

# SYLLABUS

## MBA

(Regular 2 Years Semester System Program)



Biju Patnaik University of Technology, Orissa  
Rourkela

## COURSE STRUCTURE – MBA (SEMESTER SYSTEM)

Code No.	Subject	Credit	Hours	Full Mark
<b>Semester:1</b>				
MBA-101	Business Structure and Process	4	40	100
MBA-102	Organizational Behaviour	4	40	100
MBA-103	Managerial Economics	4	40	100
MBA-104	Quantitative Techniques	4	40	100
MBA-105	IT for Managers	3	30	100
MBA-106	Basic Financial Accounting	4	40	100
MBA-107	Marketing Management	4	40	100
MBA-108	Communicative English	3	30	100
MBA-109	Communicative English ( Lab.)	3	30	50
MBA-110	IT Lab	2	20	50
		<b>35</b>	<b>350</b>	<b>900</b>
<b>Semester:2</b>				
MBA-201	Research Methodology	4	40	100
MBA-202	Financial Management	4	40	100
MBA-203	Human Resource Management	4	40	100
MBA-204	Production and Operation Management	4	40	100
MBA-205	Cost and Management Accounting	4	40	100
MBA-206	MIS & ERP	4	40	100
MBA-207	Business Environment & Sustainable Devt.	4	40	100
MBA-208	Business Communication	3	30	100
MBA-209	Business Communication (Lab)	2	20	50
		<b>33</b>	<b>330</b>	<b>850</b>
<b>Semester:3</b>				
MBA-301	Banking & Insurance Management	4	40	100
MBA-302	Business Corporate Law	4	40	100
MBA-303	Entrepreneurship & Management of SME	4	40	100
MBA-304	Elective-I	4	40	100
MBA-305	Elective-II	4	40	100
MBA-306	Elective-III	4	40	100
MBA-307	Elective-IV	4	40	100
MBA-308	Summer Project	3		100
		<b>31</b>	<b>280</b>	<b>800</b>
<b>Semester:4</b>				
MBA-401	Business Ethics & Corporate Governance	4	40	100
MBA-402	International Business	4	40	100
MBA-403	Strategic Management	4	40	100
MBA-404	Elective-V	4	40	100
MBA-405	Elective-VI	4	40	100
MBA-406	Elective-VII	4	40	100
MBA-407	Article Review and Comprehensive Viva	3		100
		<b>28</b>	<b>240</b>	<b>700</b>
	<b>TOTAL</b>	<b>127</b>	<b>1200</b>	<b>3250</b>

## ELECTIVES

<b>3<sup>rd</sup> Semester</b>	<b>Elective-I (Choose one paper from the following)</b>	
	MBA-304A	Consumer Behaviour
	MBA-304B	Security Analysis & Portfolio Management
	MBA-304C	Human Resource Planning and Audit
	MBA-304D	Software Management
	MBA-304E	Technology Management
<b>3<sup>rd</sup> Semester</b>	<b>Elective-II (Choose one paper from the following)</b>	
	MBA-305A	Sales & Distribution Management
	MBA-305B	Financial Services
	MBA-305C	Compensation Management
	MBA-305D	E-Business
	MBA-305E	Total Quality Management
<b>3<sup>rd</sup> Semester</b>	<b>Elective-III (Choose one paper from the following)</b>	
	MBA-306A	Product & Brand Management
	MBA-306B	Project Management
	MBA-306C	Performance Management
	MBA-306D	Networking Management
	MBA-306E	Project Operations and Management
<b>3<sup>rd</sup> Semester</b>	<b>Elective-IV (Choose one paper from the following)</b>	
	MBA-307A	Services Marketing
	MBA-307B	Taxation Management
	MBA-307C	Human Resource Development
	MBA-307D	Computer Aided Management
	MBA-307E	Innovation and R & D Management
<b>4<sup>th</sup> Semester</b>	<b>Elective-V (Choose one paper from the following)</b>	
	MBA-405A	Integrated Marketing Communication
	MBA-405B	Derivatives and Risk Management
	MBA-405C	Employment Legislations
	MBA-405D	System Analysis & Design
	MBA-405E	Materials Management
<b>4<sup>th</sup> Semester</b>	<b>Elective-VI (Choose one paper from the following)</b>	
	MBA-406A	Retail Management
	MBA-406B	Strategic Financial Management
	MBA-406C	Management of Change and Development
	MBA-406D	Data Base Management
	MBA-406E	Supply Chain Management
<b>4<sup>th</sup> Semester</b>	<b>Elective-VII (Choose one paper from the following)</b>	
	MBA-407A	Rural and Agricultural Marketing
	MBA-407B	International Financial Management
	MBA-407C	Industrial Relations
	MBA-407D	Information Security And Cyber Law
	MBA-407E	Service Operations Management

**Area specialization:**

**Group A** papers (MBA-304A, 305A, 306A, 307A, 405A, 406A and 407A) are from **Marketing** Area;

**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 D** papers (MBA-304D, 305D, 306D, 307D, 405D ,406D and 407D) are from **Systems** 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 3<sup>rd</sup> Semester and three papers as Electives V, VI, VII from the list of subjects offered in 4<sup>th</sup> 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 3<sup>rd</sup> and 4<sup>th</sup> 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.

