

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- To enable the student to acquire fundamental knowledge of Management
- To introduce the concepts of organization and management
- To ensure the understanding of different principles, functions and process of Management

Unit I: Introduction to Organisation and Management: (10)

Organisation: - Definition and nature of organisations – characteristics- Types of organisations: Formal and informal - Management: Definition and Characteristics. Management as an Art, Science and Profession. Concept of efficiency and effectiveness – Functions of Management: Planning, Organizing, Staffing, Leading, and controlling – Approaches: An Overview of Classical, Human Relations and Systems Approaches- Fayol’s Principles of Management.

Unit II: Planning and Decision Making: (10)

Types of Plans – MBO - Decision Making: Decision Making Process, Types of Decisions - Decision Making Models: Classical, Administrative and Political - Group Decision Making Techniques: Brain Storming, Delphi, Nominal Group Technique, Lotus Blossom Technique

Unit III: Organizing: (10)

Departmentation: Product, Functional, Matrix and other bases for Departmentation, Team based, Virtual, Boundary-less and Learning Organization - Authority and Responsibility: Bases for authority, power and responsibility, distinctions - Delegation and Decentralization: Concept, Barriers and Overcoming barriers to delegation, factors pointing to decentralization - Span of Management: Factors influencing Span, Span and Organisation Structure - Line and Staff: Concepts and conflicts, resolution of conflicts.

Unit IV: Leadership and Controlling: (10)

Direction: Elements - Motivation: Nature of Motivation, motivators, financial and non-financial.- Leadership: Nature, Trait and Charismatic approach, leadership styles, Ohio and Michigan studies, Managerial Grid – Communication: Process, types and barriers. – Coordination: Nature, methods and techniques. – Controlling: Control process, types-Problems, Requisites of Good Control System.

Unit V: International Management: (08)

International Management: Challenges of present day management - Factors influencing International Management-International Organisational design: Organisational structures in international organisations. - Leadership in international organisations: Leadership traits and preferences in international organisations. - Communication in international organisations: Communication in International Organisations.

Text Books:

1. Wehrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Cullen B John and Praveen K Parboteeah, 2005, International Management: A Strategic Perspective, Cengage Learning India Private Limited, New Delhi.

Reference Books:

1. Daft L.Richard, 2006, The New Era of Management, Thomson Corporation, New Delhi.
2. Robbins P Stephen and Decenzo A David, 2006, Fundamental of Management: Essential Concepts and Applications, Pearson Education, New Delhi, p 53.
3. Sridhara Bhat, 2005, Management and Behavioural Process: Text and Cases, Himalaya Publishing House, Hyderabad.
4. Satya Raju, R and Parthasarathy, A, 2005, Management: Text and Cases, Prentice Hall of India Private Limited, New Delhi.
5. Hill W L Charles and McShane L Steven, 2008, Principles of Management, Tata McGraw Hill Company Limited, New Delhi.

Course Learning Outcomes:

After completion of the course, the student will be able to

- Demonstrate an ability to apply general management know-how in practical business situations.
- Integrate critical thinking as a foundation for effective decision-making.
- Demonstrate knowledge in various concepts of Organising.
- Identify tactics for handling and conflict in Organisation.
- Analyze and apply leadership theories.
- Apply the concepts and approaches to analyse and master contemporary management problems.

P14MB102

BUSINESS ENVIRONMENT

Class: MBA I Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- *To understand the concept of Business environment;*
- *To explain the influence of the various factors on business;*

Unit I - Business and its Environment (8)

Concept of Business Environment - Characteristics of Business Environment - Significance - Environmental Scanning - Process - Techniques of Environmental Scanning - Practices of Environmental Scanning.

Unit II - Economic Environment (10)

Economic Systems - Nature, Growth and Role of Public Sector - Privatization - Nature and Objectives - Privatisation Routes - Disinvestment - Globalization - Nature and Rationale - Multinational Corporations - India & WTO - Fiscal and Monetary Policy - Foreign Direct Investment - Mergers and Acquisitions - Business Process Outsourcing - Competition Policy.

Unit III - Industry Analysis (9)

Industry Analysis - Economic Reforms and Competitive Environment - Business Environment and Current Issues - Airlines Industry, Mobile Services, Software Industry, Steel Industry, Cement Industry, Passenger Cars, Two -wheelers, Pharmaceutical Industry, Organised Retailing, Express Services Industry

Unit IV - Political, Social & Cultural Environment (10)

Political Institutions - Legislature, Executive, Judiciary and Judicial Activism - Culture and Business Ethics - Social Responsibility of Business - Nature, Models and Strategies - Corporate Governance & Corporate Social Responsibility - Social Audit - Ecology and Business - Nature of Physical Environment - Impact on Business.

Unit V - Technological Environment (8)

Technological Environment - Features and Impact on Technology - Technology and Society - Restraints on Technological Growth - Status of Technology in India - Technology Policy.

Textbooks

1. Aswathappa : Essentials of Business Environment, Himalaya Publishing House.
2. Justin Paul: Business Environment-Text and Cases, The McGrawHill.

Reference Books:

1. Misra & Puri: Economic Environment of Business, Himalaya Publishing House.
2. Mathew: Business Environment, RBSA Publications.
3. Adhikary: Economic Environment of Business, RBSA Publications.
4. Sengupta: Government and Business, Vikas Publishing House, New Delhi.

