MBA
(SYSTEMS MANAGEMENT)
Semester
(With Effect from the Academic Year 2013-14)

ELIGIBILITY FOR ADMISSION

Candidates who apply for the degree of MBA shall possess the following qualifications.

(a) AGE LIMIT:

There is no upper Age Limit.

(b) QUALIFICATION:

Any Degree

3. DURATION OF THE COURSE

The course will be conducted for Two years under Semester pattern.

On completion of two years, the students will be awarded MBA with Respective Specialisation.

3.1. EXAM : There will be an examination conducted by the University at the end of each Semester.

3.2. PASSING MINIMUM : 50 marks

3.3. MEDIUM OF INSTRUCTION: The Medium of instruction will be English.
### LIST OF SUBJECTS AND DETAILED SYLLABUS

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>S.No</th>
<th>Title of the Subject</th>
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<tbody>
<tr>
<td>I</td>
<td>1.</td>
<td>Management Theory and Practice</td>
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<td></td>
<td>2.</td>
<td>Organisational Behavior</td>
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<td>3.</td>
<td>Accountancy for Managers</td>
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<td>4.</td>
<td>Managerial Economics</td>
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<td>5.</td>
<td>Statistics for Managers</td>
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<td>6.</td>
<td>Marketing Management</td>
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<td>7.</td>
<td>Financial Management</td>
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<td>8.</td>
<td>Human Resource Management</td>
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<td>9.</td>
<td>Operations Management</td>
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<td>10.</td>
<td>Research Methods for Business</td>
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<td>11.</td>
<td>Operations Research</td>
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<td>12.</td>
<td>Strategic Management</td>
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<td>13.</td>
<td>Decision Support System</td>
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<td>14.</td>
<td>Management Information System</td>
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<td>15.</td>
<td>Information Technology for Management</td>
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<td>16.</td>
<td>Entrepreneurship</td>
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<td>17.</td>
<td>E-Commerce Technology and Management</td>
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<td>18.</td>
<td>Database Management System</td>
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<td>19.</td>
<td>Software Development</td>
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<td>20.</td>
<td>Enterprise Resource Planning</td>
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<td>21.</td>
<td>Final Project Report</td>
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### 21. PROJECT REPORT

Students are required to undertake a Research for in a relevant specialization. They must submit a research report on the relevant specialization guided by the Qualified External Examiner before the end of IV semester. The maximum mark for the research report is 100. The Minimum mark required to pass the Research Report is 50 Percent.
SEMESTER I

PAPER I MANAGEMENT THEORY AND PRACTICE

Objectives: To help students understand Evolution of Management Thought, Concepts, basic functions and recent trends managerial concepts and practices for better business decisions.


UNIT II: Importance of planning – Types of planning – decision making process – Approaches to decision making – Decision models – Pay off Matrices – Decision trees – Break Even Analysis.


UNIT V: Managements control systems – techniques – Types of control.

REFERENCES


PAPER II ORGANISATIONAL BEHAVIOUR

Objectives: To introduce students to framework that are useful for diagnosing problems involving human behaviour, to increase students understanding of psychological and sociological phenomenon that regularly occur in organizations. To understand the dynamics of human organizations and concepts of individual as well as the group level.
UNIT I: Definition, need and importance of organizational behaviour – nature and scope – framework – organizational behaviour models.


REFERENCES


PAPER III ACCOUNTANCY FOR MANAGERS

Objectives: To familiarize the students with basic Accounting concepts and Conventions, to make the students understand Financial Statements, to familiarize with the intricacies of accounting, planning and Management and to make them aware about the tools for decision making.

UNIT II: Financial statement analysis – Ratio analysis-Preparation of Cash Flow Statement-cash flow and funds flow statement analysis


UNIT IV: Basics of Cost Volume Profit (CVP) analysis – BEP analysis- Application of marginal costing in decisionmaking - Basic framework of budgeting-Preparation of Master, flexible and cash budgets- Zero based budgeting

UNIT V: Standard costing-Setting standard costs - Analysis of variance - Significance of Computerized Accounting System

REFERENCES
1. Bhattacharyya, Management Accounting, Pearson, 2010
2. Khan, Jain, Management Accounting: Text, Problems and Cases Tata McGraw Hill

PAPER IV MANAGERIAL ECONOMICS

Objectives: To impart knowledge and understanding to students on managerial economics and their application to business decision making.


