

## MBA Course Structure: 2018-19

### Scheme of Credit distribution

**1. First Year MBA:**

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

**2. Second Year**

- i. 3<sup>rd</sup> Semester Specialization- One 4 papers = 12 credits  
Specialization- Two 4 papers = 12 credits
- ii. 4<sup>th</sup> semester Specialization – one 3 papers = 9 credits  
Specialization – one 3 papers = 9 credits

**3. Internship during summer vacation (45 days)**

= 4 credits

**TOTAL**

**= 100 credits**

#### FIRST YEAR OF MBA

Sl No.	1 <sup>st</sup> Semester	Credit	2 <sup>nd</sup> 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	PD Laboratory	3
	<b>TOTAL CREDITS</b>	<b>27</b>	<b>TOTAL CREDITS</b>	<b>27</b>

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

<b>FUNCTIONAL AREA : MARKETING</b>				
<b>SI No.</b>	<b>Semester</b>	<b>Code</b>	<b>Elective Papers</b>	<b>Credit</b>
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
<b>FUNCTIONAL AREA : FINANCE</b>				
<b>SI No.</b>	<b>Semester</b>	<b>Code</b>	<b>Elective Papers</b>	<b>Credit</b>
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
<b>FUNCTIONAL AREA: HUMAN RESOURCES</b>				
<b>SI No.</b>	<b>Semester</b>	<b>Code</b>	<b>Elective Papers</b>	<b>Credit</b>
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**

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

**FUNCTIONAL AREA: SYSTEMS MANAGEMENT**

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

## 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
		<b>TOTAL CREDITS</b>	<b>27</b>

### 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	PD Laboratory	3
		<b>TOTAL CREDITS</b>	<b>27</b>

# 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 Hill

# 18 MBA 109

## 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 Policies.

**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