Course Learning Outcomes:

- Understand the Business Environment.
- Analyze Economic environmental, Industrial analysis, political, social, Cultural and Technological Environment.

Class: MBA I Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- To highlight the significance of Managerial Economics in Managerial Decision Making;
- To outline the basic tools and techniques of economic analysis useful for business decisions;
- To explain different types of competitive situations of a business firm in the market for gaining competitive advantage; and.

Unit I-Introduction (8)

Nature, Scope and Significance of Managerial Economics- Tools and Techniques of Analysis- Theory of Firm- Alternatives- Objectives of Firm- Functions of Managerial Economist in Business Firm- Impact of Information Technology on Managerial Economics- Economic factors influencing and decision making.

Unit II- Demand Analysis (10)

Demand Analysis- Significance- Demand Functions- Law of Demand- Elasticity of Demand- Supply Analysis, Supply function, Elasticity of Supply- Significance of Elasticity Demand in Pricing Decision- Demand Forecasting- Techniques of Demand Forecasting, Supply Function, Elasticity of Supply, Significance of Supply Elasticity. (Simple Problems).

Unit III- Cost and Production Analysis (10)

Cost Analysis- Types of Costs and their impact on Management- Behaviour of Short run Average Cost Curves (SAC)- Behaviour of Long run Average Cost Curve (LAC)- Cost - Production function- Types of Production Function, Linear, Quadratic, Cubic, Power and Cobb-Douglas- Managerial uses of Cost and Production function.

Unit IV- Market Analysis (11)

Structure of Competition- Features of Perfect Competition- Types of Imperfect Competition- Features of Monopoly- Negative consequences of Monopoly- Oligopoly Competition- Monopolistic Competition- Price and Output in different competitive situations-Pricing Method Dual Pricing- Administered Price- Subsidies- Trend towards Monopolistic Competition.

Unit V- Profit Analysis(6)

Profit Analysis- Nature, Significance and Theories of Profits- Functions of Profit- -Profit-earning Vs Profiteering- Profits for Control- Profit Performance Chart- Du Pont Control Chart-Profit Policies- Business Cycle.

Textbooks:

1. Varshney & Maheshwari, *“Managerial Economics”*, Sultan Chand & Sons, New Delhi.
2. P.L. Mehta, *“Managerial Economics”*, Sultan Chand & Sons, New Delhi.

Reference Books:

1. D. M Mithani, *“Managerial Economics”*, Himalaya Publishing House.
2. Joel Dean, *“Managerial Economics”*, Prentice Hall, New Delhi.
3. Mote, Paul & Gupta, *“Managerial Economics- Concepts and Cases”*, McGraw Hill, New Delhi.

Course Learning Outcomes:

After completion of the course, the student will be able to

- *Understand the Economic Factors influencing on decision making Process.*
- *Understand the Demand and Supply Elasticity and Its Equation.*
- *Contrast the Decision Making Process across industries characterized by perfect competition, Monopoly and Oligopoly.*

Class: MBA I Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- To provide Basic understanding about Accounting Process; and
- To expose to latest trends in Corporate Accounting Practices.
- To Expose the student to Financial Statement Analysis

Unit I: Introduction (12)

Accounting and Economic Decisions- Processing Transactions- Basic Accounting Concepts and Conventions -Accounting Cycle-Journal Ledger-Trial Balance- Accounting for Merchandising Transactions- Internal Control Systems relating to Cash and Receivables.

Unit II: Preparation of Financial Statements (8)

Preparation of Financial Statements- Profit and Loss Account- Balance Sheet- Measuring Business Income-Completing Accounting Cycle- Corporate Financial Reporting.

Unit III: Accounting for Inventories (6)

Accounting for Inventories- Inventory Valuation- Pricing the Inventory-Specific Identification Method- First in First Out Method- Last In First Out Method- Weighted Average Method- Accounting for Manufacturing Costs-Direct Costing and Absorption Costing.

Unit IV: Accounting for Fixed Assets (10)

Accounting for Fixed Assets- Determining Cost of Acquisition- Accounting for Depreciation- Methods of Depreciation- The Straight Line Method, Accelerated Methods, Written Down Method, Sum of the Years Digits Method, Annuity Method, Production Units- Method of Revaluation of Fixed Assets-Special Problems in Depreciation Accounting- Capital and Revenue Expenditure.

Unit V : Financial Statement Analysis (11)

Financial Statements Analysis- Objectives- Using Financial Ratios- Liquidity, Solvency, Profitability and Turnover Ratios- Funds Flow and Cash Flow Analysis.

Text Books

1. Maheshwari S.N., *“Introduction to Financial Accounting”*, Sultan Chand Publishers.
2. Ashish K.Bhattacharya, *“Essentials of Financial Accounting”*, Prentice Hall of India, New Delhi, 2008.

Reference Books

1. Jain and Narang, *“Accounting , Part-I”*,, Kalyani Publishers, Ludhiana.
2. Meigs and Johnson, *“Intermediate Accounting”*, Prentice Hall.
3. Dryden and Bhattacharya, *“Accounting for Management”*, Prentice Hall of India.
4. Ashok Banerjee, *“Financial Accounting- A Managerial Emphasis”*, Excel Books.
5. S.Jayapandian, *“Accounting for Managers- Effective Techniques for Decision Making”*, Ane Books.
6. P.Periaswamy, *“A Text Book of Financial, Cost and Management Accounting”*, Himalaya Publishing House,
7. Arulanandam, *“Advanced Accounting”*, Himalaya Publishing House.

