SYLLABUS

MBA
(Regular 2 Years Semester System Program)

Biju Patnaik University of Technology, Orissa
Rourkela
# COURSE STRUCTURE – MBA (SEMESTER SYSTEM)

<table>
<thead>
<tr>
<th>Semester: 1</th>
<th>Code No.</th>
<th>Subject</th>
<th>Credit</th>
<th>Hours</th>
<th>Full Mark</th>
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<tbody>
<tr>
<td></td>
<td>MBA-101</td>
<td>Business Structure and Process</td>
<td>4</td>
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<td>MBA-102</td>
<td>Organizational Behaviour</td>
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<td>MBA-103</td>
<td>Managerial Economics</td>
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<td>Quantitative Techniques</td>
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<td>IT for Managers</td>
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<td>MBA-106</td>
<td>Basic Financial Accounting</td>
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<td>Marketing Management</td>
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<td>Communicative English</td>
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<td>MBA-109</td>
<td>Communicative English (Lab.)</td>
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<td></td>
<td>MBA-110</td>
<td>IT Lab</td>
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<td>Semester: 2</td>
<td>MBA-201</td>
<td>Research Methodology</td>
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<td>MBA-204</td>
<td>Production and Operation Management</td>
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<td>Cost and Management Accounting</td>
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<td>MBA-206</td>
<td>MIS &amp; ERP</td>
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<td>MBA-209</td>
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<td>Semester: 3</td>
<td>MBA-301</td>
<td>Banking &amp; Insurance Management</td>
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<td>MBA-302</td>
<td>Business Corporate Law</td>
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<td>MBA-303</td>
<td>Entrepreneurship &amp; Management of SME</td>
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<td>MBA-304</td>
<td>Elective-I</td>
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<td>MBA-308</td>
<td>Summer Project</td>
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<td>Semester: 4</td>
<td>MBA-401</td>
<td>Business Ethics &amp; Corporate Governance</td>
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<td>MBA-402</td>
<td>International Business</td>
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<td>MBA-403</td>
<td>Strategic Management</td>
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<td>MBA-407</td>
<td>Article Review and Comprehensive Viva</td>
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<td>28</td>
<td>240</td>
<td>700</td>
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<td>TOTAL</td>
<td>127</td>
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**ELECTIVES**

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<tr>
<th>3rd Semester</th>
<th>Elective-I (Choose one paper from the following)</th>
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<tbody>
<tr>
<td>MBA-304A</td>
<td>Consumer Behaviour</td>
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<tr>
<td>MBA-304B</td>
<td>Security Analysis &amp; Portfolio Management</td>
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<tr>
<td>MBA-304C</td>
<td>Human Resource Planning and Audit</td>
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<tr>
<td>MBA-304D</td>
<td>Software Management</td>
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<tr>
<td>MBA-304E</td>
<td>Technology Management</td>
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<tr>
<th>3rd Semester</th>
<th>Elective-II (Choose one paper from the following)</th>
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<tbody>
<tr>
<td>MBA-305A</td>
<td>Sales &amp; Distribution Management</td>
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<tr>
<td>MBA-305B</td>
<td>Financial Services</td>
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<tr>
<td>MBA-305C</td>
<td>Compensation Management</td>
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<tr>
<td>MBA-305D</td>
<td>E-Business</td>
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<tr>
<td>MBA-305E</td>
<td>Total Quality Management</td>
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<thead>
<tr>
<th>3rd Semester</th>
<th>Elective-III (Choose one paper from the following)</th>
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<tbody>
<tr>
<td>MBA-306A</td>
<td>Product &amp; Brand Management</td>
</tr>
<tr>
<td>MBA-306B</td>
<td>Project Management</td>
</tr>
<tr>
<td>MBA-306C</td>
<td>Performance Management</td>
</tr>
<tr>
<td>MBA-306D</td>
<td>Networking Management</td>
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<tr>
<td>MBA-306E</td>
<td>Project Operations and Management</td>
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</table>

<table>
<thead>
<tr>
<th>3rd Semester</th>
<th>Elective-IV (Choose one paper from the following)</th>
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<tbody>
<tr>
<td>MBA-307A</td>
<td>Services Marketing</td>
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<tr>
<td>MBA-307B</td>
<td>Taxation Management</td>
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<tr>
<td>MBA-307C</td>
<td>Human Resource Development</td>
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<tr>
<td>MBA-307D</td>
<td>Computer Aided Management</td>
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<tr>
<td>MBA-307E</td>
<td>Innovation and R &amp; D Management</td>
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</table>

<table>
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<tr>
<th>4th Semester</th>
<th>Elective-V (Choose one paper from the following)</th>
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<tbody>
<tr>
<td>MBA-405A</td>
<td>Integrated Marketing Communication</td>
</tr>
<tr>
<td>MBA-405B</td>
<td>Derivatives and Risk Management</td>
</tr>
<tr>
<td>MBA-405C</td>
<td>Employment Legislations</td>
</tr>
<tr>
<td>MBA-405D</td>
<td>System Analysis &amp; Design</td>
</tr>
<tr>
<td>MBA-405E</td>
<td>Materials Management</td>
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<table>
<thead>
<tr>
<th>4th Semester</th>
<th>Elective-VI (Choose one paper from the following)</th>
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<tbody>
<tr>
<td>MBA-406A</td>
<td>Retail Management</td>
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<tr>
<td>MBA-406B</td>
<td>Strategic Financial Management</td>
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<tr>
<td>MBA-406C</td>
<td>Management of Change and Development</td>
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<tr>
<td>MBA-406D</td>
<td>Data Base Management</td>
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<tr>
<td>MBA-406E</td>
<td>Supply Chain Management</td>
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<tr>
<th>4th Semester</th>
<th>Elective-VII (Choose one paper from the following)</th>
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<tbody>
<tr>
<td>MBA-407A</td>
<td>Rural and Agricultural Marketing</td>
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<tr>
<td>MBA-407B</td>
<td>International Financial Management</td>
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<tr>
<td>MBA-407C</td>
<td>Industrial Relations</td>
</tr>
<tr>
<td>MBA-407D</td>
<td>Information Security And Cyber Law</td>
</tr>
<tr>
<td>MBA-407E</td>
<td>Service Operations Management</td>
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</tbody>
</table>
Area specialization:

Group B papers (MBA-304B, 305B, 306B, 307B, 405B, 406B and 407B) are from Finance Area;
Group C papers (MBA-304C, 305C, 306C, 307C, 405C, 406C and 407C) are from HRM Area;
Group E Papers (MBA-304E, 305E, 306E, 307E, 405E, 406E and 407E) are from Production Area

Choice of Electives:

The elective papers will be offered in the functional areas of Management such as Marketing, Finance, Human Resources and Systems. Students have options to choose four papers as Electives I,II,III,IV from the Elective papers offered in the 3rd Semester and three papers as Electives V, VI, VII from the list of subjects offered in 4th Semester. A student shall be considered to have specialization in a particular area provided he/she covers at least four papers of that particular area in the 3rd and 4th semesters taken together.

The institutions concerned shall be free to offer the exact subjects subject to administrative exigency such as availability of faculty, minimum of 15 students opting for an elective paper.

The degree will be awarded after successful completion of all the semester papers.