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# 1<sup>st</sup> Year MBA

## 1<sup>st</sup> 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**

Introduction: Definition of management, nature, purpose and functions, level and types of managers, Managerial Roles, Essential Managerial Skills, Key personal characteristics for Managerial success. Evolution and various schools to management thoughts.

Nature of Organisation- Proprietorship, Partnership, Co-operatives and Statutory Corporations, Companies-Concepts of holding and subsidiary companies, Comparison and Choice of structures, Features of International Organisations and Multi –national Companies.

## **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:**

Organizing as Managerial Function – organization structure, formal and informal organization. Traditional Organization Structures – Functional, Divisional and Matrix Structure. **Directions in organizational Structures** – Team structure, network structure, boundary less structure. **Organizing Trends and Practices** – Chain of command, unity of command, span of control, delegation and empowerment, decentralization and use of staff, organizational design and organizational configuration.

**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**

Various Cost concepts, Cost Functions – Short run Cost Functions and its Empirical Estimation, Long run Cost Function, Economies of scale and economies of scope. Price and Output decision under perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. Descriptive pricing approaches: full cost pricing, product pricing. Pricing strategies : price skimming, penetration pricing and loss leader pricing.

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

Meaning and Nature of Macro Economics; Circular Flow of income, the concept of GDP, GNP, Concepts of Consumptions, Savings and Investment. Business Cycles : Consequences and Measures to solve the Problems of Business Cycles, Inflation.

### **CASE ANALYSIS COMPULSORY**

## **MBA-104: QUANTITATIVE TECHNIQUES**

### **Module-I**

Introduction to Linear Programming Problems, Formulation of Linear Programming Problems, General statement and assumptions underlying Linear Programming, Graphical method for solution of LPP. Simplex method for solution of LPP, Solution of maximization and minimization problems, Big-M method, Two phase method, Unbounded and degenerate solution of LPP, Duality in Linear programming. Introduction to transportation problems, North-West corner rule, Least cost method, Vogel's approximation method for obtaining initial feasible solutions, Stepping stone and MODI method to get optimal solution, Transshipment problem.

### **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  $2 \times n$  and  $m \times 2$  games by graphical approach, Solution of  $m \times n$  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 queuing system.

### **CASE ANALYSIS COMPULSORY**

## **MBA-105: IT FOR MANAGERS**

### **Module-1**

**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

**Micro soft 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 Books of Original Records:** Journals, Subsidiary books, Ledgers & Trial balance.

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

### **MODULE – II : CORPORATE ACCOUNTING**

**Accounting of Joint Stock Companies:** Accounting for Issue and forfeiture of Shares, Issue of Debentures, Issue of Bonus Share, Financial Statements of Companies: Income Statement and Balance Sheet.

**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**

Cash Flow Statement: Preparation & Analysis.

**Analysis of Financial Performance of a firm ;** Use of Different Tools, Ratio Analysis – Different Types of Ratios.

**CASE ANALYSIS COMPULSORY FOR EACH MODULE.**

## MBA-107: MARKETING MANAGEMENT

### Module-1

Concepts of Marketing and market, Marketing Mix, Product, Price, Promotion, Place, Product: Product concept, Product classification, New Product Development, Product life cycle, Product mix decision, Branding, Packaging, Labelling decisions, Service as a product, Price: objective of pricing, Pricing policies, Pricing methods.

**Price:** Objective of pricing, Pricing policies, Pricing methods.

**Promotion:** Advertising, Sales promotion, Personal selling, Public relation, Publicity and propaganda.

**Place:** Marketing channels, vertical and horizontal integration, Channel conflict management, Distribution system and Logistic Management.

### Module-II

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

### Module-III

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
- 1.3 Verbal and non-verbal communication
- 1.4 Barriers to communication and how to overcome the barriers
- 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. 1.Better English Pronunciation,J.D O Connor(Cambridge)
3. 2. A University Grammar of English by Quirk et al (Pearson)
4. 3. .Foundations of Business Communication by Dona J .Young ,Tata McGraw Hill
5. 4. Business Communication by M KSehgal and Vandana Khetrapal,Excel Books
6. 5 Business Communication, . RK Madhukar ,Vikas

## **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:**

1<sup>st</sup> Lab test 15 marks. (Listening, Speaking)

2<sup>nd</sup> Lab test 15 marks. (Reading and Writing)

3<sup>rd</sup> 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.

# 1<sup>st</sup> Year MBA

## 2<sup>nd</sup> 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 :**

Nature and Scope of Business Research, Identification of Research problem, Research objective, Type of Business Research, Research Process, Research Designs : Exploratory, Descriptive, Experimental and Observational. Planning and formulation of Research Projects, Preparation of questionnaire and schedules, Measurement problem and scaling techniques. Collection of data : Primary and Secondary data. Purpose of research application, Type of research reports, Structure of Research report, Report writing and Presentation.