Course Learning Outcomes:

After completion of the course, the student will be able to

- *Understand the basics of accounting information System.*
- *Prepare sets of Accounts from basic information.*
- *Recognise the effect of Accounting decisions, on financial performance.*
- *Interpret published financial statements intelligently.*

Class: MBA I Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- *To enhance creative potential by strengthening various mental abilities and shape an ordinary learner to become an extraordinary learner;*
- *To expose the learners to creative problem solving exercises by developing integrative intelligence to become managers with creative skills;*
- *To help the learners to become thoughtful managers by understanding workplace creativity and ways of harnessing it for organizational excellence; and*

Unit I Realms of Creativity- (10)

Creativity-Concept-Convergent and Divergent Thinking-Creativity Intelligence-Enhancing Creativity Intelligence-Determinants of Creativity-Creativity Process-Roots of Human Creativity-Biological, Mental, Spiritual and Social-Forms of Creativity-Essence, Elaborative and Expressive- Existential, Entrepreneurial and Exponential.

Unit II Creative Personality- (08)

Traits Congenial to Creativity- Motivation and Creativity-Strategies for changing Motivation-Creativogenic Environment- Formative Environment and Creativity- Adult Environment- Environmental Stimulants-Blocks to Creativity-Strategies for unblocking Creativity.

Unit III Corporate Creativity- (10)

Creative Manager-Techniques of Creative Problem Solving- Creative Encounters and Creative Teams- Perpetual Creative Organisations-Creative Management Practices-Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies.

Unit IV Creative Organisation- (10)

Issues and Approaches to the Design of Creative Organisations-Policy frameworks-Organisational Design for Sustained Creativity-Mechanism stimulating Organisational Creativity-Creative Diagnosing-Creative Societies-Necessity-Model of a Creative Society.

Unit V Management of Innovation- (08)

Nature of Innovation-Technological Innovations and their Management-Inter-Organisational and Network Innovations- Design of a Successful Innovative Organisation-Training for Innovation-Management of Innovation-Agents of Innovation-Skills for Sponsoring Innovation.

Textbooks

1. Pradip Khandwalla- Lifelong Creativity- An Unending Quest, Tata McGraw Hill, 2006.
2. Pradip Khandwalla- The Corporate Creativity- The Winning Edge, Tata McGraw Hill, New Delhi

Reference Books

1. Pradip Khandwalla- The Fourth Eye, Wheeler Publishing, New Delhi.
2. Rastogi, P.N, Managing Creativity for Corporate Excellence, Macmillan, New Delhi.
3. Jone Ceserani, Peter Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
4. Clayton, Christensen- Innovation and the General Manager, McGraw Hill.
5. Margaret, A. White & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach
6. Praveen Gupta-Business Innovations in the 21st Century, S.Chand, 2008.
7. CSG Krishnama Charyulu & R.Lalitha- Innovation Management, Himalaya Publishing House, 2007.

Course Learning Outcomes:

- Understand realms of Creativity.
- Understand Creative personality.
- Analyse corporate and Creative organization
- Learn management of Innovation

Teaching Scheme :

L	T	P	C
4	-		4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- *To familiarize the students with the statistical techniques popularly used in managerial decision making.*
- *To develop the computational skill of the students relevant for statistical analysis.*
- *To help the students in using statistical skills for analyzing empirical data.*

Unit I- Introduction (09)

Statistics: Meaning and Salient Features of Statistics-Statistical Techniques- Role of Statistical Techniques in Management Decision Making- Techniques of Business Forecasting: Correlation and Regression Analysis with two variables. (Problems)

Unit II- Probability Distributions (10)

Probability: Concepts of Probability-Additive and Multiplicative Laws-Bayes' Decision Rule-Probability Distributions: Binomial, Poisson and Normal Distribution.

Unit III- Sampling Theory and Tests of Significance (10)

Sampling: Concept of Sampling- Reasons for Sampling- Types of Samples- Estimation- Hypothesis Testing -Type I and Type-II Errors- Large Sample Tests: Mean Test-Difference between Two Means- Difference between Two Standard Deviations-Small Sample Tests: Mean Test- Difference between Means of Two Independent Samples-Difference between Two Dependent Samples or Paired Observations.

Unit IV- Non-Parametric Tests (10)

Meaning-Advantages and Limitations of Non-Parametric Tests-The Sign Tests: One Sample Sign Test- The Two Sample Sign Test for paired and independent observations- The Runs Tests: One Sample Runs Test- Test of Randomness using Runs above and below the Median- Rank Sum Tests: The Mann Whitney U Test- The Kruskal Wallis Test- The Wilcoxon Signed Rank Test- Chi Square Test for Goodness of fit.

Unit V- Analysis of Variance (ANOVA) (8)

Meaning- Assumptions-Procedure for Analysis of Variance-General form of ANOVA-One-way Classification-Two-Way Classification-Computation of Variance.

Text Books

1. Amir D.Aczel & Jayavel Sounderpandian, "Complete Statistics" 6th edn., Tata McGraw Hill.
2. GC Beri, "Business Statistics", Tata McGraw Hill.

