



Academic Council: Date 26 / 04 / 2010, R. No.: (2)
Executive Council: Date 07 / 05 / 2010, R. No.: (3)

MBA SEMESTER – Ist & IInd SYLLABUS

No	CN	Course Title	Credit	Evaluation			Total Marks
				Internal	Term End	Minimum Passing	
SEMESTER – I			28				
1	101	Principles of Management	4	30	70	45	100
2	102	Accounting for Managers	4	30	70	45	100
3	103	Organization Behavior	4	30	70	45	100
4	104	Economics in Managerial decision Making	4	30	70	45	100
5	105	Managerial Communication	4	30	70	45	100
6	106	Research Methodology	4	30	70	45	100
7	107	Operations Research	4	30	70	45	100
SEMESTER – II			28				
1	201	Cost & Management Accounting	4	30	70	45	100
2	202	Financial Management	4	30	70	45	100
3	203	Marketing Management	4	30	70	45	100
4	204	Human Resource Management	4	30	70	45	100
5	205	Production & Operation Management	4	30	70	45	100
6	206	Environment for Business	4	30	70	45	100
7	207	Ethics and Values in Management	4	30	70	45	100



**MASTER OF BUSINESS ADMINISTRATION
(M.B.A.)**

SEMESTER – 1st

SR. NO.	PAPER NO	NAME OF THE PAPER	TOTAL MARKS EXT+INT=TOTAL	PASSING STANDARD EXT=INT=TOTAL	TOTAL TEACHING HOURS	CREDITS
1	101	Principles of Management	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
2	102	Accounting for Managers	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
3	103	Organization Behavior	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
4	104	Economics in Managerial decision Making	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
5	105	Managerial Communication	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
6	106	Research Methodology	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
7	107	Operations Research	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4

INTERNAL	MARKS
Assignment	10
Seminar	10
Test	<u>10</u>
Total	30



MASTER OF BUSINESS ADMINISTRATION
(M.B.A.)

SEMESTER – 2nd

SR. NO.	PAPER NO	NAME OF THE PAPER	TOTAL MARKS EXT+INT=TOTAL	PASSING STANDARD EXT=INT=TOTAL	TOTAL TEACHING HOURS	CREDITS
1	201	Cost & Management Accounting	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
2	202	Financial Management	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
3	203	Marketing Management	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
4	204	Human Resource Management	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
5	205	Production & Operation Management	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
6	206	Environment for Business	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4
7	207	Ethics and Values in Management	70 + 30 = 100	28 + 12 = 40	15 Weeks * 04 Hours = 60	4

INTERNAL	MARKS
Assignment	10
Seminar	10
Test	<u>10</u>
Total	30



M.B.A
SEMESTER – I

Paper No: 101: Principles of Management

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	<p>Historical Development:</p> <ul style="list-style-type: none"> ♣ Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics. 	12	14
Unit 2	<p>Planning</p> <ul style="list-style-type: none"> ♣ Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives, Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, Decision-making. 	12	14
Unit 3	<p>Organising</p> <ul style="list-style-type: none"> ♣ Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – 1De-Centralization and Delegation of Authority – Staffing – Selection Process - Techniques – HRD – Managerial Effectiveness. 	12	14
Unit 4	<p>Directing</p> <ul style="list-style-type: none"> ♣ Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment, Communication, Process of Communication, Barriers and Breakdown, Effective Communication, Electronic media in Communication. 	12	14
Unit 5	<p>Controlling</p> <ul style="list-style-type: none"> ♣ System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall Performance, Direct and Preventive Control, Reporting, The Global Environment, Globalization and Liberalization, International Management and Global theory of Management. 	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Weihrich Heinz and Koontz Harold-Management A Global and Entrepreneurial Perspective Mc Graw Hill 12th Edition 20012
2. Stoner, Freeman & Gilbert Jr –Management Organizational Behaviour
3. Prentice Hall of India 6th Edition or later edition
4. Rao VSP Management, Text & Cases Excel Books Latest Edition