### **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**

**Financial Management** : Introduction to finance Fundamental principles objectives of financial management – profit maximization and wealth maximization. Functions of Financial Management.

**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**

**Working Capital Management :** Factors influencing working capital requirements, Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm. (Cash, Inventory & Receivables Management).

### **CASE ANALYSIS COMPULSORY**

## **MBA-202: HUMAN RESOURCE MANAGEMENT**

### **Module-I**

Concept, Nature, scope and objectives of Human Resource Management, HRM : The challenges – Environmental, Organizational and Individual, Human Resource Planning, Job analysis, recruitment- sources, concept and objectives, Selection: Concept, Procedure and cost benefit analysis of selection, Induction, career planning, Bases of Promotion, Transfer, Separations, Outplacement and Outsourcing HR. Emerging trends of HRM in globalized economy and cross-cultural environment.

### **Module-II**

Training & Development-Concept, Training needs assessment, Types of training programmes: on-the-job and off-the-job, ROI of training, metrics for evaluation of training programme, Performance Appraisal- Objectives, Uses and Methods- Traditional and Modern methods (Assessment and Development Centres, 360<sup>0</sup> Appraisals), Problems of Performance Appraisal, Legal issues in Performance Appraisal. Classification of Employees and Conceptual differences in Compensation Systems. Concept of Wages & Salary, Components of Wages, Method of Wage Determination, Methods of Wage Payment, Wage Differentials, Job Evaluation.

### **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, Patriation 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,



Mass/Line , Continuous ), Concept of FMS(Flexible Manufacturing System), Vertical integration, Productivity & Factors affecting productivity, Role of Production, Planning & Control (PPC), New Product Development & Process Design, Learning Curve, Introduction of Work Study, Method study Procedure, Principles of Motion Economy, Stop Watch Time Study Procedure, Importance of Rating & Allowances in Time Study, Pre-determined Time Standard (MTM).

### **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**

Organization and Information Systems, Changing Environment and its impact on Business - The ITES and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.

### **Module-2: System Analysis and Development Methodologies**

Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer. **System Development Life Cycle**: Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.

### **Module-3: Enterprise Systems**

Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation - Supply Chain Management (SCM): Features, Modules in SCM - Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance. Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan.

### **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:**

1<sup>st</sup> Lab test 15 marks.

2<sup>nd</sup> Lab test 15 marks.

3<sup>rd</sup> Lab Test 20 marks.

(The 1<sup>st</sup> and 2<sup>nd</sup> 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 3<sup>rd</sup> 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<sup>nd</sup> Year

## 3<sup>rd</sup> 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.

**Bank Management :** Liquidity Management, Investment Management , Loan Management , Liability Management, Credit Management, Risk Management

### **Module-II Basics of Insurance :**

Indemnity, Insurable interest, Materiality of facts, Uberimmae Fidae and implications, Duty of disclosure. Types of Insurance : Life Insurance, General Insurance, Health & Medical Insurance, Property related Insurance, Liability Insurance, Reinsurance. Principles governing marketing of insurance products. Insurance Regulation and Role of IRDA.

### **Module – III Management Techniques & Process :**

Definition of Risk, Classification of Pure Risks: Personal Risks, Property Risks, Liability Risks, Failure of Others, Overlapping Risks; Rules of Risk Management, Risk Management Technique, Risk Management Process: under writing TPA basic assessment, claim management of claim settlement.

**Case discussion and analysis compulsory**

## **MBA-302: BUSINESS & CORPORATE LAW**

### **Module – I Law of Contract:**

**Contract Act:** Offer and Acceptance, Consideration, Free consent, Legality of object and consideration, Performance and Discharge of contract, quasi contract, Contract of Guarantee, Bailment, Bailment(rights and duties of bailor and bailee), Agency (various modes of creating agency, rights and duties of agents and principal).

**Law of Sales:** Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller.

### **Module – II Economic Laws:**

Competition Act 2002: Definition, Prohibition and Regulation of Combinations, Duties, Powers and Functions of Competition Commission, Penalties, Unfair Trade Practices.

Consumer Protection Act 1986, An Overview of Laws relating to Intellectual Property Rights (IPR), Industries (Development and Regulations) Act, Right to Information Act, FEMA.

### **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

Deciding – Developing – Moving – Managing – Recognizing.

### **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.**

Causes of sickness – Symptoms of sickness – cures of sickness.

Govt. policies on revival of sickness and remedial measures.

### **Module III: Institutionals Supporting Small Business.**

Central / State level Institution.

Preparation of a Business Plan – Elements of a Business Plan.

Kinds of Business plans

Financial Management – Working Capital management.

Accounting & Book Keeping – Preparation of Financial

Statement – Marketing Management, problems & strategies

Problems of HRM – Relevant Labour – laws.