Reference Books:

1. Anderson R, David Sweeney J, Dennis & Williams A Thomas, "Statistics for Business and Economics", 9th edn., Thomson.
2. ND Vohra, "Management Decisions," New Age Publications.
3. SP Gupta, "Statistical Methods" , Sultan Chand & Sons.
4. Levin R.L.Rubin S. David, "Statistics for Management", 7th edn., Pearson/Prentice Hall of India.

Course Learning Outcomes:

After completion of the course, the student will be able to:

- *Highlight interrelation between the inputs and outputs and variations between them.*
- *Estimate the probable rate of profits and losses and success and failure percentage.*
- *Design the right sample without error.*

Class: MBA I Semester

Teaching Scheme :

L	T	P	C
4	-	2	5

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- To *provide* necessary IT working skills for office productivity with emphasis on MS-Office.
- To *make* students familiar on the concepts of data communication, database, data warehouse, and data mining.

Unit I - Introduction (8)

Information Technology-Development and Trends-Managerial Issues in IT Planning-Information Technology Economics- Cost-Benefit Analysis of IT- Role of Computers in Management-MIS-Concept and applications-Decision Making Process-Programmed and Non-Programmed Decisions.

Unit II-Data Communication (9)

Data Communication and Management- Computer Networks-Network Topology-Security in Data Communication-Internet and World Wide Web- E-Commerce and E-Business-Concepts.

Unit III- Database Management (8)

Database Management Systems-Database Models-Creating and Managing Databases-Data Warehousing and Data Mining-Concepts and Applications.

Unit IV-MS Office I (10)

Working with Office Productivity Software-I- MS-Office-Document Creation and Management through MS Word-Mail Merge-Spread Sheet Applications- MS Excel- Creation and Applications of Spread Sheets-Data Analysis and Management through Spread Sheets-Use of functions and diagrams. (Theory -8 hours and Practicals-10 Hours)

Unit V-MS Office II (8)

Working with Office Productivity Software-II Presentation Graphics through MS Power Point-Creation and Organisation of Slides-Organising presentation through Multi-media Files and Slides-Data Management through MS-Access-Database Creation-Table creation-Establishing relationships-Creation of forms and reports. 19

INFORMATION TECHNOLOGY FOR MANAGERS LABORATORY

{Teacher Assessment (TA) is done through Computer Lab}

1. MS-Word-Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge-Publishing documents on Web.
2. MS Excel-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros -Sorting and querying data-Working with graphs and charts.
3. Data Analysis with Statistical Tools-Use of Financial Tools-Use of other functions in Excel for data analysis.
4. MS Power Point-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics- Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,
5. MS Access-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports.

Text Books:

1. Turban,McLean,Wetherbe, *"Information Technology for Management"*, 4th Edn., Wiley India, 2007.
2. Peter Norton, *"Introduction to Computers"*, 6th Edn., Tata McGraw Hill, 2007
3. Brian K.Williams, Stacey C.Sawyer, *"Using Information Technology-A Practical Introduction to Computers and Communications"* 6th Edn., Tata McGraw Hill, 2007.
4. V.Rajaraman, *"Introduction to Information Technology"*, Prentice Hall India, 2008.

Reference Books:

1. Cox et al., *"2007 Microsoft Office System Step-by- Step"*, 1st Edn., Prentice Hall India, 2007.
2. Winston, *"Microsoft Office Excel 2007 Data Analysis and Business Modeling"*, 1st Edn., Prentice Hall India, 2007.
3. Lambet, Lambert III & Preperneau, *"Microsoft Office Access 2007 Step-by-Step"*, 1st Edn., Prentice Hall India, 2007.
4. David Whigam, *"Business Data Analysis Using Excel"*, 1st Edn., Oxford University Press, 2007.

Course Learning Outcomes:

After completion of the course, the student will be able to

- Student **percepts and understands** the importance of Information systems in an organization.
- Student would be able to **work** efficiently with MS-Office components.
- Student learns the **ins and outs** of the data communication done over internet.

Teaching Scheme :

L	T	P	C
2	-	2	3

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

The course is designed to upgrade the following skills

- Enable to locate syntactical disorders in writing & speaking.
- Able to write and speak English without errors.
- Procure efficiency in correspondence through letter writing, Report writing, Project writing and Presentation skills.

UNIT-I (6)**Grammar and Vocabulary**

1. Articles
2. Prepositions
3. Verbs and Phrasal Verbs
4. Idioms

UNIT-II (4)**The Sentence**

1. Clause and Clause Structures
2. Reported Speech

UNIT-III (4)**Concord****UNIT-IV (6)****Writing Devices**

1. Letter Writing
2. Cover Letter and Curriculum-Vitae
3. Report Writing
4. Project Writing

UNIT-V (4)**Presentation Skills**

1. Group Discussion
2. Interview Techniques

English Language Lab:

{Teacher Assessment (TA) is done through English Language Lab}

Listening Skills (6x2)

Students are exposed to expert speaker on different topics (Guest Lectures)

Presentation Skills (6x2)

a. *Effective Public Speaking*

b. *"How do you sell yourself"? (Students have to prepare a written presentation and present it through power point presentation in the Presentation Skills Lab).*

Text Books:

1. Damodar G., Surender Kumar M. & Ramadevi P "English for Communication", KGA Publications, Warangal.
2. Krishna Swamy N., "Modern English Grammar", MacMillan India Ltd.