The teaching methodology in core and elective papers should emphasize on case study approach wherever appropriate with cases being of recent origin.

*****
1st Year MBA

1st Semester

MBA-101  Business Structure and Process
MBA-102  Organizational Behaviour
MBA-103  Managerial Economics
MBA-104  Quantitative Techniques
MBA-105  IT for Managers
MBA-106  Basic Financial Accounting
MBA-107  Marketing Management
MBA-108  Communicative English
MBA-109  Communicative English (Lab.)
MBA-110  IT Lab
MBA-101: BUSINESS STRUCTURE & PROCESS

MODULE 1 : Management and Nature of Organization


MODULE 2: Planning and Decision Making
Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting and managing objectives – MBO method: concept and process of managing by objectives; Strategies: definition, levels of strategies, its importance in an Organization; Policies: meaning, formulation of policies; Programs: meaning, nature; Planning premises: concept, developing effective planning premises; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making, Nature and process of controlling, Techniques of controlling.

MODULE 3 :Organizing:

Leading as a function of management, Leadership and vision, Leadership traits, classic Leadership styles, Leaders behaviour – Likert’s four systems, Managerial Grid. Overlapping role of leader and managers.

Case analysis compulsory

MBA-102: ORGANIZATIONAL BEHAVIOUR

MODULE-I: Organizational behavior:
Introduction, definition, goals, elements, scope and historical development of Organizational Behaviour, fundamental concepts, contributing disciplines to OB, Models of OB, social systems and organizational culture, international dimensions of organizational behaviour, limitations of Organizational behaviour, the future of OB.
MODULE-II:
**Individual behaviours:** Introduction, foundation of individual behavior:
- **Personality:** definition, determinants, personality traits, types, from concepts to skills, theories, instruments to measure personality, personality attributes influencing OB
- **Perception:** meaning, factors influencing perception, theories, perceptual errors
- **Emotions:** meaning, types of emotions, determinants, emotional labour, emotional intelligence.
- **Attitudes:** definition, sources of attitudes, types of attitudes, cognitive dissonance theory, from concepts to skills, changing attitudes, work related attitudes.
- **Values:** definition, importance of values, sources of our value systems, types of values, loyalty and ethical behavior.
- **Learning:** definition - theories of learning - some specific organizational applications.

MODULE-III
**Behaviour in the organization:** Introduction, Issues between organizations and individuals.
- **Interpersonal behaviour:** Conflict in Organizations: nature of conflict, levels of conflict, conflict management styles.
- **Group dynamics:** types of groups, meetings, teamwork, stages of group formation.
- **Employee stress:** forms, causes, implications, approaches to stress management.
- **Leadership:** Concept, Approaches, Leading Vs Managing, Leadership theories.

**MBA-103: MANAGERIAL ECONOMICS**

**Module -I : Introduction & Demand and Production Analysis** :
Introduction to Managerial Economics, Use of Economic models in Decision making, Specifications of the model, Demand Analysis for decision making, Demand Schedule and demand function, Elasticity of Demand, Demand forecasting, Production Analysis, production Function, One Variable input Production function and two variable Input production function.

**Module -II : Cost & Pricing Analysis**

**Module : III : Macro Economic Analysis of Managerial Decisions**

**CASE ANALYSIS COMPULSORY**
MBA-104: QUANTITATIVE TECHNIQUES

Module-I

Module-II
Introduction to Assignment problems, Hungarian method to solve assignment problems, Unbalanced assignment problems, Constrained assignment problems. Introduction to sequencing problem, Solution to sequencing problems, Gantt chart, Johnson’s rule. Introduction to replacement theory, Replacement policy for equipments which deteriorates gradually and fail suddenly. Introduction to game theory, Game models, Two persons zero sum games and their solution, solution of 2Xn and mX2 games by graphical approach, Solution of mXn games.

Module-III
Introduction to decision theory, One stage decision making problem, multi stage decision making problem, utility theory. Introduction to Markov process, Markov analysis: input and output. Introduction to forecasting problems, Time series models for forecasting. Introduction to simulation, Process of simulation, Monte Carlo simulation, Simulation of inventory system, simulation of queueing system.

CASE ANALYSIS COMPULSORY

MBA-105: IT FOR MANAGERS

Module-I
Basic Computer Concepts – Different generations of computer hardware; Modern taxonomy of computers; Hardware and software; Programming languages, Problem solving and algorithms; Basic computer applications; General idea of information and communication technologies. Input and Output devices; Memory (or storage) devices, Secondary storage – direct access devices, serial access devices. Central Processing Unit.. Central Processing Unit, Decoders; Registers; Machine Instructions; Stored program concept; Program execution: Fetch-Decode-Execute cycle.

Computer Software – introduction to Software; broad classification of software; system software and application software; utilities. Systems software – Operating systems: Basic idea of an OS, functions of OS. Introduction to different types of operating systems, Utilities, Application packages, User- written programs. The concept of programming language; pseudo code and flowcharts; structure of programs; program development guidelines; fourth generation languages; object code and executable codes; compilers, translators, assemblers; editing tools.
Module-2

Computer networks and Internet – Basic concepts of computer networks; types of network: local area networks and wide area networks; switches hubs, routers, idea of distributed systems; the Internet: World Wide Web, search engine, e-mail, home page.

Module-3

Microsoft Office: Microsoft Word – The different functionalities in the Microsoft Word software; Creating, Editing, Saving and printing a file; Use of the different tools; Handling tables in MS Word. Mail merge. Microsoft Excel – Creating, editing, using the different tools available in MS Excel. Performing mathematical calculations using MS Excel including various types of statistical measures. Reference Operators, Functions, Typing a Function. Creating a column chart; Changing the size and position of a chart saving a file in Microsoft Excel; Closing a Microsoft Excel worksheet. Microsoft PowerPoint – The different functionalities of Microsoft PowerPoint. Creating and inserting a new slide; Creating a title slide; Applying a design template; Creating a hierarchy, Using a two-column text; Slide Sorter view; Running the slide show; Printing the slides. MS Project – Getting started with a project; Developing a timeline; Displaying and Printing the schedule; Assigning resources and costs to the tasks and resolving resource allocation problems; Finalizing and Publishing the Project Plan; Managing and Tracking the Project; working with multiple projects, using MS Project in workgroups, Database Management System (An Overview).

MBA-110: IT Lab

1. Introduction to operating system.
What is OS, common terminology, components of OS, booting process, concept of file, managing files and directories, explorer, copying, renaming, moving and deleting file.

2. Windows XP
Introduction, components, desktop, icon, types of windows help and support, explorer files and folders, copying, renaming, moving and deleting file copying multiple files, searching a file or folder, recycle bin, the control panel, change, add, removing windows components, changing date and time, display, screen saver, wall paper, fonts, mouse, button.

1. Ms Office Xp

What is Ms Office, new office at a glance, edition, new features, user interface, the office button, ribbon, contextual tabs, mini tool bar, super tool tips, quick access toolbar, zoom, slider, smart art, file format, user assistance system, themes and quick style.