### **Case Analysis Compulsory**



# 2<sup>nd</sup> Year

## 4<sup>th</sup> 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.

**Decision making (Normal Dilemmas and Problems):** Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). **Economic Justice:** Distributive Justice, John Rawls Libertarian Justice (Robert Nozick) Ethical Issues in Functional Areas of 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 liberalization, 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**

Theories of Consumer Behaviour: Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Blackbox Models, Distributive Approach, Consumer decision: Process approach, Factors influencing consumer decision making, Segmentation, Psychographics & VALS; Diffusion of Innovations.

### **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 & Competition, 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**

Products- Concepts, Planning, New Product, Development Strategies, PLC, Launching Strategies, Portfolio Management-BCG,GE, Porter's Model, Competitor's Analysis, Customer Analysis, Market potential, Product Demand pattern and Trend Analysis.

### **Module-2**

Branding-Decisions, Positioning, Architecture, Extensions, Equity, Valuations, Customer Based Brand Equity, Co-branding strategies. Branding Strategies, Brand leveraging strategies.

### **Module-3**

Packaging, Labeling, Brand Rejuvenation, Brand Success strategies, Brand Resilience, Building global brands, Branding failures.

**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**

Advertising; 5Ms, Social and Ethical Issues in Advertising, Integrated Marketing Communication, IMC Planning Process, Developing Ad Programmes, Setting Objectives, Ad Budgets, Designing Message, Media Selection and Planning, Ad Research, Evaluation and Control.

### **Module-2**

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

### **Module-3**

Power of Publicity, Public Relations, Direct Marketing Process, On Line Advertising, Social Networking, Challenges, Network Marketing, Advertising In Multicultural Environment.

**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**

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Customer Service, Retail Atmospheric, Retail Equity.

### **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**

Rural market structure, Rural consumer Buying Behaviour, Rural market environment, Rural Marketing Information System, Research & Forecasting, Rural demand, Segmentation, Targeting, Positioning, Problems of rural marketing, Rural Marketing agencies.

### **Module-2**

Rural Marketing Mix: Product Decisions, Pricing Decisions, Promotion Decisions, Distribution, Channel Management, Relationship Management Physical Distribution, Sales force management

### **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**

Investment Scenario, Risk & Return, Stock Return and Valuation, Bond-return and valuation, Fundamental Analysis and Valuation Economic / Industry / Company Analysis, Technical Analysis, Efficient Market Hypothesis.

### **Module-II: Portfolio Analysis & Management**

Portfolio Selection, Portfolio construction, Capital Market Theory (CAPM, CML, Markowitz 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:**

Nature & Scope, Structure, Services, Regulations of merchant banking, Merchant bankers in the market making process, Merchant banking in India. Venture Capital: Meaning, Features, Scope, Importance. Methods of venture financing, Venture capital funds in India. Private Equity and venture capital finance.

### **Module-III: Financial Markets & Instruments:**

Money Market: Features, Objectives, Importance, Call Money, Commercial Bills, Treasury Bills, Commercial Papers, Certificate of Deposits. Players of Money Market.

Capital Market: New issue market, stock market, Methods of floating new issues, players in the new issue market, Advantages of primary market, stock exchange – Constitution, Control, Function, Listing of securities, Trading mechanism, Equity, Debentures, Bonds, Warrants, ADRs and GDRs.

## **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**

Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Social Cost benefit analysis. Environmental 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**

**Module-I: Income Tax:** Definition: Cannons of Taxation, Assessee, Income, Previous Year, Assessment Year, Gross avoidance, Planning, Exemption, Deduction, Rebate, Relief. Residential status and tax incidence – Individual and Corporate, Income exempted from Tax- Individual & Corporate, Computation of taxable income of individual, HUF, Firm & Corporate.

**Module-II: Tax Management:** Rate of tax and surcharge, Tax rebate, Tax Management-Submission of return and procedure of assessment, PAN, TAN, Priliminary ideas of deduction and collection of Tax at source, Advance payment of Tax, Refund of Tax. Minimum Alternate Tax (MAT). Schemes of Tax Planning, Tax Planning for salaries, Profits and gains of business on profession, Capital Gains, Employees remuneration, Tax factor in dividend policy.

**Module-III: Indirect Tax Management –** Central Sales Tax Act, 1956, Customs Act and Valuation, Central Excise Act 1944, Value Added Tax (VAT).

## **MBA-405B: DERIVATIVES AND RISK MANAGEMENT**

### **Module – I Financial Derivatives**

Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market, Use of Derivatives, Critiques of Derivatives. Traders in Derivative Markets, Factors contributing to the growth of Derivatives. Financial Derivatives Market in India. Forward contract, Features of Forward contract, Classification of Forward Contracts.

### **Module – II Future Market, Contracting & Pricing**

Introduction, Financial Futures contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/Traders in Future Market, Functions and growth in Future Market, Future Market trading Mechanism, Theories of Future prices. Hedging Concepts – Long, Short, Cross. Forward prices Vs Future prices.