Reference Book:

1. Sanjay Kumar & Pushp Lata, "Communicative Skills". OUP
2. Thomson Martinet "Practical English Grammar" Oxford University Press.

Course Learning Outcomes:

After completion of the course, the student will be able to,

- Speak English sans errors
- Write English with a focus on syntax and semantics.
- Evince good presentation skills.

Note:

Teacher Assessment	:	15 marks
• Assignment	:	05 marks
• Lab Performance	:	05 marks
• Lab Attendance	:	<u>05 marks</u>
Total	:	<u>15 marks</u>

P14MB109

SEMINAR

Class: MBA I Semester

Teaching Scheme :

L	T	P	C
-	-	-	2

Examination Scheme :

Continuous Internal Evaluation :	100marks
End Semester Exam :	---

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- *Aims at providing an understanding about the functioning of the human resource in an organisation.*
- *Makes the learner know the recent trends in the Human Resource management.*

Unit I: Introduction Human Resource Management: (8)

Meaning nature, scope and significance of human resource management (HRM) – HRM and related concepts (Personal Management, HRD, Human Capital Management, Knowledge Management, Talent Management) HRM Model – Functions of human resource management, Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India – Changing role of HRM – e- HRM.

Unit II: Human Resource Planning: (10)

Human Resource Planning: Nature and Process, Forecasting Demand and Supply of HR – Job Analysis: Nature, Importance, Tools for Analysis – Job Description: Job Specification, Role Analysis – Job Design: Factors and Approaches – Job Enrichment: Nature, Process and Problems. Recruitment: Factors influencing, Process and Sources, e Recruitment and Job Portals – Selection: Nature and Process – Testing: Objectives, Administration, Advantages and Problems of Selection Tests –Types of Selection Tests, Physical Skills and Psychological Testing – Pseudo Scientific Methods of selection - e- selection.

Unit III: Socialization and Performance Appraisal: (8)

Induction: Placement - Induction Programmes – Training: Nature and Process – Techniques: On the Job and Off the Job Training, Evaluation -- Development- Management Development- Executive Development - Career Planning and Development - Performance Appraisal: Nature, Uses and Process Appraisal – Techniques: Traditional and Modern Methods – Limitations - Effective Performance Appraisal Criteria.

Unit-IV Employer Employee Relations: (8)

Industrial Relations – Concept – Importance – Evaluation of Industrial Relations system – Industrial disputes – Machinery for Settlement of disputes – Trade Union – Strengths and Weakness of trade unions in India – Workers participation in management- Employee Grievance handling and Discipline.

Unit V: Contemporary Issues in HRM: (10)

Contemporary Issues: HRIS – HR Account – HR Audit, Balance Score Card, Competency Mapping, Employer’s Brand, Benchmarking – HR Outsourcing: Temping, Talent Management, Managing HR in BPO and Call Centres, Attrition, Exit Interviews – Strategic HRM and International HRM-Concept and Issues – Growing Importance of HRM in Globalization.

Text Books:

1. Mondy R Wayne and Noe M Robert, 2006, Human Resource Management, 9th Edition, Pearson Education, New Delhi.
2. Subba Rao P, 2008, Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games, Himalaya Publishing House, Mumbai.

Reference Books:

1. Aswathappa K, 2008, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. V S P Rao, 2007, Human Resource Management: Text and Cases, 2nd Edition, Excel Books, New Delhi.
3. Ivancevich M John, 2001, Human Resource Management, 8th Edition, McGraw Hill Irwin, Boston.
4. Pattanayak Biswajeet, 2002, Prentice Hall of India Private Limited, New Delhi.
5. Bhattacharyya K Dipak, 2008, Human Resource Management, 2nd Edition, Excel Books, New Delhi.

Course Learning Outcomes:

After completion of the course, the student will be able to,

- Describe the trends and impact of human resource management practice on modern day business.
- Discuss how to strategically plan for the human resources needed to meet organizational goals and objectives.
- Compare and contrast methods used for selection and placement of human resources.
- Summarize the activities involved in evaluating and managing employee performance.
- Demonstrate an understanding of essential elements of current issues in HRM.

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- To make the student understand the marketing concepts and major decisions involved in marketing management.
- To develop necessary skills in analyzing marketing problems and situations.

Unit-I(10)

Marketing :Definition - Importance - Scope - Marketing Management : Tasks and Trends - Company orientations towards marketplace : Production Concept - Product Concept - Selling Concept - Marketing Concept - Holistic Marketing Concept - Building customer value, satisfaction and loyalty - Customer Relationship Management(CRM) - Analyzing marketing environment : Demographic, Economic , Political and Legal environment - An overview of Indian marketing environment.- Marketing mix: concept and components.

Unit - II(08)

Developing marketing strategies and Plans: Corporate and Division Strategic Planning - Business Unit Strategic Planning -Concept of Marketing Plan - Dealing with Competition : Identifying and Analyzing Competitors - Competitive Strategies for Market Leaders, market challengers, market followers and market nichers.

Identifying Market Segments and Targets: Levels of Market Segmentation - Bases for segmenting consumer markets - Bases for segmenting business markets - Targeting, Positioning: Concept - Developing and communicating positioning strategies.

Unit - III(10)

Marketing Information: Components of modern marketing information system - Analysing consumer markets: A brief discussion about factors influencing consumer behaviour - Consumer buying decision process.