Paper No: 102: Accounting for Managers

Credits: 04

Marks: 100 Marks

Marks: Semester End Examination: 70 Marks

Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	Fundamentals of Accounting ♣ Basic understanding of accounting, Conceptual framework of financial statements Business transactions to trial balance, Trial balance to Balance sheet and profit and loss account for non corporate and corporate entities, Generally Accepted Accounting Principles	12	14
Unit 2	Asset Valuation ♣ Valuation of Tangible Fixed Assets, Depreciation on fixed assets, valuation of assets under finance lease and intangible assets, amortization and asset impairment, Valuation of inventories, valuation of investments	12	14
Unit 3	Understanding corporate financial statements ♣ Corporate Balance sheet, corporate profit and loss account, Notes to the accounts and significant accounting policies, Understanding and constructing corporate cash flow statement, other financial reports- Auditors report and Directors report, corporate governance report	12	14
Unit 4	Financial Statement Analysis ♣ Financial Statement Analysis using the tool kit of Multi step Income statement, horizontal analysis, common size analysis, Trend analysis, Earning per share analysis, Ratio analysis, analysis of cash flow statement	12	14
Unit 5	♣ Contemporary issues in financial Accounting Global financial reporting, GAAPs and IFRSs, IAS, IndianGAAP and US GAAP, Foreign currency accounting, Inflation ♣ Accounting, Human Resource Accounting, Environment accounting, Responsibility Accounting	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Ambrish Gupta Financial Accounting for Management --: AnAnalyticalPerspective
2. PearsonEducation3rd Edition 2009
3. S. K. Bhattacharya, John DeardenAccounting for Management
4. Vikas PublishingHouseThird revised Edition 20012
5. Ashok Bannerjee Financial Accounting – AManagerialEmphasis Excel Books Latest Edition



Paper No: 103: Organization Behaviour

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	Basic Understanding of the context of OB: ♣ What is Organizational Behaviour Understanding the national culture and the Indian setting Changes occurring in the Context and their impact on Organizational Behaviour	12	14
Unit 2	Understanding dynamics of Individual behaviour: ♣ Understanding Personality, Values, Attitude and their impact on behaviour at work Understanding Motivation at work.	12	14
Unit 3	Understanding Dynamics of Group behaviour ♣ Understanding the process of Perception: How we make sense of our environment Understanding Interpersonal Communication and Transactions Understanding Groups and Teams	12	14
Unit 4	Understanding Organizational dynamics of behaviour: ♣ Managing Conflict, Stress and Negotiation Understanding Decision-making Understanding Power and Organizational Politics	12	14
Unit 5	Using Leadership for managing change towards organizational effectiveness ♣ Understanding Organizational Culture and changing it for effectiveness Basic Theories of Leadership Contemporary Issues in Leadership Practice	12	14

Break up of Continuous Internal Evaluation:

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|---------------|-----------------|
| 1. Assignment | 10 Marks |
| 2. Seminar | 10 Marks |
| 3. Test | <u>10 Marks</u> |
| Total | 30 Marks |

Reference / Text-Books/ Additional Reading:

1. Udai Pareek Understanding Organizational Behavior Oxford University Press 2nd Ed
2. Meshane and Radha Sharma Organizational Behavior McGraw-Hill Latest Edition
3. Stephan Robbins Organizational Behavior Pearson Education Latest Edition