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

Introduction, concept, Types, Distinction between option and futures contracts, option valuation, Determinants of option pricing , Black – Scholes option pricing model, Binomial Option pricing model , Trading with option, Hedging with option; SWAP: Introduction, concept, Nature, Evolution, Features, Types of Swaps. Over view of Commodity Derivatives.

## **MBA-406B: STRATEGIC FINANACIAL MANAGEMENT**

### **Module I : Corporate Restructuring**

Nature & objective, Forms of Corporate restructuring, Types and Theories of Mergers, Reasons for merger, Demerger, Take over and Acquisitions, Business Alliances, Divestitures. Legal and Procedural Aspects, Tax Implication. Cross border acquisitions and International acquisitions.

### **Module II : Strategic Financial Management**

Objectives of Strategic Finance Management, The 9S model, Strategic investigation of growth, Value Chain analysis and Value Engineering, SBU, Life Cycle Costing, Strategic Cost Management, Activity Based Costing (ABC), Objective Based Costing(OBC), Target Costing, Balanced Scorecard, Special Purpose Vehicle, Venture Finance, Economic Value Added and Owner's Value Added.

### **Module III : Financial Engineering**

Financial Innovations and Financial Engineering: Leverage Buy out-operations, Norms for financing leverage buyouts, Corporate Control Mechanisms, Financially Engineered Products.

## **MBA-407B: INTERNATIONAL FINANCE**

**Module-I: International Dimensions of Financial Management:** The Emergence of MNC, Nature of the MNC, Objectives of the firm and Risk Management, Domestic Financial Management and International Financial Management, Multinational Capital Budgeting – application and interpretation.

**Module-II: Managing Foreign Exchange exposure:** Management of foreign exchange risk, Management of translation exposure, Management of transactions exposure, Management of economic exposure.

**Module-III: International Financial Markets:** International Banking and Money market, International Banking Services, Capital adequacy standards, International Money Markets, International Equity Sources, Global Equity Markets, Methods of sourcing, Cross listing in secondary markets, New Equity issues, International Debts sources, Debt Management and Funding Goals, International Debt, Instruments, International bank loans, Euro notes, International Bond Market.

## **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**

Succession Planning: concept, objectives and process, Career planning and development, Stages of career, Early Career and Mid-career arises and its management. Human Resources Audit: Scope, Characteristics and Process of HR audit, Human Resource Accounting.

## **MBA-305C: COMPENSATION MANAGEMENT**

### **Module-I: COMPENSATION MANAGEMENT**

Conceptual Framework of Compensation Management: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory, Criteria of wage fixation. Methods of Payment, Broad- banding, Executive compensation, Emerging trends of compensation management in IT industries.

### **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:**

Wage Policy in India, Methods of wage determination in India, The Pay Commission, Wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, The Rate of Minimum Wages Act.

## **MBA-306C: PERFORMANCE MANAGEMENT**

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

Introduction to Performance Management, nature, scope, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning, Role Analysis and Evaluating Performance Management.

### **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:**

360<sup>o</sup> feedback, Assessment centers, Performance reviews, Coaching and Counseling, Performance Management in Manufacturing, Services and IT Sector with special reference to NALCO, State Bank of India, Infosys and ITC, Strategies for improving performance. Performance Management and development, Performance Management and pay.

### **Module III: Performance Management Application & Improvement:**

Performance Management for Teams, Performance Management in practice, Analyzing Performance problems. Performance counseling- Concept, Principles and Skills competency based Performance Management.

Performance Management linked Reward Systems- Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

## **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.

Introduction, Training Delivery Methods, On the job (OJT) Training Methods – JIT, Simulation, Job Rotations, Coaching and Mentoring Classroom Training Approaches – Lecture approach, Discussion Method, Experiential Methods, Computer based Training Methods.

### **Module-III : Organisational Development & HRD**

Evaluation – Purpose of HRD Evaluation, Models and Framework of Evaluation – Kirkpatrick's framework and other Models. Data collection for Evaluation, Research Design, Ethical Issues, Assessment of the Impact of HRD Program.

Organizational Development- Concepts and Theories. Organizational Culture-Work force diversity & HRD, Managing Workforce Diversity, labour Market changes, adapting to demographic changes. HRD practices in manufacturing and services sector. Issues and Challenges of HRD In cross-cultural environment for Global workforce.

## **MBA-405C: EMPLOYMENT LEGISLATIONS**

### **Module-I: Labour Legislation:**

Need, objectives, scope, growth of labour legislation in India. Legislations on working conditions, Factories Act, 1948, Mines Act 1952, Contract Labour (Regulation and Abolition) Act, 1970. Minimum Wages Act, 1948.

### **Module-II: Legislations concerning wages**

Payment of Wages Act, 1936, Payment of Bonus Act 1965, Equal Remuneration Act, 1976, The Workmen's Compensation Act, 1923, Employees' State Insurance Act, 1948, The Employees Provident Fund Act, 1952 & 1995.

