Leasing: Concept and classification, financial evaluation of leasing. Hire Purchase: Conceptual framework, financial evaluation of hire purchase, leasing vs hire purchase.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH MODULE.

Reference Books :

1. Financial Markets and Services, Gordon & Natarajan, HPH
2. Financial Services, Gupta, Agrawal, Kalyani
3. Financial Services, Khan, TMH
4. Financial Markets and Financial Services, Clifford, Gourang, PHI
5. Indian Financial System, Guruswamy, TMH

18 MBA 203
HUMAN RESOURCE MANAGEMENT
Credit: 3, Class Hours: 35

Course Objectives:

1. To introduce and explain different phenomenon of Human Resource management (HRM).
2. To enrich the students' understanding on HRM , which may enable them to implement the concepts in the workplace.

Module I: Concept, Definitions and Objectives of Human Resource Management(HRM); Functions of HRM; Process of HRM; Evolution of HRM; Strategic HRM and its role in the organization; Human Resource Planning (HRP):Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews, Induction and Socialization.

Module II: Performance Appraisal: Meaning, Objective, Process and Methods; Potential Appraisal; Biases in performance appraisal; Methods of job evaluation; Meaning of Compensation; Types of compensation; Types of wages and theories; Wage differentials; Pay structure, Wage Law in India, Executive Compensation.

Module III: Concepts of Career, Career planning process, Career Stages; Training & Development: Concept, Training need analysis and Methods of training (on-the-job and off-the-job training), Evaluation of Training effectiveness; Concepts of Promotion, Transfer and Separation, Organization Citizenship behaviour, HRIS, Competency mapping, talent management, Employee engagement.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH MODULE.

Reference Books:

1. HRM Text &Cases, Aswathappa,TMH.
2. Personnel &Human Resource Management, P.Subba Rao, HPH
3. Human Resource Management – VSP Rao , Excel
4. Human Resource Management, Jyoti Venkates, Oxford
- 5.. HR, Denisi and Sarkar, Cengage.

18 MBA 204
BUSINESS RESEARCH
Credit: 3, Class Hours : 35

Course Objectives:

1. To equip the students with the basic understanding of the research methodology in changing business scenario.
2. To provide an insight into the application of dynamic analytical techniques to face the stormy challenges, aimed at fulfilling the objective of business decision making.

Module I: Introduction to RM:

Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs.

Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

Module II: Data Analysis – I:

Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance (One and Two way). Non-parametric, Test – Sign Test, Run test, Krushall – Wallis test

Module III: Data Analysis – II:

Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept)

Report writing and presentation: Research Report, Types and significance, Structure of research report, Presentation of report.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH MODULE.

It may be emphasized on practical aspects such as:

Use of software package to learn the following :-

- (I) Draw frequencies, bar charts, histogram.
- (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.

Reference Books:

1. Research Methodology by Khatua and Majhi, HPH.

2. Research Methodology by Kothari, Newage
3. Research Methodology, by Deepak Chawla / NeenaSandhi (Vikas)
4. Management Research Methodology- Krishnaswamy, Pearson
5. BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
6. Research Methodology, V. Upadade & A. Shende (S. Chand)
7. Business Research Methods by Prahlad Mishra, Oxford
8. Business Research Method by Cooper et.al, McGraw Hill

18 MBA 205
OPERATIONS MANAGEMENT
Credit: 3, Class Hours: 35

Course Objective:

1. To understand the concepts, principles, problems, and practices of Operations Management.
2. To understand the importance of an effective operations strategy in an organization.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.

Module I: Overview of Operations Management and Capacity Planning : Operations in Manufacturing and Services, Responsibility of Operations Manager, Operations Strategy and Competitiveness, Process Analysis, Job Design and Work Measurement; Capacity Planning – Concept, Types of capacity; Aggregate Planning - Relevant cost and strategies.

Module II: Facility Location and Layout, Inventory Management : Facility location - Factors, Techniques (single facility and multi-facility), Factor Rating Method, Centroid Method; Facility Layout – Concept, Types of layout and Line Balancing, Inventory Management – concept, EOQ, MRP.

Module III: Scheduling, Project Management and Quality Management: Scheduling; Gantt Chart; Project Management – concept and technique PERT and CPM; Basics of supply chain management; Quality management – concept, quality design, control chart (X,R,P), TQM, introduction to ISO 9000 and 14000 series.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH MODULE.

Reference Books:

1. Production and Operations Management, K. Aswathappa, K. S.Bhat, HPH
2. Operations Management, Chase et.al – Tata McGraw Hill.
3. Production and Operations Management , Panneerselvam , PHI
4. Production and Operations Management , S.N Chary , Tata McGraw Hill
5. Operations Management, Meenakhi Kumari, Cengage
6. Production and Operations Management, Kaniska Bedi, Oxford
7. Production & Operations Management, SP Singh, Vikas Publication
8. Essentials of Operations Management by Scott T Young – Sage Publication

18 MBA 206

INTERNATIONAL BUSINESS

CREDIT: 3, CLASS HOURS: 35

Course Objective :

To gain adequate knowledge about the different aspects of the international business environment and global investment arena.