Analyzing Business Markets: Buying situations - Participants in buying process - Purchasing process - Stages in buying process Designing and managing services: Meaning - Nature and characteristics of services.

Unit - IV(08)

Product : Concept, levels, classification, differentiation and hierarchy - Product systems and mixes - Products line analysis - Product life cycle and marketing strategies - New product development process - Branding : Meaning, role and scope of brands - Brand Equity.

Packaging, labeling, warranties and guarantees.

Price: Concept - Steps in setting the price - Adapting the price - Initiating and responding to price changes.

Unit - V(10)

Designing and managing integrated marketing communications: Integrated marketing communications – Marketing communication mix. Developing and managing an Advertising Programme: Deciding on media – Measuring effectiveness- Sales promotion: Objectives – Major decisions - Events and experiences: Objectives – Major decisions- Marketing Public Relations: Major decisions in marketing public relations- Direct Marketing: Channels used for direct marketing – Interactive marketing.

Personal Selling – Principles of personal selling – An Overview of sales force management decisions.

Designing and managing marketing channels: Concept of Channels and value Networks – Role of marketing channels – Channel design, Management and integration decisions – Channel conflict, cooperation and competition. Marketing logistics: Objectives – Decisions.

Text Book:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, “Marketing Management - A South Asian Perspective” 13th Edn., Pearson Education Inc., New Delhi. 24

Reference Books:

1. Philip Kotler, Kevin Keller, “Marketing Management” 13th Edn., Prentice Hall of India, New Delhi, 2008
2. Tapan K. Panda, “Marketing Management (200 Text and Cases (Indian context)” Excel Books, New Delhi.
3. Michael.J.Etzel Brance J.Walker, “Marketing : Concepts and Cases”, McGraw Hill Education, New Delhi, 2005
4. William D. Perreault J.R., “Essentials of Marketing : A Global Management and Approach” McGraw Hill (International Edn.)

Course Learning Outcomes:

After completion of the course, the student will be able to:

- Define and apply the knowledge of the marketing concept, Market segmentation Positioning, Branding, Buying behavior, Pricing and Distribution.

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objective:

- *The course aims to ensure broad understanding of the concepts, functions, techniques and theories, of Financial Management.*

Unit - I-Introduction (8)

Introduction - Concept, Scope and Functions of Financial Management - Profit Maximization Vs. Wealth Maximization - Financial Planning : Concept, Types and Estimation of Financial Requirements - Time value of money.

Unit - II-Capital Structure (12)

Financing Decision - Concept of capital structure - Capital Structure determinants - Sources of financing: Cost of Capital - theories of capital structure; NI, NOI Traditional and MM approach - Operating and Financial leverage - EBIT and EPS analysis (Problems)

Unit - III-Investment Decision Making (10)

Investment Decision - Nature of Capital budgeting decision - investment evaluation criterion - Traditional Vs Discounted cash flow techniques - Risk analysis in capital budgeting: Measurement of Risk and return - Risk evaluation approaches - Probability distribution approach - Sensitivity and Decisions Tree Approach (Problems).

Unit - IV-Working Capital Management (10)

Working Capital Decision - Concept - Components - of working Capital - Operating cycle - working capital determinants - forecasting working capital requirements (Problems and cases) Management of inventory, Receivable and Cash - Financing Current assets (theory only).

Unit - V-Dividend Analysis (6)

Dividend Decision - types of dividend - dividend Vs. Profit Retention decision - Dividend policies - Factors influencing dividend policy - dividend theories: Relevance and irrelevance of dividends - walter and Gordon's models - MM approach (Problems)

Test Books:

1. Khan and Jain, *"Financial Management"*, Tata McGraw Hill
2. IM Pandey, *"Financial Management"*, Vikas Publications

Reference Books:

1. James C vanhorne, *"Financial Management and Policy"*, Prentice Hall of India
2. Prasanna Chandra, *"Fundamentals of Financial Management"* Tata McGraw Hill
3. SN.Maheswari, *"Financial Management: Principles and practice"*, Sultan Chand
4. John J. Hampton, *"Financial Decision Making"* Prentice Hall of India

Course Learning Outcomes:

After completion of the course, the student will be able to,

- *Understand the functions and Objectives of Financial Management.*
- *Identify the different sources of Finance.*
- *Learn the long term & short term investment decisions and Risk Analysis.*
- *Understand the capital structure and Dividend theories.*

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- *The course aims at understand the various concepts of cost and management accounting which are useful for decision making.*
- *Aims to understand the various costing Techniques and its application.*

Unit-I: Introduction to Management Accounting: (8)

Management accounting: Definition – Scope – Importance – Nature and Characteristics of Management Control System – Role of Management Accountant – Cost Behaviour and Decision Making: Fixed and variable costs – Relevant and Opportunity Costs.

Unit-II: Cost Analysis for Decision Making: (9)

Cost-volume- Profit Analysis: Concept of Break-Even Point – Assumptions – Profit-Volume Graph – Equation Approach – Margin of Safety – Profit Planning – Managerial Uses for Decision Making – optimization of product mix – Make or Buy – Capacity Utilisation – Plant shutdown – Add or Drop – Equipment Replacement – Key factor analysis.