### **Module-III: Industrial Relations Legislations**

Payment of Gratuity Act, 1972, Maternity Benefit Act, 1961, Indian Trade Union Act 1926, Industrial Employment Standing Order Act, 1946, Industrial Dispute Act 1947.

## **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.

**Collective Bargaining:** Meaning, Concept and functions, Types of Bargaining, Process of Bargaining, Emerging Trends in Collective Bargaining, Theories of Collective Bargaining by M.W. chamberlain, Allan Flanders, Walton Mckersie and Sidney & Beatrice Webb. Levels of bargaining and agreements, negotiation techniques and skills.

**Module-III:** Tripartism and IR, ILC & SLC. ILO- Structure and Functions. Conventions and Recommendations. Bipartism link with Tripartism, Strengthening Tripartite Social Dialogue.

**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:**

The Software Engineering Discipline – Evolution And Impact; Programs Vs. Software Products; Why Should Software Engineering; Emergence Of Software Engineering: Early Computer Programming, High-level Language Programming, Control Flow-based Design, Data Structure-oriented Design, Data Flow-oriented Design, Object-oriented Design; Software Life Cycle Models; Classical Waterfall Model; Iterative Waterfall Model; Prototyping Model; Evolutionary Model; Spiral Model

Software Project Management; Responsibilities Of A Software Project Manager; Project Planning; Materials For Project Size Estimation: Lines Of Code (Loc), Function Point Metric; Project Estimation Techniques: Empirical Estimation Techniques, Heuristic Techniques, Analytical Estimation Techniques; Empirical Estimation Techniques: Expert Judgment Technique, Delphi Cost Estimation; Cocomo – A Heirostoc Estimation Technique: Basic Cocomo Model, Staffing Level Estimation: Norden’s Work, Putnam’s Work  
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; Function-oriented Software Design; Overview Of Sa/Sd Methodology; Structured Analysis; Data Flow Diagrams (Dfds): Primitive Symbols Used For Constructing Dfds, Some Important Concepts Associated With Designing Dfds; Structured Design: Flow Chart Vs. Structure Chart, Transformation Of A Dfd Model Into A Structure Chart;

### **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**

Coding: Coding Standards And Guidelines; Code Review: Code Walk-throughs, Code Inspection; Testing: Verification Vs. Validation, Design Of Test Cases; Unit Testing; Black-box Testing; White-box Testing; Debugging; Integration Testing; System Testing: Performance Testing;

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

Definition of E-commerce, Unique Features of E-commerce Technology: Ubiquity, Global Reach, Universal Standards, Richness, Interactivity, Information Density, Personalization/ Customization, Social Technology: User Content Generation and Social Networking., Web 2.0, Play My version;

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

Eight Key Elements of a Business Model: Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy,

Major Business to-Consumer (B2C) Business Models: Portal, E-tailer, Insight on Technology: Search, ads and Apps: The future for Google, (and Microsoft), Content Provider, Transaction Broker, Market Creator, Service Provider, Community Provider

Major Business-to-business (B2B) Business Model: E-distributor, E-Procurement, Exchanges, Insight on Business: Onvia Evolves, Industry Consortia, Private Industrial Networks,

Business Models in Emerging E-commerce Areas: Consumer-to-consumer (C2C) Business Models, Peer-to-peer (P2P) Business Models, M-commerce Business Models , E-Commerce Enablers: The Gold Rush Models, Insight on Society: Is Privacy Possible in a Wireless World?,

How the Internet and the Web Change Business: Strategy, Structure, and Process, Industry structure , Industry Value Chains, Firm Value Chains, Firm Value Webs, Business Strategy

## **UNIT:4 BACK OFFICE AUTOMATICS FOR E-BUSINESS**

### **BUILDING THE E-BUSINESS BACKBONE: ENTERPRISE RESOURCE PLANNING:**

The Basics of Enterprise Resource Planning, ERP Decision = Enterprise Architecture Planning  
ERP Implementation, ERP Architecture and Toolkit Evolution

**IMPLEMENTATION SUPPLY CHAIN MANAGEMENT AND E- FULFILLMENT:** The Basics of Supply Chain Management, Internet-Enabled SCM, E-Supply Chain Fusion, Management Issues in e-supply Chain Fusion, The continuing Evolution of e-Supply Chains, A Roadmap for Managers

**DEMYSTIFYING E-PROCUREMENT: BUY-SIDE, SELL-SIDE, NET MARKETS AND TRADING EXCHANGES:** Evolution of e-Procurement Models, Evolution of Procurement Processes, e-Procurement Infrastructure Integrating Ordering, Fulfillment, and payment, E-Procurement Analysis and Administration Applications, Marketplace Enables, A Roadmap for e-Procurement Managers

## **UNIT-5: MOVING TO E-BUSINESS**

**SPOTTING E-BUSINESS TRENDS,** Trends Driving e-business, Customer-Oriented Trends, e-Service Trends, Organizational Trends, Employee Megatrends, Enterprise Technology Trends, General Technology Trends, What These 20 Trends Have in Common