2. Introduction to word basics

Introduction to word, creating documents, part of word window, formatting features menus, commands, toolbars and icons, entering text, text box, font, size, line spacing, Italy sizing, numbering, bullets, spellings, page setup, print preview, printing, saving and retrieving, finding and replacing. Column and
rows, text box, borders and shading, insert pictures, formatting. Creating document based on templates, mail merge. Inserting headers and footers.

3. Introducing excel

What is spread sheet, navigating, creating and editing simple work sheet. Selecting cells, entering and editing text numbers, formulas and date, alignments, menus and command toolbars. Page setup, inserting headers and footers, renaming a worksheets, copying text between work sheets, deleting and editing cell contents, creating charts, saving and printing worksheets.

4. Introducing power point

Navigating power point, creating and saving presentation, creating, deliting, copying and numbering slides, saving and closing power point, slide animation, slide transition, running presentation, working in different views.

**MBA-106: BASIC FINANCIAL ACCOUNTING**

**MODULE – I : ACCOUNTING**
Importance & scope of accounting, Accounting concepts & conventions, Accounting standards, IFRS, Accounting equations, Users of accounting statements.


*Preparation of Final Accounts / Statements:* Basic adjustments, Depreciation Fixed Asset Accounting, Preparation of financial statements.

**MODULE – II : CORPORATE ACCOUNTING**


*Provisions of the Companies Act:* Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).

**MODULE – III : FINANCIAL PERFORMANCE MEASUREMENT**


**CASE ANALYSIS COMPULSORY FOR EACH MODULE.**
MBA-107: MARKETING MANAGEMENT

Module-1

Module-2
Marketing environment, Marketing planning and control, Segmenting (Demographic and Psychographic) targeting, Positioning (STP), Marketing research and forecasting, Marketing Information System value proposition.

Module-3
Role of consumers, Consumer Decision making process, Factors influencing consumer decision making, Special topics in Marketing: Green marketing, Relationship Marketing, societal Marketing, Guerrilla Marketing, Online Marketing, Mega marketing, Database marketing.

CASE ANALYSIS COMPULSORY

MBA-108: COMMUNICATIVE ENGLISH

Module-I Basics of Communication
1.1 Communication elements and process
1.2 Need of Communication Skills for Managers
1.3 Channels, forms and dimensions of communication
1.4 Verbal and non-verbal communication
1.5 Principles of effective communication

Module-II Language and Communication
2.1 Language as a tool of Communication
2.2 The importance of communication through English at the present time
2.3 The Sounds of English
2.4 Stress and Intonation
2.5 The importance of the four skills (listening, speaking, reading and writing) and strategies for developing the skills.
   Listening: barriers, strategies for improving listening skills
   Speaking: the characteristics of effective speech: voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture.
**Reading**: developing reading skills and strategies, skimming and scanning; predicting, guessing, inferring; reading critically, taking notes.

**Writing**: the characteristics of effective writing, clear organization and structuring of ideas, clarity of language, stylistic variation.

2.6 Biasfree English
2.7 Formal and informal language use

**Module-III: Review of English Grammar**
3.1 English verbs
3.2 Tense and time
3.3 Aspect
3.4 Voice
3.5 Negation
3.6 Interrogation; reported and tag questions
3.7 Complex noun phrases
3.8 Concord
3.9 Phrasal verbs
3.10 Parallel structure
3.11 Pronouns
3.12 Modifiers

**Recommended Book:**
1. An Introduction to Professional English and Soft Skill- Das et al, BPUT Text Book, Cambridge University Press
2. Better English Pronunciation,J.D O Connor(Cambridge)
3. A University Grammar of English by Quirk et al (Pearson)

**MBA-109: COMMUNICATIVE ENGLISH SKILLS – LAB**

Lab sessions will be used to provide practice activities based on the content of all three modules of theory.

**Module 1**
Understanding the need of Communication Skills for Managers and the importance of effective communication through different social/work-related situations and role-play activities, Recognizing the barriers through case studies related to organizational communication Role plays to understand nonverbal communication and activities to identify effective use of body language, paralanguage and spatial communication.

**Module 2**
Phonemic transcription using IPA symbols.

i. transcription of words and short sentences in normal English orthography (writing) into their IPA equivalents;
ii. transcription of words presented orally;
iii. conversion of words presented through IPA symbols into normal orthography
iv. syllable division and stress marking (in words presented in IPA form)

Listening exercises
i. listening with a focus on pronunciation (ear-training): segmental sounds, stress, weak forms, intonation
ii. listening for meaning (oral comprehension): listening to talks, lectures, conversations, discussions, jokes, riddles etc.

Speaking exercises
i. pronunciation practice (for accent neutralization), particularly of problem sounds, in isolated words as well as sentences
ii. practicing word stress, rhythm in sentences, weak forms, intonation
iii. reading aloud of dialogues, poems, excerpts from plays, speeches etc. for practice in pronunciation
iv. speaking briefly on topics of interest; taking part in debates and group discussions

Reading exercises
Reading and comprehension of the texts supported by suitable exercises
Use of Dictionary
Note making after reading a text, showing the main idea and supporting ideas and the relationships between them

Writing exercises
Practice in writing paragraphs, short essays and summaries

Module 3
Developing correctness in speech as well as writing
Practice exercises on the common grammatical errors,
Remedial measures to focus on correct use of English verbs, Tense, Aspect, Voice, Negation, Interrogation, Concord, Phrasal verbs, Parallel structure, Pronouns and Modifiers

Lab Tests:
1st Lab test 15 marks. (Listening, Speaking)
2nd Lab test 15 marks. (Reading and Writing)
3rd Lab test 20 marks (Verbal and Non verbal communication ability). The faculty concerned shall assign caselets related to communication in the business world to the students who shall make analysis of the same and present in the classroom. This may be given as an individual or group assignment.
1st Year MBA

2nd Semester

MBA-201 Research Methodology
MBA-202 Financial Management
MBA-203 Human Resource Management
MBA-204 Production and Operation Management
MBA-205 Cost and Management Accounting
MBA-206 MIS & ERP
MBA-207 Business Environment & Sustainable Devt.
MBA-208 Business Communication
MBA-209 Business Communication (Lab)
MBA-201: RESEARCH METHODOLOGY

Module – I:

Module - II:
Sampling: Probabilistic and Non-probabilistic sampling. Methods of drawing samples: Lottery methods and using random number table, Sampling Vrs complete enumeration, Sampling and Non sampling errors, Concept of different sampling methods: Simple random Sampling, Stratified random sampling, Cluster sampling, Multistage sampling.

Module – III:
Data analysis: Editing, Coding, transformation of data, Basic data analysis, Setting of hypothesis, hypothesis testing, Cluster and Factor analysis (Concept only). Hypothesis: Null hypothesis and alternative hypothesis, Testing of hypothesis, Type I and Type II errors, Sampling distribution and Standard errors, Test of Significance: Small sample tests: t and F tests, Large sample test: Z test, Chi-Square tests: Goodness of fit and test of association. Non-parametric tests: Sign test, Wilcoxon signed rank test, Run test, Man-Whitney U test, Randomness test; Analysis of Variance: One way and two-way Classifications

CASE ANALYSIS COMPULSORY

MBA-202: FINANCIAL MANAGEMENT

MODULE-I

Time value of money: Compounding and Discounting Risk and Return – Risk & Return, Measurement of Risk.