Paper No: 104: Economics in Managerial decision Making

Credits: 04

Marks: 100 Marks

Marks: Semester End Examination: 70 Marks

Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	<p>Ten principles of economics</p> <ul style="list-style-type: none"> ♣ How people make decisions; How people interact; How the economy works as a whole. <p>Thinking like an economist</p> <ul style="list-style-type: none"> ♣ The scientific method; Role of assumptions; Economic models; The circular-flow diagram; Production possibilities frontier; Micro and macro economics; Positive versus normative economics; Why economists disagree’’ <p>The market forces of supply and demand</p> <ul style="list-style-type: none"> ♣ Markets and competition; Individual demand; Demand schedule and demand curve; Market demand versus individual demand; Shifts in the demand curve; Supply schedule, Supply and demand– equilibrium, analyzing changes in equilibrium. <p>Elasticity and its application</p> <ul style="list-style-type: none"> ♣ The elasticity of demand; The elasticity of supply, application of elasticity. <p>Consumers, producers and the efficiency of markets</p> <ul style="list-style-type: none"> ♣ Consumer surplus; Producer surplus; Market efficiency– the benevolent social planner; evaluating the market equilibrium; Market efficiency and market failure <p>The costs of production</p> <ul style="list-style-type: none"> ♣ Costs – total revenue, total cost and profit, costs as opportunity costs, cost of capital as an opportunity cost, economic profit versus accounting profit; Production and costs – the production function, from production function to the total cost curve; various measures of cost – FC, VC, AC, MC, cost curves and their shapes and relationship; Costs in the short run and long run– relationship between SR and LR ATC, economies and diseconomies of scale. 	12	14
Unit 2	<p>Firms in competitive markets</p> <ul style="list-style-type: none"> ♣ What is a competitive market; Profit maximization and the competitive firm’s supply curve; The supply curve in a competitive market? <p>Monopoly</p> <ul style="list-style-type: none"> ♣ Why monopolies arise; How monopolies make production and pricing decisions; The welfare cost of monopoly – deadweight loss, social cost; Public policy towards monopolies; Price discrimination – the analytics of price discrimination, examples of price discrimination (movie tickets, airline prices, discount coupons, financial aid, quantity discounts). <p>Oligopoly</p> <ul style="list-style-type: none"> ♣ Markets with only a few sellers – duopoly, competition, monopolies and cartels, the equilibrium for an oligopoly, how the size of an oligopoly affects the market outcome; Game theory and the economics of cooperation 	12	14



Unit 3	<p>Oligopoly</p> <ul style="list-style-type: none"> ♣ Contd. Public policy towards oligopolies – restraint of trade and the antitrust laws, controversies over antitrust policy, resale price maintenance, predatory pricing, tying. <p>Monopolistic competition</p> <ul style="list-style-type: none"> ♣ Competition with differentiated products – firms in the short run, the long-run equilibrium, monopolistic versus perfect competition (excess capacity, mark up over marginal cost), monopolistic competition and the welfare of society; Advertising the debate over advertising, advertising as a signal of quality, brand names. <p>The theory of consumer choice</p> <ul style="list-style-type: none"> ♣ The budget constraint; Preferences – representing preferences with indifference curves, four properties of indifference curves, two extreme examples of indifference curves; Optimization – the consumer’s optimal choices, change in income, change in prices, income and substitution effects, deriving the demand curve; Four applications – do all demand curves slope downward, how do wages affect labor supply, how do interest rates affect household saving, do the poor prefer to receive cash or in-kind transfers <p>Measuring a nation’s income</p> <ul style="list-style-type: none"> ♣ The economy’s income and expenditure; The measurement of GDP; The components of GDP; Real v/s nominal GDP; GDP and economic wellbeing. <p>Measuring the cost of living</p> <ul style="list-style-type: none"> ♣ The consumer price index; Correcting economic variables for the effects of inflation, Impact of Inflation on various sections of society- producers and consumers. 	12	14
Unit 4	<p>Production and growth</p> <ul style="list-style-type: none"> ♣ Economic growth around the world; The role and determinants of productivity; Economic growth and public policy; The importance of long-run growth. <p>Saving, investment and the financial system</p> <ul style="list-style-type: none"> ♣ Financial institutions in the US economy; Saving and investment in the National Income Accounts; The market for Loanable funds, Supply and Demand for Loanable Funds. <p>The monetary system, Money growth and inflation</p> <ul style="list-style-type: none"> ♣ The meaning of money; Functions and Kinds of Money, The classical theory of inflation; The Cost of inflation. <p>Open-economy macroeconomics – Basic concepts</p> <ul style="list-style-type: none"> ♣ The international flow of goods and capital – the flow of goods (exports, imports, net exports), the flow of capital (net foreign investment), the equality of net exports and net foreign investment; savings, investment and their relationship to the international flows; The prices for international transactions (real and nominal exchange rates); A first theory of exchange-rate determination (purchasing power parity) 	12	14
Unit 5	<p>Aggregate demand and aggregate supply</p> <ul style="list-style-type: none"> ♣ Three key facts about economic fluctuations; Explaining shortrun economic fluctuations; The aggregate demand curve; The aggregate supply curve; Two causes of economic fluctuations (the effects of shifts in aggregate demand and supply). 	12	14