Module-I : International Business Environment.

International Business –Definition –features, Internationalizing business - Advantages – Limitations, difference between domestic and international business, factors causing globalization of business - international business environment – country attractiveness – Political, economic and cultural environment – protection Vs liberalization of global business environment. Promotion of global business – different forms of international business – advantages and disadvantages. Ethical issues in international business – Ethical decision-making, role of GATT / WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements. Prospects and challenges of International trade.

Module-II : International Trade And Investment

Challenges for global business – global trade and investment – theories of international trade (Classical and Modern Theory). Theory of International Investment (FDI & FII) – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages. Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – **instruments of trade policy:** Concept, Tariffs, Import Quotas, Types of Quotas, Export Subsidies, Voluntary Export Restraints, Administrative Policies.

Module III : International Strategic Management

Organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system. Global production –Location – scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH MODULE.

Reference Books:

1. International Business, Jaiswal, HPH
2. International Business ,Rakesh Mohan Joshi, Oxford University Press
3. International Business, Vyuptakesh Sharan, Pearson

18 MBA 207
FUNDAMENTALS OF IT & ERP
CREDIT:3, CLASS HOURS : 35

Course Objective:

To provide fundamental knowledge on the basic aspects of IT applications in business, Management Information Systems in place and Enterprise Resource Planning in different functional areas.

Module 1: Basic IT Application. : Role of IT in modern business, Basic concepts of computer networks Internet security, Data base management system, Data mining and business intelligence, Advantages and limitation of database system, Modern trends in e-governance.

Module 2: Management information System : Conceptual background of MIS, scope, classifications, characteristics, functions, functional information system (Marketing, HRIS, Financial Management, Production and Inventory Management), DSS, Decision making under uncertainty MIS applications in Industries (Hospital, Hotels, Banking and Manufacturing).

Module 3 : ERP Overview : Definition, Needs and Characteristics of ERP, Role of Manager in implementing ERP issues and Benefits from ERP implementation, Emerging Trends of ERP applications, ERP applications in functional areas such as Human Capital Management, Financial Management, Supplier Relationship Management and Inventory Management.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH MODULE.

Reference Books :

1. Management Information Systems – Sahil Raj, Pearson
2. Enterprise Resource Planning – CVS Murty, HPH
3. Management Information Systems – W.S. Jawdkar, TMH
4. ERP – Rajesh Ray, TMH
5. IT for Managers – Susila Madan, Taxman

18 MBA 208
CORPORATE STRATEGY
CREDIT: 3, CLASS HOURS: 35

Course Objective :

1. To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in business environment.
2. To specify the Organization's mission, vision and objectives and develop policies.
3. To understand the analysis and implementation of strategic management in strategic business units.

Module I : STRATEGY AND PROCESS : External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOC Analyses -Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Vision, Mission, Purpose, Objectives and Goals – Strategic intent – hierarchy of strategy – strategic business unit.

Module II : INDUSTRY STRUCTURE & COMPETITIVE ADVANTAGE:

Industry Analysis - Porter's Five Forces Model-Strategic Groups, Competitive Changes during Industry Evolution-Globalization and Industry Structure - Capabilities and competencies–core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Sustainable Competitive Advantage - Case study.

Module III : STRATEGY IMPLEMENTATION AND EVALUATION : The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances - Mergers & Acquisition (Concept) - Strategic analysis and choice – Business Portfolio Analysis – BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework - Balance Score Card-case study.

Designing Strategic Control Systems- Matching structure and control to strategy- Implementing Strategic change-Politics- Power and Conflict-Techniques of strategic evaluation & control-case study.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH MODULE.

Reference Book:

1. Strategic Management & Business Policy, Azar Kazmi, TMH,
2. Strategic Management, R. Srinivasana, PHI,
3. Strategic Management, Haberberg & Rieple, Oxford ,
4. An Integrated approach to Strategic Management, Hill & Jones, Cengage ,
5. Strategic Management & Entrepreneurship, D.Acharya & A. Nanda, HPH

18 MBA 209
ENTREPRENEURSHIP DEVELOPMENT
CREDIT: 3, CLASS HOURS: 35

Course objectives:

1. To sensitize the students to understand entrepreneurship as a career and skill required for it.
2. To provide knowledge on entrepreneurial environment and related issues.
3. To encourage learner to take entrepreneurship as profession and to participate in business incubation.