Sources of Finance: (GDR/ADR, European)

MODULE-II
Investment decisions: Capital Budgeting - Investment evaluation techniques; Estimation of cash flow for new project, replacement projects, Risks in capital budgeting, Sensitivity Analysis, Decision Tree Analysis.

Cost of Capital: Factors affecting cost of capital, Retained Earnings, WACC.
Capital structure decisions: Theories of Capital Structure, Designing Capital Structure, Leverages: Determination of operating leverage, financial leverage and total leverage, Leverage and Financial Distress
Dividend policy: Relevance and Irrelevance Theories of Dividend, Factors affecting the dividend policy, Alternative Forms of Dividend.

MODULE-III

CASE ANALYSIS COMPULSORY

MBA-202: HUMAN RESOURCE MANAGEMENT

Module-I

Module-II

Module-III
Industrial Relations: Concept and Approaches to Industrial Relations, Unitary, Plurastic and Radical Approach, Industrial Relations System, Overview of International HRM: Selection, Compensation, Training & Development, Patration and Repatriation.

MBA-204: PRODUCTION AND OPERATIONS MANAGEMENT

Module-I Overview of Production & Operations Management, Work Study
Introduction, Responsibilities of Production Manager, Strategic Decisions in Operations, Manufacturing Vs. Service Operation, Types of Production processes (Project/Job, Batch,

Module-II Aggregate Planning, Capacity Planning and Project Management, Scheduling, Maintenance Management
Aggregate Planning: Relevant cost; Evaluation of strategic alternatives (Level, Chase and Mixed), Types of capacity, Economics and Diseconomies of scale, Developing capacity alternatives. Project Management: Basic concept, Network principles-CPM, PERT, Crashing, Sequencing, 2 and 3 Machine cases: Johnson’s Rule, Job shop Scheduling: Priority dispatching Rules, Importance of Maintenance, Breakdown, Preventive, Predictive and TPM (Total Productive Maintenance), Basic concept of Reliability.

Module-III Facility Location and Layout, Inventory Control, Quality Control
Importance & Factors affecting the Plant Location, Single and Multi facility location Techniques (Centroid and Minimax method), Plant Layout & its classification, Relationship Diagram & Block Diagramming, Assembly Line of Balancing, Inventory Control: Relevant Costs, P & Q Systems of Inventory, Basic EOQ Model, and Model with Quantity discount, Economic Batch Quantity. Safety Stock, Reorder Point, ABC Analysis, Material Requirement Planning, Concept of Quality Management, Quality of Design, Statistical Quality Control, X Bar, R and P Charts. Acceptance sampling, Elementary concept on TQM (Total Quality Management), JIT (Just In Time)

Case Study: Relevant cases have to be discussed in following areas: Aggregate Planning Strategies, CRAFT (Computerized Relative Allocation of Facilities Technique), ROC (Rank Order Clustering Method), Material Requirement Planning.

- Aggregate planning strategies
- Layout Techniques (CRAFT, ROC)
- Material Requirement Planning

MBA-205: COST AND MANAGEMENT ACCOUNTING

Module – I: Introduction to Cost Accounting
Introduction, Terminology (Cost, costing, cost unit, cost centre, profit centre, cost object), Objectives of Cost Accounting, Cost Accounting Vs Financial Accounting, Necessity for Cost Accounting, Methods of costing & types of costing, Classification of costs (by nature, by activities, by behaviour, by time, in relation to managerial decision making), Preparation of cost sheet, Job costing, Contract Costing, Process Costing (Valuation of work-in-progress excluded)
Module – II: Management Accounting
Definition, Scope and functions of Management Accounting and difference between Management Accounting and Financial Accounting, Break-even and Cost-volume-profit analysis, Marginal costing and practical application (In situations like key factor analysis, optimizing product mix, make or buy decision, discontinuance and diversification of products, accept or reject special offer, close down of operations).

Module – III: Budgetary Control & Standard Costing
Budgeting process, Preparation of Sales or Revenue budget & other budgets, Flexible budgeting, Master Budget, Efficiency Ratio, Activity Ratio, Capacity Ratio, Standard Costing – Objectives, Variance analysis – Interpretation of variances, Decisions under risk and uncertainty.

CASE ANALYSIS COMPULSORY

MBA-206: MIS & ERP

Module-1: Role of MIS in Organizations

Module-2: System Analysis and Development Methodologies

Module-3: Enterprise Systems

Module-4: Security and Ethical Challenges
Ethical responsibilities of Business Professionals – Business, technology; Computer crime – Hacking, cyber theft, unauthorized use at work; Piracy – software and intellectual property; Privacy – Issues and the Internet Privacy; Challenges – working condition, individuals; Health and Social Issues, Ergonomics and cyber terrorism;
MBA-207: BUSINESS ENVIRONMENT & SUSTAINABLE DEVELOPMENT

MODULE 1: Business environment:
Meaning of business, nature of modern business, Environment of business, Economic system, Macro economic scenario, neoliberal profile of the economy (LPG)
Indian Money Market, Capital Market in India, Stock market and its regulation, Currency convertibility, Exchange rate management

MODULE 2: Business and Govt.-Indian Perspective
Economic roles of the state and govt., Economic planning in India, Export import policy and trade liberalization, Industrial policy resolution in India, Indian economic policies, Exit policy, disinvestment policy, taxation policy.

MODULE 3: Sustainable Development
Sustainable development-History, ideology, concept and approaches, Sustainable development and Human Development, Concept of Environmental Sustainability, Review of key international and local drivers of the sustainability agenda, Sustainable finance, Ethics and sustainable development

Case analysis compulsory

MBA-208: BUSINESS COMMUNICATION

Module 1 Interpersonal and Inter-cultural Communication Skills
1.1.1 Cross-cultural communication: Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication.
1.2 Persuasive communication: the process of persuasion, formal and informal persuasion.
1.3 Negotiation Skills
1.4 Presentation skills: Planning, Structure and Delivery.

Module 2 Business Writing
2.1 Developing coherent paragraphs
2.2 Précis writing
2.3 Business letters: writing routine and persuasive letters – positive and negative messages.
2.4 Writing memos, circulars, notices and emails,
2.5 Business reports: what is a report, kinds and objectives of reports, Process, Structure and Layout.
2.6 Writing business proposals
2.7 Meetings: Agenda and Minutes.
Module 3    Soft skills
3.1 How communication skills and soft skills are inter-related
3.2 Leadership skills
3.3 Group Dynamics:
3.4 Group Discussions
3.5 Interview skills
3.6 Telephone etiquettes.
3.7 Business etiquettes.