	<p>The influence of monetary and fiscal policy on aggregate demand</p> <ul style="list-style-type: none"> ♣ How monetary policy influences aggregate demand – the theory of liquidity preference, the downward slope of the aggregate demand curve, changes in the money supply, the role of interest rate targets in Fed policy; How fiscal policy influences aggregate demand – changes in government purchases, the multiplier effect, a formula for the spending multiplier, other applications of the multiplier effect, the crowding-out effect, changes in taxes; Using policy to stabilize the economy – the cases for and against active stabilization policy. <p>The short-run trade-off between inflation and unemployment</p> <ul style="list-style-type: none"> ♣ The Phillips Curve – origins, aggregate demand, aggregate supply and the Phillips Curve; Shifts in the Phillips Curve – the role of expectations; Shifts in the Phillips Curve – the role of supply shocks; The cost of reducing inflation – the sacrifice ratio, rational expectations and the possibility of costless disinflation, the Volcker disinflation, the Greenspan era. <p>Five debates about macroeconomic policy (pros and cons)</p> <ul style="list-style-type: none"> ♣ Should monetary and fiscal policymakers try to stabilize the economy; Should monetary policy be made by rule rather than by discretion; Should the Central Bank aim for zero inflation; Should fiscal policymakers reduce the government debt; Should the tax laws be reformed to encourage saving. 		
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Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. N Gregory Mankiw; Principles of Economics Thomson South- Western 2nd edition, 2002 Indian reprint
2. Pindyck & Rubinfeld Microeconomics Pearson 5th edition
3. Christopher R. Thomas, S. Charles Maurice Managerial Economics – Concepts and Applications Tata McGraw Hill Latest Edition



Paper No: 105: Managerial Communication

Credits: 04

Marks: 100 Marks

Marks: Semester End Examination: 70 Marks

Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	Concepts of Communications: ♣ Definition, Forms of Communication, Objectives of Communication, Characteristics of Communication, Process of Communication, Communication, Roadblocks, Role of Verbal & Non-verbal Symbols in Communication, Barriers to Effective Communication, Overcoming Communication Barriers	12	14
Unit 2	Listening Skills: ♣ Definition, Anatomy of poor Listening, Features of a good Listener, Role Play	12	14
Unit 3	Spoken Communication: ♣ Telephone, Teleconferencing, Challenges and etiquette, Oral Presentation: ♣ Planning presentation, delivering presentation, Developing & displaying visual aids, handling questions from the audience, Audio-visual CD	12	14
Unit 4	Group Discussion & Interviews, Meetings: ♣ Ways and Means of conducting meeting effectively, Mock Meetings and Interviews	12	14
Unit 5	Forms of Communication in Written mode: ♣ Basics Body language of Business Letters & Memos, Tone of writing, inquiries, orders & replying to them, sales letters, Job applications & resume E-mail: ♣ How to make smart e-mail, Writing Business Reports and Proposals, Practice for Writing	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Murphy *Effective Business Communication* Tata McGraw-Hill Publishing Company, New Delhi. 7th edition
2. Koneru *Professional Communication* Tata McGraw- Hill Publishing Company, New Delhi. 1st edition
3. Monipally M. M., *Business Communication Strategies* Tata McGraw-Hill Publishing Company, New Delhi.