**DIGITIZING THE BUSINESS: E-BUSINESS PATTERNS,** e-Business Patterns: The Structural Foundation, The e-Channel Pattern, The Click-and-Brick Pattern, The e-Portal Pattern, The e-Market Maker Pattern, The Pure-E “Digital Products” Pattern

**THINKING E-BUSINESS DESIGN: MORE THAN TECHNOLOGY,** The Race to Create Novel e-Business Designs, Step: 1: Self – Diagnosis, Step: 2: Reverse the Value Chain, Step: 3: Choose a Focus, Step 4: Execute Flawlessly, Lessons from e-Business Design

## **UNIT – 6: ETHICAL, SOCIAL AND POLITICAL ISSUES**

Understanding Ethical, Social, and Political Issues in E-commerce, A Model for organizing the issues, Basic Ethical Concepts: Responsibility, Accountability, and Liability, Analyzing Ethical Dilemmas, Candidate Ethical Principles, Privacy and Information Rights, Information Collected at E-commerce Sites, Profiling and Behavioral Targeting, The Internet and Government Invasions of Privacy;, E-commerce Surveillance, Legal Protections, Informed Consent, Intellectual Property Rights, Types of Intellectual Property Protection, Copyright: The Problem of Perfect Copies and Encryption , Patents: Business Methods and Processes, Trademarks: Online Infringement and Dilution, Challenge: Balancing the Protection of Property with other values,

## **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**

Mobile Computing: Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of bluetooth.

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**

Management Support Systems: Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications.

### **Unit 2: Decision Support Systems**

Introduction to Decision Support Systems, Decisions and Decision Makers, Decision in the Organization, Modeling Decision Processes, Group Decision Support and Groupware Technologies, Executive Information Systems, Designing and Building Decision Support Systems, Implementing and Integrating Decision Support Systems.

### **Unit 3: Knowledge Management**

Knowledge Management: Concepts, Development Methods, Technologies & Tools, Electronic Document Management. Case Study.

Knowledge - Based Decision Support: Artificial Intelligence (AI): Concept, Definition, AI Vs Natural Intelligence. Expert System: Concept, Structure, Working, Benefits & Limitations. Knowledge Acquisition & Validation: Scope, Methods, Validation, Verification, Analysing, Coding, Documenting & Diagramming. Knowledge Representation, Inference Techniques, Intelligence System Development. Fuzzy Logic, Genetic Algorithm

### **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

Association Analysis: Problem Definition, Frequent Itemset Generation, Rule Generation, Compact Representation of Frequent Itemsets, Alternative Methods for Generating Frequent Itemsets, FP-Growth Algorithm, Evaluation of Association Patterns, Effect of Skewed Support Distribution

### **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.

Implementing & Integrating Management Support Systems: Issues, Strategies, Generic Models, Integrating EIS, DSS, ES & Global Integration.

## **MBA-405D: SYSTEM ANALYSIS AND DESIGN**

### **Unit 1: Overview of Systems Analysis & Design:**

Business Systems Concepts, Systems Development Life Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model), Feasibility Analysis, Design, Implementation, Testing & Evaluation.

Business Process Re-engineering: Concepts, Process involved; Case study.

### **Unit 2: Analysis and Design Methodologies**

System Requirement Specification & Analysis: Fact finding techniques, data - flow Diagrams, data dictionaries, process organization & interactions, decision analysis, standards ( IEEE/ ISO). Data Modeling & Analysis.

Detailed Design Modularization: Module Specification, File Design, Systems Development involving Data Bases. Structured Design Methodology(SDM). Database Design. Output Design. Input Design. User Interface Design.

### **Unit 3: Object-Oriented Analysis & Design**

Modeling System Requirements using 'USE CASES'. Object Modeling: Object Structure, Object Features, Classes & Objects, Key Concepts of object oriented approach, Object Representation methods, Object Status, State Diagram, Modeling behaviour in object Modeling - use cases, Object oriented Analysis, Object oriented Design, Modeling & Design using UML, Activity Diagram & Swim lane Diagram, Sequence & Collaboration Diagram. OO Testing strategies & techniques.

### **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**

Relational Model: Structure of Relational Database, Fundamental Relational-Algebra Operations, Additional Relational-Algebra Operations, Extended Relational-Algebra Operations, Null Values, Modification of the Database

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**

Database Design and the E-R Model: Overview of the Design Process, The Entity-Relationship Model, Constraints, Entity-Relationship Diagrams, Entity-Relationship Design Issues], Weak Entity Sets, Extended E-R Features, Database Design for Banking Enterprise, Reduction to Relational Schemes, Other Aspects of Database Design

Relational Database Design: Features of Good Relational Designs, Atomic Domains and First Normal Form, Decomposition Using Functional Dependency Theory , Functional-Dependency Theory, Decomposition Using Functional Dependencies, Decomposition Using Multivalued Dependencies;