MBA-209: BUSINESS COMMUNICATION LAB

Module 1
Case studies highlighting cross cultural issues
Negotiation Skills practice through role plays in different situations
Extempore
Delivering Oral Presentations

Module 2
Practice should be provided in functional writing by using samples. The principles of
‘Process Writing’ should be used to teach writing skills. The focus should mainly be on:
• The development of coherent paragraphs
• Precis writing
• Writing Business letters
• Writing memos, circulars, notices and emails,
• Writing Business reports and business proposals
• Preparing agenda and minutes for meetings through mock meetings

Module 3. Practice should be provided through:
• Activities designed to highlight leadership and team skills,
• Group Discussions
• Group presentations
• Oral case analysis in small groups
• Mock interviews
• Telephone etiquettes practice

Lab Tests:
1st Lab test 15 marks.
2nd Lab test 15 marks.
3rd Lab Test 20 marks.
(The 1st and 2nd Lab test and will be based on the practice provided during Lab sessions
during the semester There will be no testing of theoretical knowledge.)
The 3rd Lab test will test the soft skills along with the language skills. Students are
required to prepare presentations with a set of slides (text/visual) on topics (preferably of a
non-technical nature) chosen by them with the approval of the concerned faculty member. Each student will deliver one presentation to the class and the topic chosen for the purpose should not be repeated by others. Other faculty members of the college may also be invited to form a panel. The presentations will be evaluated on the basis of the following criteria:

Format for preparation of slides
Content focus: Innovative idea
Power of visuals
Extent of persuasiveness, structure, economy, distribution-visual/verbal
Language focus: Pronunciation
  Grammar
  Choice of words and sentence structure
Presenter focus: Involvement
  Rapport with audience
  Body language
  Paralanguage
  Handling the question answer session
2\textsuperscript{nd} Year

3\textsuperscript{rd} Semester Core Papers

MBA-301  Banking & Insurance Management
MBA-302  Business Corporate Law
MBA-303  Entrepreneurship & Management of SME
MBA-301: BANKING AND INSURANCE MANAGEMENT

Module-I  Evolution of Banking
Banking in India, Types of Banks, Roles of Banks (viz. Intermediation, Payment system, Financial services), Banking Regulations, BASEL Norms, Banking Products – Fee based and fund based.


Module-II  Basics of Insurance:

Module – III  Management Techniques & Process:
Case discussion and analysis compulsory

MBA-302: BUSINESS & CORPORATE LAW

Module – I  Law of Contract:

Module – II  Economic Laws:
Module – III  Company Law:
Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors, Meetings of Directors & Shareholders of Companies, Overview of different modes of winding up of Companies.

CASE DISCUSSION ANALYSIS COMPULSORY

MBA-303: ENTREPRENEURSHIP & MANAGEMENT OF SMALL AND MEDIUM ENTERPRISES

Module I :  Understanding Entrepreneurship
Concept of Entrepreneur, Entrepreneurial Motivation
Entrepreneurship.
Why to start Business – Entrepreneurial characteristics and skills –
Entrepreneurial success and failures.
Entrepreneurial Process
Steps of entrepreneurial process

Module II:  Setting up of a small Business Enterprise.
Identifying the Business opportunity - Business opportunities in various
sectors formalities for setting up of a small business enterprise. –
Environmental pollution Related clearances.
Sickness in Small Business Enterprises.
Govt. policies on revival of sickness and remedial measures.

Module III: Institutionals Supporting Small Business.
Central / State level Institution.
Kinds of Business plans
Accounting & Book Keeping – Preparation of Financial
Statement – Marketing Management, problems & strategies
Problems of HRM – Relevant Labour – laws.

Case Analysis Compulsory
2\textsuperscript{nd} Year

4\textsuperscript{th} Semester Core Papers

MBA-401  Business Ethics & Corporate Governance

MBA-402  International Business

MBA-403  Strategic Management
MBA-401: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Module – I  Ethics & Business.
What is Ethics, Nature and scope of Ethics, Facts and value, Ethical subjectivism and Relativism, Moral Development (Kohlberg’s 6 stages of Moral Development), Ethics and Business, Myth of a moral business.  
**Marketing:** Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising).  
**Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute.  
**HR:** Workers Right and Duties: Work place safety, sexual harassment, whistle blowing.

Module –II  Corporate Governance.
Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder’s theory and Stewardship theory, Agency theory, Separation of ownership and control, **corporate Governance Mechanism:** Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

Module – III  Role Players.
Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non-executive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII, Report, Cadbury Committee.

CASE ANALYSIS COMPULSORY

MBA-402: INTERNATIONAL BUSINESS

Module-1  An Introduction to Global Business
Meaning ,nature and significance of international Business, Drivers of International Business, players in international business,MNC-benefits and problems to host country and home country, strategies in globalization, challenges of international business.
Module-2 **Global Trade and Investment**

Principles of international trade, benefits of foreign trade, foreign trade policies, Balance of payment, WTO- functions and working, Agreements-TRIPS, TRIMS, GATS, MFA, AOA, NTB, WTO and Anti-dumping measures, Implications of WTO for India and Trade liberization, RTAs, FDI.

Module-3 **International Monetary system and Institution**

International Monetary system, Pre- Bretton woods periods, Bretton woods systems, EMS, EU and Euro, Foreign Exchange market, IMF, International liquidity, World Bank (IBRD), IDA, IFC.

**Case analysis compulsory**

**MBA-403: STRATEGIC MANAGEMENT**

**Module I: Introduction**
Concept of strategy, Vision, Mission, Goal, Objective, Strategic Management Process, Corporate planning – an overview, SBU, Modes of strategic decision making, Strategic intent, Hierarchy of strategy.

**Module II: Strategy formulation.**
Environmental Scanning, SWOT analysis, Internal and External environmental analysis, Competition Analysis: Porter’s Five Forces Theory, Generic strategies, Competitive Advantage, Value chain analysis, McKinesey’s 7s frame work, Balance Score card.

**Module III: Strategic Implementation and Control**
Stability, Growth, Turnaround, Retrenchment, Diversification, vertical integration, Horizontal integration, Strategic alliance, merger and acquisition, Divestment, Business Portfolio analysis– BCG & GEC matrix – Strategic Choice **Strategic evaluation and control (including techniques)**

**Case analysis compulsory**
ELECTIVE COURSES

Marketing

MBA-304A: Consumer Behaviour
MBA-305A: Sales & Distribution Management
MBA-306A: Product & Brand Management
MBA-307A: Services Marketing
MBA-405A: Integrated Marketing Communication
MBA-406A: Retail Management
MBA-407A: Rural and Agricultural Marketing
MBA-304A: CONSUMER BEHAVIOR

Module-1

Module-2
Individual Determinants of Behaviour- Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Culture, Sub-culture, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, Changing role of families.

Module-3
Models of Consumer Behaviour; Howard-Seth Model, Angle-Blackwell-Kollat (Multimediation Model), Nicosia Model. Seth’s Family Decision-making Model.

MBA-305A: SALES AND DISTRIBUTION MANAGEMENT

Module-1
Sales Management; Objectives and Functions, Setting up a sales organization, Management of Sales force, Recruitment & Selection, Training, Motivation and Evaluation, Sale forecasting, Territory Management, Sales Budget.

Module-2
Distribution Management, Design of Distribution Channel, Channel Conflict, Co-operation & Com Petition, Vertical marketing system, Horizontal Marketing system, Designing Customer Oriented Marketing Channels: Wholesaling, Retailing.

Module-3
Order Processing, Transportation, Warehousing, Inventory, Market Logistics Decision, SCM, Emerging Trends.

Case analysis compulsory

MBA-306A: PRODUCT AND BRAND MANAGEMENT

Module-1
Module-2

Module-3

Case analysis compulsory

MBA-307A: SERVICES MARKETING

Module-1
Emergence of Service Economy, Challenges, Service Consumer Behaviour, Service Encounter, Blueprint, Service Delivery, Servicescapes, Service Strategy(7ps), Service failure & Recovery, Service Tax Provision.