Unit-III: Management Accounting for Control : (15)

Standard Costing: Meaning – Purpose of standards – Types of standards – Standard Setting – Variance Analysis – Controllability of Variances – Advantages of Standard Costing – Budgetary Control: Meaning and Purpose – component of effective budgeting programme – Performance Budgeting – Zero-based Budgeting – Concept – Importance and Relevance – Balanced Score Card – Linking Balanced Score Card to Organisation Strategy

Unit-IV: Activity Based Costing: (7)

Activity Based Costing systems – Tracing costs from activities to products and services – Activity-Based Management – Activity cost drivers – Activity based costing vs. traditional costing.

Unit-V: Responsibility Accounting: (6)

Responsibility Centers' – Need for Divisionalisation – Types of Responsibility centre's – Performance Reports – Responsibility Accounting and Behavioural aspects – Segmented Performance evaluation – Transfer Pricing.

Text Books

1. Hansen & Mowen, *“Cost Management – Accounting and Control”*, 4th Edn., Thomson South-Western.
2. Ronald W. Hilton, *“Managerial Accounting – Creating Value in a Dynamic Business Environment”*, 6th Edn., Tata Mc Graw Hill

Reference Books

- 1) Charles T. Horngren Gary L. Sundem Willam O Stratton *“ Introduction to Management Accounting”*, 13th Edn., Perason Publications
- 2) Maheswari S.N., *“Management Accounting”* Sultan Chand and Sons, New Delhi
- 3) Shashi K. gupta and R.K. Gupta *“Management Accounting Principle and Practices”*, Kalyani publication, New Delhi.
- 4) Chatterles B.K., *“Cost and Management Accounting for Managers”* Jaico publishing House, New Delhi.
- 5) Khan and Jain, *“Management Accounting”* Tata McGraw Hill, New Delhi.

Course Learning Outcomes:

After completion of the course, the student will be able to,

- *Understand the Management Accounting concepts & Cost analysis for Decision Making.*
- *Realize the use & Importance of Cost Accounting Technique & decision making.*
- *Expose to Responsibility centers in Responsibility Accounting.*

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- To prepare the students to understand the nature and importance of different forms of communication.
- Aims at making students to develop communication skills for organizing their jobs.

Unit-I: Communication in Business (10)

Importance and benefits, components - concepts and problems- nonverbal communication - The seven Cs of effective communication: Completeness, Conciseness, consideration, concreteness, clarity, courtesy and correctness - Business Communication in the Global Context: Background to inter-cultural communication, national cultural variables, individual cultural variables - Business Communication and the Technology Context - Managing information within organization-E-mail and other communication technologies - managing information outside organization.

Unit - II: Oral Communication (8)

Strategies for improving oral presentation, listening skills - Informative and persuasive speaking kinds, audience analysis , organization supports - interpersonal communication: Dyadic Communication - interviewing - Telephoning - dictating-meetings - kinds of meetings - solving problems in meetings - leadership responsibilities and participant responsibilities in meetings.

Unit - III : Written Communication (10)

The process of preparing effective business messages - planning steps, organizational plans, beginning and ending of meetings, Appearance and Design of Business Messages - Business letters, memorandums, time saving - message media - Reports - Types of Preparation of Reports.

Unit - IV: Organizational Communication (10)

Perspectives on communication - Classical, human, integrative and contemporary perspectives - structural issues affecting communication - communication networks - External Communication - environmental scanning - the management of external communication.

Unit - V: Communication for organizational Effectiveness (8)

Communication for organizational Effectiveness - sources and effects of conflict - Ladden Communication - Approaches to managing conflict communications - Communication and role conflict - Communication for improving organizational efficiency and effectiveness.

Text Books:

1. Herta A Murphy, Herbert W Hildebrandt and Jane P Thomas" Effective Business Communication", Tata McGraw Hill Publishing Company Limited, New Delhi 1997
2. Dalmar Fisher "Communication in Organizations", Jaico Publshing House, Mumbi, 1999

Reference Books:

1. Lesikar, Pettit & Flatley. Lesikar's Basic Business Communication, Tata McGraw Hill.
2. Chappan and Reed: Business Communication.
3. N.H. Arthereya: Written Communication and Results.
4. Kaul: Effective Business Communication.

Course Learning Outcomes:

After completion of the course, the student will be able to,

- Demonstrate appropriate communication skills in business settings.
- Resolve and handle conflicts.
- Correspond with various organizations using contemporary communication tools.
- Handle inter personal relations using communication.

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objective:

- *Aims at understanding the various techniques used in the research operations in an Organization.*
- *To help in reduction of various costs.*

Unit I. Decision Theoryn (10)

Anatomy of Decision Theory- Decision Models: Probabilistic Decision Models: Maximum Likelihood Rule- Expected Payoff Criterion- Competitive Decision Models: Maximin, Minimax, Savage, Hurwicz, Laplace Decision Models- Game Theory : Two Person-Zero-Sum Game- Saddle Point- Value of Game- Dominating Strategy- Mixed Strategy.

Unit II. Linear programming problem (LPP) (10)

Meaning ,Assumptions, and characteristics of LPP - Business Applications of Linear Programming Technique - Formulation of LPP - Solution by Graphic Method - Simplex Method..