Module-I : Entrepreneurship: Concept of entrepreneurship and intrapreneurship, Types of Entrepreneur, Nature and Importance, Entrepreneurial Traits and Skills, Entrepreneurial Motivation and Achievement, Entrepreneurial Personality, Entrepreneurship as a career, Role of family, Society EDIs. Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness, Role of Banks and Governments in reviving industries.

Module II : Environmental Analysis for Enterprise : Entrepreneurial Environment, Identification of Opportunities, Converting Business Opportunities into reality. Start-ups and business incubation, Setting up a Small Enterprise. Issues relating to location, Environmental Problems and Environmental pollution Act, Industrial Policies and Regulations, identifying big idea, preparation of Business Plan.

Need to know about Accounting, Working capital Management, Marketing Management, Human Resources Management, and Labour Laws. Organizational support services - Central and State Government Incentives and Subsidies.

Module III : Startup and Business Incubation : Start up; Definition, Startups ecosystem: support organizations, big companies, universities, funding organizations, service providers, research organizations, Startup development phases, Ideating, concepting, committing, validating, scaling, establishing, Startup business partnering, Startup culture, Co-founders, Preparing to Launch : Financing startups : Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Business Incubation : Business Incubation Definition and Principles, Incubator Models and Success Factors, Business Incubation, Incubator Operation, Roles of business incubation.

NB: FACULTY CONCERNED SHALL ARRANGE TO MAKE CASE STUDIES FROM EACH MODULE.

Reference Book:

1. Entrepreneurship Development and Management, Vasant Desai, HPH
2. Entrepreneurship Management, Bholanath Dutta, Excel Books
3. Entrepreneurial Development, Sangeeta Sharma, PHI
4. Entrepreneurship, Rajeev Roy, Oxford University Press

PERSONALITY DEVELOPMENT LAB

Credit: Nil, Class Hours: 15

Course Objective:

1. To improve the students' confidence, grooming, and communication skills.
2. To develop self-awareness in the students for the purpose of impression management and expectation management.
3. To prepare the students for On-line Aptitude Tests, Group Discussions, and Interviews during the recruitment process.

Emphasis to be laid on the following aspects in the lab activities:

1. What and why of personality development
2. Components : Physical appearance, confidence, voice; Communication style; Dressing and Grooming for success.
3. Introductions, Greetings, and the Art of Conversation.
4. Office Etiquette and Travel Etiquette.
5. Time Management Skills : Assessment of the present level of time use; Awareness of major time-wasters ; Practice of better time management techniques.
6. Self-concept; Self-awareness through SWOT analysis; Impression Management.
7. Expectation Management and Sustainability on the job : Awareness Raising through Case Studies.
8. Taking an On-line Aptitude Test in English
9. Group Discussion Practice
10. Facing Job Interviews.

Internal Evaluation Scheme

Classification	Marks
Attendance and Classroom interaction	05
Assignment	05
Surprise Test	05
Quiz	05
Class Test-I & Class Test-II	30
Total	50

Pass Mark in Internal is 50% of total marks i.e. 25

External Evaluation Scheme

University Semester Examination of 3 Hours duration.

Pass mark will be 35% which means students have to score 35 out of 100.

Practical/Sessional Evaluation Scheme

Pass mark will be 50% which means students have to score 50 out of 100.

Evaluation Scheme

Attendance & Daily Performance	-20
Lab Record	- 20
Lab Quiz	- 10
Final Experiments & Viva	50

Total=100

- All Lab examinations are to be completed one week before the end semester examination and marks are to be displayed on the college notice board.
- Students are to be shown their copies and marks within 15 days of any Internal Examination. For each internal examination secured marks are to be displayed in the college notice board.
- Highest mark secured must be displayed with name.
- Every month the attendance must be displayed with name.
- At least three student feedbacks are to be collected. (After one month of teaching, after Class Test-II and after completion of course and before end semester examination.)
- Remedial classes if conducted must be shown as the part of the Time table and attendance record to be maintained.

Question Format

Registration no: -

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Total Number of Pages:

Sub code:

**[FOR ALL UG-PG & INTEGRATED PROGRAMS]
(-- Sem +++++ Regular Examination- 2018-19**

SUB:

Time: 3 Hours

Max marks: 100

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right hand margin indicate marks.

Part- I

Q1 Short Answer Type Questions (Answer All-10)

(02x10)

	a)		
	b)		
	c)		
	d)		
	e)		
	f)		
	g)		
	h)		
	i)		
	j)		
		Part- II	

Q2 Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)

(08x06)

	a)		
	b)		
	c)		
	d)		
	e)		
	f)		
	g)		
	h)		
	i)		
	j)		
	k)		
	l)		
	m)		

Part-III

Long Answer Type Questions (Answer Any Two out of Four)

Q3

(02X16)

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Q4			(16)
Q5			(16)
Q6			(16)