Module-2
Quality Issues and Models, Gap Analysis, SERVQUAL, Demand-Supply Management, Branding, Packaging, Pricing, Promotion, Service Research.

Module-3
Marketing of service Sector-Financial Services, Tourism Services, Education Services, Information services (ITES), CRM in Service Sector, Health Services, Health Tourism Services

Case analysis compulsory

MBA-405A: INTEGRATED MARKETING COMMUNICATION

Module-1

Module-2
Sales Promotion, Types, Planning Sales Promotion Programmes, Personal Selling, Role, Advantages and Disadvantages, Personal Selling Skills.

Module-3

Case analysis compulsory
MBA-406A: RETAIL MANAGEMENT

Module-1
Growth of retailing, Retail Theories, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy.

Module-2

Module-3
Retail Communication Mix, Retail Pricing: Price Setting, Pricing Strategies, Managing Retail Brands, Retail Supply Chain, CRM, HRM Practices in Retail, Technology in Retailing, Future of Retailing.

Case analysis compulsory

MBA-407A: RURAL & AGRICULTURAL MARKETING

Module-1

Module-2

Module-3
Agri Marketing: Scope, Role in Economic Development, Demand and Supply of Farm Products, Marketing of Agricultural inputs and farm products, Strategy for Agricultural Marketing.

Case analysis compulsory
ELECTIVE COURSES

Finance

MBA-304B: Security Analysis & Portfolio Management
MBA-305B: Financial Services
MBA-306B: Project Management
MBA-307B: Taxation Management
MBA-405B: Derivatives and Risk Management
MBA-406B: Strategic Financial Management
MBA-407B: International Financial Management
MBA-304B: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Module-I: Investment & Security Analysis

Module-II: Portfolio Analysis & Management
Portfolio Selection, Portfolio constriction, Capital Market Theory (CAPM, CML, Marko-Witz Model, Sharpe single index Model), Arbitrage pricing theory.

Module-III: Portfolio Evaluation and Behavioural Finance
Portfolio revision, performance evaluation of portfolio, forecasting of portfolio performance, psychological traits affecting investment decision, Explaining biases, fusion investing, Bubbles and behavioural economics, Technical analysis and behavioural finance.

MBA-305B: FINANCIAL SERVICES

Module-I: An introduction to Financial Services:
Meaning, Nature, Classification, Scope, Some special fund and non-fund based financial services: Leasing, Hire purchase, Factoring, Retail finance, Mutual funds, Credit rating, Securitization.

Module-II: Merchant Banking & Venture Capital:

Module-III: Financial Markets & Instruments:
MBA-306B: PROJECT MANAGEMENT

Module – I  Project Identification and Formulation
Project characteristics, Taxonomy of projects, Project Identification, Preparation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, UNIDO manuals, Detailed Feasibility Study Report.

Module – II  Project Appraisal

Module – III  Project Cost Estimate and Risk Analysis
Cost of project, Components of capital cost of a project, Project Risk Analysis, Techniques of Risk Analysis, Project Organization.

Module – IV  Project Evaluation and Audit
Sources of financing, Role of Financial Institutions in project financing, Covenants attached to lending, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project close out of Terminalia.

MBA-307B: TAX MANAGEMENT


MBA-405B: DERIVATIVES AND RISK MANAGEMENT

Module – I  Financial Derivatives

Module – II  Future Market, Contracting & Pricing

Module – III  Forward and Swap Market: Pricing and Trading Mechanism

MBA-406B: STRATEGIC FINANCIAL MANAGEMENT

Module I:  Corporate Restructuring

Module II: Strategic Financial Management

Module III: Financial Engineering
MBA-407B: INTERNATIONAL FINANCE


ELECTIVE COURSES

HR

MBA-304C: Human Resource Planning and Audit
MBA-305C: Compensation Management
MBA-306C: Performance Management
MBA-307C: Human Resource Development
MBA-405C: Employment Legislations
MBA-406C: Management of Change and Development
MBA-407C: Industrial Relations
MBA-304C: HUMAN RESOURCE PLANNING & AUDIT

Module-I: Human Resource Planning:
Concept and Objectives of HRP, Types of HR plan, Factors affecting HRP, Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach, Evolution and growth of HRP, Qualitative and Quantitative Dimensions of HRP, Labour Market Behaviour and its impact on HRP.

Human Resource Information System: Concept, Objectives of HRIS, Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS at macro and micro level.

Module II: Human Resource Planning Process:
Forecast and Projection, types of HR forecasts, Methods of HR demand forecasting at macro and micro level. Supply forecasting- Wastage analysis, Age population balance, Pattern of internal movements of employees in the organization.

Module III: Career planning

MBA-305C: COMPENSATION MANAGEMENT

Module-I: COMPENSATION MANAGEMENT

Module-II: WAGE DETERMINATION:
Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems; Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans, Wage differentials.

Module III: WAGE ADMINISTRATION IN INDIA:
MBA-306C: PERFORMANCE MANAGEMENT

Module I: Performance Management (PM) Conceptual Frame Work:

Performance Appraisal & Potential Appraisal:
Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal Interview, Potential Appraisal.

Module II:

Module III: Performance Management Application & Improvement:


MBA-307C: HUMAN RESOURCE DEVELOPMENT

Module-I: Evolution & Concept of HRD
Concept, importance, objectives, evolution of HRD, Relationship between HRM and HRD/Training. HRD functions, Role of an HRD Professional, HRD climate & its elements, HRD Matrix, HRD Process, HRD Process models, Role of line Managers in HRD.

Assessing HRD needs: Concept and purpose of Needs Assessment, Training HRD Need, Techniques of training NEED Assessment (TNA), Levels of Need Analysis. Task analysis, Persons Analysis, Organizational analysis,

Module – II: Implementing HRD Programmes
Learning and HRD- Learning and Instruction, Maximizing Learning, Individual Differences in the Learning Process, Learning Strategies and Styles. HRD Interventions – Strategy and Types and Evaluating.


Module-III : Organisational Development & HRD


MBA-405C: EMPLOYMENT LEGISLATIONS

Module-I: Labour Legislation:

Module-II: Legislations concerning wages

Module-III: Industrial Relations Legislations

MBA-406C: MANAGEMENT OF CHANGE & DEVELOPMENT

Module-I: Organisational Change: Concept, forces and types of organizational change - External and Internal, Recognizing the need for change, problem diagnosis, The Six-Box organizational Model, The 7-S framework, Identifying
alternate change techniques, Resistance to change, Managing resistance to change, The process of organizational change. Incremental Change Vs Disruptive Change.

**Module-II: Managing Change:** Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing work activities, strategies, process oriented strategies, competitor and customer oriented strategies.

**Module III:** Organisational change and process Consultation, Organisation Development - OD process, OD Interventions, Action Research orientation, Evaluating OD Effectiveness.

Managers as change agents, Internal and external change agents, Organizational change and its management in manufacturing and service sectors- Power sector perform in Orissa.