Unit III. Transportation and Assignment Problems (10)

Transportation Models: Problem statement - Loops in Transportation Table- Steps in Transportation Methods: North - West Corner Method - Least Cost Method - Vogel's Approximation Method (VAM) - Modified Distribution ((MODI) Method.
Assignment Problems: Meaning - Presentation of Assignment Problem- Steps in Assignment Problem - Hungarian Assignment Method (HAM)

Unit IV. Queuing Theory (8)

General Structure of a Queuing System - Arrival Process - Service System - Queue Structure - Operating Characteristics of Queuing System - Basic Concepts in Queuing Theory
Queuing Models: Poisson Exponential Single Server Model Infinite Population - Poisson-Exponential Single Server Model Finite Population- Poisson Exponential Multi Server Model - Erlang's Method

Unit V. Sequential decision Making (8)

Meaning - Need and Importance - Steps in Sequential decision making - Applications of Sequential decision making to different situations: Traveling salesman's problem - Pricing problem - Production scheduling and Inventory problem.

Text Books:

1. C.R.Kothari, *"Introduction to Operational Research"*, Vikas Publishing House
2. N.D.Vohra, *"Quantitative Techniques in Management"*, Tata McGraw Hill

Reference Books:

1. Shenoy G.V., Srivastava U.K., and Sharma S.C., *"Operations Research for Management"*, New Age Publications
2. Hamdya Taha, *"Operations Research – An Introduction"*, Tata McGraw Hill
3. Richard Bronson, Govindasami Nadimuthu, *"Operations Research"*, Schaum Series, Tata McGraw Hill
4. Ravindran, Phillips, Solberg, *"Operations Research- Principles and Practice"*, John Wiley & Sons

Course Learning Outcomes:

After completion of the course, the student will be able to,

- *Understanding the use of decision theories, LPP, Transportation queuing and sequential decision making in minimization of production and transportation cost.*

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
4	-	-	4

Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

Course Learning Objectives:

- To address the methods of research with an emphasis on various stages of decision-making.
- To grasp and comprehend the methods and techniques used in business research.

Unit-I: Introduction (8)

Business Research: Definition-Types of Business Research. Theory and Models. Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions Ethics in Business Research: Ethical Treatment of Participants-Informed Consent, Rights to Privacy, Confidentiality.

Unit-II: The Research Process (8)

Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition- Theoretical Framework- - Components of Theoretical Framework - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis

Unit-III: The Research Design (9)

Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity- Content Validity, Criterion Related Validity and Construct Validity. Sampling : Types of Samples.

Unit-IV: Collection and Analysis of Data (10)

Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews- Observational Surveys- Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires - Guidelines for Construction of Questionnaires. Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures.

Unit-V: The Research Report (9)

Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report- Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report Oral Presentation- Deciding on the Content-Visual Aids-The Presenter-The Presentation and Handling Questions

Text Books

1. Uma Sekaran, *“Research Methods for Business–A Skill Building Approach”*, John Wiley & Sons (Asia) Pte.Ltd, Singapore, 2003.
2. Donald R Cooper and Pamela S Schindler, *“Business Research Methods”*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2007
3. Kothari C.R., *“Research Methodology – methods & Techniques”*, Vishwa prakashan, New Delhi.

Reference Books

1. William G. Zikmund, *“Business Research Methods”*, Thomson Business Information India Pvt. Limited, Bangalore, 2005.
2. Wilkinson & Bhandarkar, *“Methodology and Techniques of Social Science Research”*, Himalaya Publishing House.
3. Speegal, M.R., *“An Introduction to Management for Business Analysis”*, McGraw Hill.
4. Michael, V.P., *“Research Methodology in Management”*, Himalaya Publishing House.

Course Learning Outcomes:

After completion of the course, the student will be able to,

- *Select different samples according to nature of product.*
- *Prepares the research design.*
- *Collect the relevant data through questionnaire and interview methods.*

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COMPREHENSIVE VIVA-VOCE

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
-	-	-	2

Examination Scheme :

Continuous Internal Evaluation :	---
End Semester Exam :	100 marks

Class: MBA II Semester

Teaching Scheme :

L	T	P	C
1	-	-	1

Examination Scheme :

Continuous Internal Evaluation :	100 Marks
End Semester Exam :	---

Course Learning Objectives: *The course is tailored to get benefit in following skills*

- *Students enable to know Strengths, Weakness, Opportunities and Treats. (SWOT).*
- *To build confidence and able to create opportunities.*
- *To work for excellence.*
- *To get awareness on industry expectations and prepare according to.*
- *To gain Employability Skills.*

UNIT-I (02)

- Team Interaction
- Just a Minute Round

UNIT-II (02)

- Body Language
- Email & Telephone Etiquettes

UNIT-III (02)

- Resume Building 1
- Resume Building individual assessment

UNIT-IV (03)

- My Dream Company
- Goal Setting - SWOT
- Presentation Skills -PPT

UNIT-V (03)

- Group Discussion
- Role Plays
- Interview Skills

Reference: (helpful websites to get success in interviews)

www.indiabix.com

www.freshersworld.com

www.slideshare.com

www.ted.com

Course Learning Outcomes:

After completion of the course, student able to;

- *Improve their communication skills and non verbal skills.*
- *Improve positive thinking.*
- *Work for excellence in their career.*
- *Will be ready for industry with their competencies.*

Note:

Teacher Assessment	:	50 marks
Mock Interviews (Post Assessment)	:	50 marks
Total	:	100 marks