UNIT IV: Analysis of inflation and unemployment – the role of economic policies – Indian experiences.


REFERENCES


PAPER V: STATISTICS FOR MANAGERS

Objectives: To help students understand application of statistics, probability Concepts, basic functions and practical usage for better business decisions.

UNIT I: Basic definitions and rules for probability, conditional probability, independent of events, Baye’s theorem, random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II: Introduction to sampling distributions, sampling techniques, sampling distribution of mean and proportion, application of central limit theorem. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III: TESTING OF HYPOTHESIS - Hypothesis testing: one sample and two samples tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations, Chisquare test for single samples standard deviation. Chi-square tests for independence of attributes and goodness of fit.

UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS -
Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations.

REFERENCES

SEMESTER II

PAPER I MARKETING MANAGEMENT

Objectives: It helps students to understand the basic concepts of Marketing Management, understand various marketing tools/models for solving marketing problems and to comprehend various situations and marketing terminologies.

UNIT I: Marketing conceptual frame work – marketing environment – customer oriented organization – marketing interface with other functional areas, marketing in a globalized environment.

UNIT II: Understanding Industrial and individual buyer behavior – influencing factors–responding to buyer behaviour – building customer satisfaction – marketing to organizations and marketing of services Market segmentation – targeting and positioning, developing marketing mix,


UNIT IV: Marketing Research- Types, process – tools and techniques – application of marketing research – product launching, demand estimation, advertising, brand preferences, customer satisfaction, retail stores image, customer perception, distribution, customer relationship, competitor analysis and related aspects
UNIT V: Online marketing – web based marketing programmes – emerging now trends and challenges to marketers.

REFERENCES

1. Aakar Day, Kumar, Essential of Marketing Research.

PAPER II  FINANCIAL MANAGEMENT

Objectives: Imbibing knowledge about the decisions and decision variables involved in building the asset side of balance sheet of the firm and developing the analytical skills by associating the tools and techniques with the situation and to develop skills for interpretation business information and application of financial theory in corporate investment decisions.

UNIT I: Financial management – An overview, time value of money. Introduction to the concept of risk and return of a single asset and of a portfolio, valuation of bonds and shares option valuation.

UNIT II: Capital Budgeting: Principles and techniques, Nature of capital budgeting, Identifying relevant cash flows, Evaluation Techniques, Payback, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques, Project selection under capital rationing, Inflation and capital budgeting. Concept and measurement of cost of capital, Specific costs and overall cost of capital.

UNIT III: Financial and operating leverage, capital structure, Cost of capital and revaluation, designing capital structure. Dividend policy, Aspects of dividend policy, practical consideration, forms of dividend policy, practical considerations, forms of dividends, share splits.


UNIT V: Indian capital and stock market, New issues market. Long term finance: Shares debentures and term loans, lease, hire purchase, project financing, venture capital financing.
REFERENCES


PAPER III HUMAN RESOURCE MANAGEMENT

Objectives: To provide the future manager with inputs with a view to Enhancing the appreciation of the Human Resources function as a potential career option, Understanding the interface of the Human Resources function with Operations, Marketing, and Finance functions


UNIT II: Employment planning and forecasting – Recruitment, selection process- Building employee commitment : Promotion from within – Sources- Induction.

UNIT III: Orientation & Training : Orienting the employees, the training process, need analysis, Training -techniques, Developing Managers : Management Development - On-the-job and off-the-job Development techniques using HR to build a responsive organisation.


REFERENCES

3. VSP Roa, Human Resource Management : Text and cases, First edition, Excel Books,
PAPER IV OPERATIONS MANAGEMENT

Objectives: To understand the concepts of Operation Management and its applications in industrial situations and to familiarize the students with various concepts of Operation Planning and Management.