**MBA-407C: INDUSTRIAL RELATIONS**

**Module-I:** Industrial Relation: Concept, Scope and Approaches to Industrial Relations- Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Values in IR. Role of State in Industrial Relations in India.

**Trade Unionism:** Concept, structure and function, Union Registration and Recognition, Theories on Trade Unionism- Selling Pearl man, Sidney and Beatrice Webb, Karl Marx, Robert Hoxie and Mahatma Gandhi, White Collar Trade Unions, Trade Union Movement in India.

**Module-II:** Industrial Dispute: causes, types, methods of settlement of dispute in India, Code of Discipline and Grievance Management.


**Workers Participation in Management:** Concept, Scope, Levels and functions, Farms of Workers’ Participation, Workers Participation in other countries.
ELECTIVE COURSES

Systems

MBA-304D: Software Management
MBA-305D: E-Business
MBA-306D: Networking Management
MBA-307D: Computer Aided Management
MBA-405D: System Analysis & Design
MBA-406D: Data Base Management
MBA-407D: Information Security & Cyber Law
MBA-304D: SOFTWARE ENGINEERING & MANAGEMENT

Unit – 1: Introduction:
Risk Management: Risk Identification, Risk Assessment, Risk Containment

Unit – 2: Classical Analysis And Design Of Software
Requirements Gathering And Analysis; Software Requirements Specification (Srs): Contents Of The Srs Document, Functional Requirements, Traceability, Characteristics Of A Good Srs Document;
Software Design; Cohesion And Coupling, Classification Of Cohesiveness, Classification Of Coupling; Software Design Approaches: Function-oriented Design, Object-oriented Design;

Unit – 3: Object Oriented Software Analysis And Design
Object Modelling Using Uml; Unified Modelling Language (Uml): Uml Diagrams Use Case Model: Representation Of Use Cases, Use Case Packaging; Class Diagrams; Interaction Diagrams; Activity Diagrams; State Chart Diagram
Object-oriented Software Development; Design Patterns

Unit – 4: Software Quality
Software Reliability And Quality Management: Software Reliability: Reliability Metrics, Statistical Testing; Software Quality; Software Quality Management System: Evolution Of Quality System; Sei Capability Maturity Model: Comparison Between Iso 9000 Certification And Sei/Cmm; Six Sigma
MBA-305D: E-BUSINESS

UNIT: I: INTRODUCTION

Growth of the Internet and the Web, Origins and Growth of E-commerce, Insight on Technology: Spider Webs, Bow Ties, Scale-Free Networks and Deep Web Technology and E-commerce in Perspective

Unit – 2: E-Business Technologies

The Internet: Key Technology Concepts: Packet Switching, Transmission Control Protocol/Internet Protocol (TCP/IP), IP Addresses, Domain Names, DNS, and URLs, Client/Server Computing
The Internet Today: The Internet Backbone, Internet Exchange Points, Campus Area Networks (CANs), Internet Service Providers, Intranets and Extranets, Who Govern the Internet?
Building an E-commerce Website: Planning: The Systems Development Life Cycle, Systems Analysis/Planning: Identify Business Objectives, System Functionality and Information Requirements, System Design: Hardware and Software Platforms, Building Your Own versus Outsourcing, Host your Own versus Outsourcing,

UNIT – 3: E-Business Models


UNIT: BACK OFFICE AUTOMATICS FOR E-BUSINESS

BUILDING THE E-BUSINESS BACKBONE: ENTERPRISE RESOURCE PLANNING:


UNIT-5: MOVING TO E-BUSINESS


UNIT – 6: ETHICAL, SOCIAL AND POLITICAL ISSUES

MBA-306D: NETWORKING MANAGEMENT

Unit- 1: Introduction to Networks
Need for computer networking, components of a data communication system, direction of data flow(simplex, half-duplex, full-duplex).
Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW.
Network topology, transmission media.
Applications of networking in business and society.
Concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.

Unit- 2: OSI Model and Data Link Technologies
Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLS, analysis of protocols & performance

Unit- 3: Network and Transport Layers
Network Layer: IP addressing, IP routing, Routing Protocols: RIP, OSPF, DHCP, DNS, IPV6, other functions in network layer
Transport Layer: TCP, UDP, ports and sockets, Sessions and Connections, client-server implementation

Unit- 4: Basic Network Services
Telnet, FTP, SMTP and POP, HTTP,

Unit- 5: Advanced Topics
Network Security & Privacy: overview, purpose, spamming , cryptography (ciphering, DES, RSA -concept only), authentication (concept only) and firewall.

MBA-307D: COMPUTER AIDED MANAGEMENT

Unit 1: Management Support Systems

Unit 2: Decision Support Systems
Unit 3: Knowledge Management

Unit 4: Data Warehouse and Data Mining
Data Warehousing: Access, Analysis, Mining & Visualization; OLAP & OLTP
Data Mining: What is Data Mining?, Motivating Challenges, The Origins of Data Mining, Data Mining Tasks
Exploring Data: Summary Statistics, Visualization, OLAP and Multidimensional Data Analysis
Classification: Preliminaries, General Approach to Solving a Classification Problem, Decision Tree Induction, Model Overfitting, Evaluating the Performance of a Classifier, Methods for Comparing Classifiers

Unit 5: Advanced Topics
Neural Computing: Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks.
Grid Computing: Overview.

MBA-405D: SYSTEM ANALYSIS AND DESIGN

Unit 1: Overview of Systems Analysis & Design:

Unit 2: Analysis and Design Methodologies
Unit 3: Object-Oriented Analysis & Design

Unit 4: System Control & Quality Assurance through testing
Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Testing strategies & techniques: Unit and integration testing, testing practices and plans; System Controls, Audit Trails, CASE Tools.

Unit 5: Hardware & Software Selection:
Hardware acquisition, memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria.

MBA-406D: DATABASE MANAGEMENT

UNIT:1 Introduction
Database-System Applications, Purpose of Database Systems, View of Data, Database Languages, Relational Database, Database Design, Object-Based and Semistructured Database, Data Storage and Querying , Transaction Management, Data Mining and Analysis, Database Architecture, Database Users and Administrations, History of Database Systems

UNIT:2 Relational Model
SQL: Background, Data Definition, Basic Structure of SQL Queries, Set Operations, Aggregate Functions, Null Values, Nested Subqueries , Complex Queries, Views, Modification of the Database, Joined Relations,

UNIT – 3: DATABASE DESIGN METHODOLOGY
Application Design and Development: User Interfaces and Tools, Web Interfaces to Database, Web Fundamentals, Servlets and JSP, Building Large Web Applications, Triggers, Authorization in SQL, Application Security,

UNIT: 4: Integrity Issues in Database
Quality Control and Concurrent Update: Data Validation, Update Authorization, Concurrent Update Control, Update Synchronization;

UNIT: 5: Advanced Topics
Database-System Architecture: Centralized and Client-Server Architecture, Server System Architectures, Parallel Systems, Distributed Systems, Network Types,
Parallel Database: Introduction, I/O Parallelism, Interquery Parallelism, Intraquery Parallelism, Intraoperation Parallelism, Interoperation Parallelism, Design of Parallel Systems,
Distributed System: Homogeneous and Heterogeneous Database, Distributed Data Storage, Distributed Transactions, Commit Protocols, Concurrency Control in Distributed Database, Availability, Distributed Query Processing, Heterogeneous Distributed Database, Directory Systems
Data Analysis and Mining: Decision-Support Systems, Data Analysis and OLAP, Data Warehousing, Data Mining,