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**

Backup and Recovery: Overview of Integrity Control Functions, The Processes of Database Backup and Recovery, Backup Strategies, Summary Chart of Traditional Backup and Recovery Strategies, Residual Dump Backup Strategy, Variables in the Backup Process, Process Checkpoint and Restart,

Quality Control and Concurrent Update: Data Validation, Update Authorization, Concurrent Update Control, Update Synchronization;

Access Control and Encryption: Data Access Control Policies and Approaches, A General Model of Data Access Control, User Identification and Authentication, Authorization, Controlling Inferences from Statistical Data, Encryption, Threat Monitoring and Audit Trail;

#### **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, Confidentiality 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;

AUTHORIZATION: Access Control Matrix, ACLs and Capabilities, Confused Deputy, Multilateral Security, Multilateral Security, Convert Channel, Inference Control, CAPTCHA, Firewalls, Packet Filter, Stateful Packet Filter, Application Proxy, Personal Firewall, Defense in Depth, Intrusion Detection, Signature-Based IDS, Anomaly-Based IDS;

### **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;

Digital Rights Management: What is DRM?, A Real-World DRM System, DRM for Streaming Media, DRM for a P2P Application, DRM in the Enterprise, DRM Failures, DRM Conclusions

OPERATING SYSTEM AND SECURITY: Operating System Security Functions, Separation, Memory Protection, Access Control, Trusted Operating System, MAC, DAC and More, Trusted Path, Trusted Computing Base, Next Generation Secure Computing Base, NGSCB Feature Groups, NGSCB Compelling Applications, Criticisms of NGSCB;

### **Unit – 4: SECURITY PLANNING AND IMPLEMENTATION**

Risk Management: An Overview of Risk Management, Risk Identification, Risk Assessment, Risk Control Strategies, Selecting a Risks Control Strategy, Quantitative versus Quantitative Risk Control Practices, Risk Management Discussion Points, Recommended Risk Control Practices,

Planning and Implementing Security: Information Security Policy, Standards and Practices, The Information Security Blueprint, Control Strategies, Information Security Project Management, Technical Topics of Implementation, Nontechnical Aspects of Implementation, Information Systems Security Certification and Accreditation,

### **Unit 5: CYBER LAW**

Legal, Ethical and Professional Issues in Information Security, Introduction, Law and Ethics in Information Security, Relevant U.S Laws, International Laws and Legal Bodies, Ethics and Information Security, Codes of Ethics and Professional Organizations;

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 frame work 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**

Technology Planning – Tools for Company Technology Analysis – Tools for industry Technology Analysis – Trajectories of Technology, Alliances: Formal versus Informal Alliances, Duration of an Alliance, Location: Domestic versus International Alliances Concerns in Alliances , Mergers and Acquisitions of Technology, Strategic Reasons for Mergers and Acquisitions, Types of Mergers and Acquisitions, Technology Acquisition - Methods Acquisition - Internal Development - External acquisition Sources - Acquisition decisions

### **Module-III Innovation Management, Technology Transfer**

Definition of Innovation, Definition of Management of Innovation, The Process of Managing Innovation, Making Decisions for Managing Innovation, Tools for Managing Innovation, Process Innovations – Concept and types of process - Process Management Concerns - Types of Process innovations- Process improvement techniques – Organizing for improvements , Technology Transfer – Definition – Classification and Significance - Elements of transfer process - Types of 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**

Kaizen, Total Productive Maintenance (TPM), Meaning, Seven Magnificent Quality Tools, Application, Poka-Yoke, Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma, Six Sigma Problem Solving, Six Sigma in Services and Small Organizations, Tools for Concept Development, Tools for Design Development Tools for Design Optimization, Tools for Design Verification.

## **Module III Statistical Process Control**

Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X, R & P chart), Summary of Control Chart Construction, Designing Control Charts Product control-acceptance sampling and OC curve, Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement, Engaging the Workforce in Process Improvement

## **Module IV Quality Systems**

ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Service Quality Management-Product & services, Classification, Service Quality, Total Productive Maintenance, Function Deployment, House of Quality, Offline Design of Parameters and Specifications

**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**

Introduction, Cost effectiveness of R&D, R&D financial forecasts, Project selection, Evaluating R&D ventures, Conflicting views of managers, Allocation of resources, R&D programme planning and control, Project management, Project Planning and Control techniques.

**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.

**Procurement Logistics:** Source Identification: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating, Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases. Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

### **Module –III : Manufacturing Logistics Management:**

Lean and Agile Manufacturing, Virtual Manufacturing, Just-in-Time Manufacturing, Lead-time Components and their Compression, Lot Streaming.

**Distribution Management:** Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Carrier Selection, Vendor Consolidation, Vehicle Loading and Vehicle Routing Methods.

### **Case Studies**

## MBA-407E: SERVICE OPERATIONS MANAGEMENT

### **Module –I**

**Service Operations Concept:** Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction.

**Service Operation Strategy:** Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, **Enhancing** customer satisfaction, Service Operations as Profit Centre.

### **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