UNIT II: Facility Location Decisions (FLcD) – Selections of country, region and site. Facility Layout Decision (FlyD) – Types (Fixed Position, and Production, Process, Flexible), Methodologies (Distance Minimising, Computer software systems (CRAFT, CORELAP, ALDEP),

UNIT III: Forecasting – Types, Methods (Qualitative and Quantitative), Types of variation in data, Minimising forecasting errors and selection of forecasting methods. Capacity Planning-MRP and MRP II systems Introduction to ERP Line Balancing and performance ratios,

UNIT IV: Material Management (MM) – Handling Technology (Robots, Automated storage and retrieval systems (ASRS) and methods (JIT, / Kanban, ABC Systems).Independent Demand Inventory Models – Fixed order system, Basic EOQ, EBQ Models, Quantity discount models. Dependent Demand Inventory models

UNIT V: Johnson’s Algorithm for job sequencing -Use of Gantt charts, Queuing analysis and Critical Ratios as methods for job scheduling. work measurement methods (WM) - Time study, methods-time measurement, Work Sampling, White color measurement and learning curves, Using WM to increase productivity- PERT / CPM – Drawing the network, computation of processing time, floats and critical path. Resource leveling techniques.

REFERENCES
2. Sang M Lee and Marc J Schniederjans, Operation Management, All India Publishers

PAPER V RESEARCH METHODS FOR BUSINESS

Objectives: To impart knowledge to evaluate and conduct research on management problems/issues, to provide skills necessary for the conduct of student research projects as a part of the programme requirement and to highlight importance of research in management.


REFERENCES

1. Alan Bryman and Emma Bell, Business Research methods, OUP.

SEMESTER III

PAPER I OPERATIONS RESEARCH

Objectives: To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate, to introduce some widely-used mathematical models. The understanding of these models will allow the students to communicate with persons who run them and to evaluate the results they present and to provide a tool that the students can use to solve management problems.

UNIT I: Introduction to applications of operations research in functional areas of management.
Linear programming- Formulation, Solution by graphical and simplex methods, Special cases, Dual simplex method, Principles of duality, Sensitivity analysis.
UNIT II: Transportation models (minimizing and maximizing cases) – Balanced and unbalanced cases – Initial basic feasible solution by N-W corner rule, least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI /Stepping stone method. Cases of degeneracy. Transshipment models.

UNIT III: Solution to pure and mixed integer programming problem by Branch and bound and cutting plane algorithms. Game theory - Two person zero sum games - saddle point, Dominance Rule, Convex Linear combination (averages), methods of matrices, graphical and LP solutions.


UNIT V QUEUING THEORY AND REPLACEMENT MODELS - Queuing theory – single and multi-channel models – Infinite number of customers and infinite calling source. Replacement models – Individual replacement models (with and without time value of money) – Group replacement models.

REFERENCES
1. Paneerselvam R., Operations Research, Prentice Hall of India,

PAPER II STRATEGIC MANAGEMENT

Objectives: The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business.

UNIT I: Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility

UNIT II External Environment - Environmental Threat and Opportunity Profile (ETOP) – SWOT- Porter’s Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalisation and Industry Structure - National Context and Competitive advantage Resources- Avoiding failures and sustaining competitive advantage-

UNIT III The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategic analysis and choice -OCP - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc
Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card

UNIT IV : The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems-Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control

UNIT V: Managing Technology and Innovation- Strategic issues for Non Profit organizations-New Business Models and strategies for Internet Economy

REFERENCES


PAPER III DECISION SUPPORT SYSTEM

Course Objective

The objective of this course is to bring about an understanding of the significance, structural framework and functional performance of decision support systems. It also exposes the students to the relevance of understanding user requirements and the implementation issues.

UNIT I
Decision Concept-steps-Decision Support System-Components-Characteristics-Classification & Application.

UNIT II

UNIT III

UNIT IV
UNIT V

REFERENCES

PAPER IV: MANAGEMENT INFORMATION SYSTEM

Objectives: Make the students to understand the interface of the Human Resources function with Operations, Marketing, and Finance functions and to impart knowledge on information systems and its relevance to business decisions.


UNIT V: DSS: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Managing Information Technology: Managing Information Resources and technologies - Security and Ethical Challenges: IS controls - facility control and procedural control
References
4. Waman S Jawadekar, "Management Information System Text and cases", TMH

PAPER V: INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Objective
This course aims at highlighting the significance of role of information technology in enhancing
the managerial performance. It also exposes the students to the technical aspects and business
applications of information technology.

UNIT I
Managing in Information Age - Evolution of IT Management – Types of Information Systems –
Internet Based Business Systems – Value Chain Reconstruction for E-Business – IT
Management Challenges and issues – Critical success Factors for IT Managers.