MBA-407D: INFORMATION SECURITY & CYBER LAW

Unit – 1: Cryptography and security
CRYPTO BASICS: How to Speak Crypto, Classic Crypto, Simple Substitution Cipher, Cryptanalysis of a Simple Substitution, Definition of Secure, Double Transportation Cipher, One-Time Pad, Modern Crypto History, A Taxonomy of Cryptography, A Taxonomy of Cryptanalysis;
SYMMETRIC KEY CRYPTO: Introduction, Stream Ciphers, A5/1, RC4, Block Ciphers, Feistel Cipher, DES, AES, Block Cipher Modes, Integrity;
PUBLIC KEY CRYPTO: Introduction, Knapsack, RSA, Repeated Squaring, Public Key Notation, User for Public Key Crypto, Confidentially in the Real World, Signature and Non-repudiation, Confidentiality and Non-repudiation, Public Key Infrastructure;

Unit – 2: ACCESS CONTROL
AUTHENTICATION: Passwords, Keys Versus Passwords, Choosing Passwords, Attacking Systems via Passwords, Password Verification, Math of Password Cracking, Other Password
Issues, Biometrics, Types of Errors, Biometric Examples, Biometric Conclusions, Something You have, Two-Factor Authentication, Single Sign-on and Web Cookies;


Unit – 3: SECURITY IN SOFTWARE
SOFTWARE FLAWS AND MALWARE: Software Flaws, Buffer Overflow, Incomplete Mediation, Race Conditions, Malware, Brain, Morris Worm, Code Red, SQL Slammer, Trojan Example, Malware Detection, The Future of Malware, Cyber Diseases Versus Biological Diseases, Miscellaneous Software-Based Attacks, Salami Attacks, Linearization Attacks, Time Bombs, Trusting Software

INSECURITY IN SOFTWARE: Software Reverse Engineering, Anti-Disassembly Techniques, Anti-Debugging Techniques, Software Tamper Resistance, Guards, Obfuscation, Metamorphism Revisited;


Unit – 4: SECURITY PLANNING AND IMPLEMENTATION


Unit 5: CYBER LAW
Text Books:
ELECTIVE COURSES

Productions

MBA-304E: Technology Management
MBA-305E: Total Quality Management
MBA-306E: Project Operations and Management
MBA-307E: Innovation and R & D Management
MBA-405E: Materials Management
MBA-406E: Supply Chain Management
MBA-407E: Service Operations Management
MBA-304E: TECHNOLOGY MANAGEMENT

Module-I: Introduction & Technology Policy
Definition, Technology and society, Definition of technology, Classifications of technology, Definition of management, Management of technology (MOT), The conceptual framework for (MOT), - Drivers of MOT - Significance and Scope of MOT - Role of Chief Technology Officer - Responding to Technology challenges. Technology Policy – Determinants of Nation’s Capability – Role of Government – Science and Technology policy – Status of Technology in India – Future of India

Module-II Technology Planning and Strategy Tools, Technology Acquisition

Module-III Innovation Management, Technology Transfer

Module IV Case Study: Compulsory, Relevant Cases have to be discussed in each unit

MBA-305E: TOTAL QUALITY MANAGEMENT

Module I: Introduction to Quality Management, its Philosophies and TQM
The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies, Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management, introduction to total quality management, the evolution of total quality
Module II  Principles and Design for Six Sigma


Module III  Statistical Process Control


Module IV  Quality Systems


Module V  Case Study: Compulsory, Relevant Cases have to be discussed in each unit

MBA-306E: PROJECT OPERATION MANAGEMENT

Module-I  Project Management Concepts and Needs Identification

Attributes of a Project, Project Life Cycle, The Project management Process, Global Project Management, Benefits of Project Management, Needs Identification, Project Selection, Preparing a Request for Proposal, Soliciting Proposals, Project organization, the project as part of the functional organization, pure project organization, the matrix organization, mixed organizational systems

Module-II  Project Planning and Scheduling:

Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM)/ GERT, Resource allocation, Crashing and Resource Sharing

Module III  Project Monitoring and Control and Project Performance

Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System). Coordination; Procedures, Meetings, Control; Scope/Progress control, Performance control, Schedule control, Cost control, Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor, Responsibilities of the Project Manager.

Module IV  Case Study: Compulsory, Relevant Cases have to be discussed in each unit
MBA-307E: INNOVATION AND R&D MANAGEMENT

Module-I Introduction & Managerial aspects of Innovation function
Introduction, Components of Innovation, Types of Innovations, Models of Innovation Processes, Evolution and characteristics of Innovation Management, Key drivers of Innovation, Factors influencing Innovation, Organizing for Innovation, Factors influencing organizational design, Developing Innovation Strategy, Characteristics of creative of creative organization.

Module-II Research and Development Management
Introduction, Meaning, Objectives, Significance, Classification of R&D according to R&D type, process phase, measurement level, purpose of measurement and measurement perspective. Technology development approaches, Performance of R&D management in Indian scenario.

Module-III Financial Evaluation of R&D Projects

Module IV Case Study: Compulsory, Relevant Cases have to be discussed in each unit

MBA-405E: MATERIALS MANAGEMENT

Module-I
Materials Management: An Overview; Objectives; Evolution; Strategies; Functions; Profit Making Potential; Costs.

Module-II
Inventory Management: Stages; Selective Control; Demand Forecasting; Lead-time; Safety Stock; Fixed Quantity Reorder System; Fixed Period Reorder System; MRP and JIT systems; Inventory Valuation.

Module III
Purchasing: Objectives; Types of Materials; Important Aspects; Procedures; Quality; Quantity, Time, Price and Source; Standardization and Codification; Vendor development; Value Analysis; Make or Buy Decisions; Negotiations; Institutional, Government and International Buying; Capital Equipment Purchases. Warehousing and Transportation: Warehouse Location; Transportation; Receiving, Issuing and Store Keeping. Case Analysis and Presentation.
MBA-406E: SUPPLY CHAIN MANAGEMENT

Module I: Supply Chain Foundations:
Supply Chain as a network of entities: Role and interactions between the entities. Value Chain Focus of Supply Chain. Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Balance Sheet, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities.

Module –II: Customer Orientation:
Customer Satisfaction oriented Supply Chain Management strategy, Customer segmentation, Customer requirements analysis, Aligning supply chain to customer needs: Quick response logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications.


Module –III: Manufacturing Logistics Management:

Case Studies

MBA-407E: SERVICE OPERATIONS MANAGEMENT

Module –I


Module–II: Field Service Management, Service Manpower Planning & Scheduling:
Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and Customer Relations Management, Uncertainty in Manpower
Requirements, Cyclical and Seasonal nature of demand, Queuing effect, Service Level Considerations and Cost Considerations in Manning, Linear Programming and other models of planning and scheduling.

**Module –III Customer Relationship Management:**
Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation.

**IT enabled Customer Service:** Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.

**Module IV Case Study:** Compulsory, Relevant Cases have to be discussed in each unit