UNIT II
Ubiquitous Computing – Application Programming – Managing Application Development –
Data Resources – Managing Data Resources – Problem of Change and Recovery.

UNIT III
Communication Technology – WWW – Intranets – Extranets – Voice Networks Data
Communication Networks – Last Mile – Wireless System – Web Hosting – Application Service
Providers.

UNIT IV
Networks – Executive Information System – Customer Relationship Management System –
Supply Chain Management Systems – Knowledge Management – Data Warehousing – Data
Mining – Virtual Reality – Enterprise Resource Planning – E-Business and Alternatives. E-
Business Expectations and Customer Satisfaction.
UNIT V


REFERENCE


SEMESTER IV

PAPER I: ENTREPRENEURSHIP

Objectives: To enable the students have entrepreneurial motivation by providing the basic idea of entrepreneurship, business ideas, project writing and new venture creation


UNIT V: Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

REFERENCES
2. Khanka S.S., Entrepreneurial Development, S.Chand and Company Limited

PAPER II: E-COMMERCE TECHNOLOGY AND MANAGEMENT

Course Objective
The objective of this course is to enhance the understanding of the students about the technical and managerial aspects of E-Commerce. the scope, significance and technical aspects of database management system. The students are also exposed to the organisational requirements and legal and ethical implications of E-Commerce,

UNIT – I
Electronic commerce and physical commerce - Economic forces – advantages – myths – business models.

UNIT – II
Internet and World Wide Web, internet protocols - FTP, intranet and extranet - cryptography, information publishing technology- basics of web server hardware and software.
UNIT – III

UNIT – IV
E payments - Characteristics of payment of systems, protocols, E-cash, E- cheque - Micro payment systems.

UNIT – V
Legal, Ethics and privacy issues in E-Commerce – Protection needs and methodology – consumer protection - cyber laws - contracts and warranties . Taxation and encryption policies.

REFERENCES

PAPER III: DATABASE MANAGEMENT SYSTEM
Course Objective
This course aims to enable students to understand the scope, significance and technical aspects of database management system. It also exposes the students to the functional implications and the corporate requirements of database management.

UNIT – I
Database and Database Management – characteristics – importance –functions - advantages – Database Management System - evolution – database architecture data organization- file structure and indexing

UNIT – II
Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration
UNIT – III
Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atomicity, recovery, security, backup and recovery, data base administration- client server architecture based RDBMS.

UNIT – IV
Concepts of distributed databases and design, Object oriented databases-object life cycle modeling conceptual design-UML.

UNIT – V
Overview of visual databases and knowledge based databases-conceptual design and business Impacts – Significance of certifications such as Oracle Certified Professional.

REFERENCES

PAPER IV: SOFTWARE DEVELOPMENT

Course Objective
This course aims to enable students to understand the technical process and managerial significance of software development. It also exposes the students to the functional implications and the human factors associated with developing and maintaining software.

UNIT I

UNIT II
UNIT III
Software design – Abstraction – Modularity – Software Architecture – Effective modular design - Cohesion and Coupling – Architectural design – Procedural design – Data flow oriented design – Object Oriented design

UNIT IV

UNIT V
Software Quality Assurance – Review, Walkthrough and inspection- Quality metrics – Software Reliability – testing – Path testing – Control Structures testing – Black Box testing – Integration, Validation and system testing – Reliability models for Software quality - Software Maintenance

REFERENCES

PAPER V: ENTERPRISE RESOURCE PLANNING

Course Objective
This course aims to enhance the understanding of the students with respect to the conceptual framework and the technological infrastructure of Enterprise Resource Planning. It also aims to expose the students to the implementation issues and future trends associated with ERP.

UNIT – I
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT – II
Overview of ERP software solutions- Small medium and large enterprise vendor solutions – Business Process Reengineering - Business Engineering and best Business practices - Business
process Management- Overview of modules -sales and Marketing, Accounting and Finance, Materials and Production management

UNIT – III

UNIT – IV
Maintenance of ERP- Organizational and Industrial impact - Success and Failure factors of ERP Implementation -case studies.

UNIT – V
Extended ERP systems – Customer Relationship Management – Supply Chain Management - Business Analytics - Future trends in ERP systems-web enabled Wireless technologies

REFERENCES