Paper No: 106: Research Methodology

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	<p>Introduction to Business Research:</p> <ul style="list-style-type: none"> ♣ basic approaches and terminologies used in research Nature and scope of business research, objectives of research, types of research, research approaches, and significance of research methodology versus methodology, research process, criteria of good research , problem encountered by researcher in India Defining research problem and framing of hypotheses. Preparing a research plan, qualitative and quantitative research designs. 	12	14
Unit 2	<p>Research design and sampling designs:</p> <ul style="list-style-type: none"> ♣ Meaning of research design, need for research design, feature of good research design, important concept of research design, different research designs, basic principles of experimental designs, <p>Sampling design:</p> <ul style="list-style-type: none"> ♣ Census and survey, steps in sampling design, criteria of selecting a sampling procedure, good sample design, different types of sample designs, how to select a random sample?, random sample from an infinite universe and complex random sampling designs. 	12	14
Unit 3	<p>Measurement and Scaling, Data Source and Data Collection:</p> <ul style="list-style-type: none"> ♣ Measurement in research, measurement scales, sources of errors in measurement, techniques of developing measurement tools, scaling, meaning of scaling, scale classification techniques and scale construction techniques. <p>Data Source and Data collection:</p> <ul style="list-style-type: none"> ♣ Collection of primary data, observation method, interview method, collection through questionnaires, and collection of data through schedules, some other methods of data collection, collection secondary data and selection of appropriate method for data collection. 	12	14
Unit 4	<p>Processing and analysis of data and sampling fundamental:</p> <ul style="list-style-type: none"> ♣ Processing operations, elements/types of analysis, statistics in research, measures of central tendency , measures of dispersion, measures of asymmetry, measures of relationship ,simple regression analysis multiple correlation and regression <p>sampling fundamentals:</p> <ul style="list-style-type: none"> ♣ Need for sampling, some fundamental distributions, central limit theorem, sampling theory, concept of standard error, Sampling and Sampling distribution Statistical Inference: Estimation for Single Population Mean, Proportion and Variance, Statistical Inferences about Two Populations- Mean, Proportion and Variance, determination of sample size through the approach based on precision rate and confidence level. Software exposure to the above concepts – (by use of EXCEL or any other available software) 	12	14



Unit 5	<p>Hypothesis testing for parametric and non-parametric test and reporting writing ;</p> <ul style="list-style-type: none">♣ What is hypothesis, Basic concept of hypothesis, Procedure for hypothesis testing, Flow diagram for hypothesis testing, tests of hypothesis, parametric: t-test, z-test F-test and Chi-square test as parametric ANOVA test (only one way) and Non-parametric test: chi-square test, Mcnemar test, Mann-whitney "U" test and Kruskal Wallis test. <p>Report writing:</p> <ul style="list-style-type: none">♣ Significance of report writing, steps in report writing, layout of the research report types of report, mechanics of writing a research report and precautions for writing reports.	12	14
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Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Ken Black Business Statistics for Contemporary Decision Making Wiley Student Edition Fourth or later edition
2. Richard I. Levin and David S. Rubin Statistics for Management Pearson Education) 6th Edition or later edition
3. D. P. Apte Statistics for Managers Excel Books Latest Edition
4. Donald R. Cooper and Pamela S. Schindler Business Research Methods (IX edition) Tata McGraw Hill Publishing Company Ltd., New Delhi IX edition
5. D. K. Bhattacharyya Research Methodology Excel Books 2nd Edition
6. Vohra N. D. Quantitative Techniques in Management Tata McGraw Hill 3rd or Higher Edition
7. Kothari C.R. Research methods., New age international publishers,



Paper No: 107: Operations Research

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	Operations research: ♣ An introduction Linear programming: ♣ Applications and Model Formulation, Linear programming: the Graphical Method, simplex method, duality in LP, Sensitivity in LP	12	14
Unit 2	Transportation Problem: ♣ Introduction Methods for finding initial solution; NWCM, LCM & VAM Test for optimality; MODI Method Assignment Problem: ♣ Introduction, solution methods of assignment problems, Variations of assignment problem. Travelling Salesman Problem.	12	14
Unit 3	Decision theory and decision trees: ♣ Introduction, steps of decision making process, types of decision making environments, decision making under uncertainty, decision making under risk, decision tree analysis Theory of games: ♣ Introduction, two persons zero sum games, pure strategies, mix strategies ,principles of dominance	12	14
Unit 4	Project management: ♣ PERT and CPM, introduction, difference between PERT and CPM, phases of project management, PERT/CPM components and Precedence relationship, critical path analysis, project scheduling with uncertain activity times, project crashing Replacement of maintenance models: ♣ Introduction, types of failure, replacement of items whose efficiency deteriorates with time, replacement of items that fail completely, staffing problem, equipment renewal problem.	12	14
Unit 5	Sequencing problem: ♣ Introduction, solution to sequencing problems Queuing theory: ♣ Introduction, elementary queuing system, application of queuing theory, advantages and limitations of queuing theory. Simulation: ♣ Introduction, reasons for using simulation, Advantages and limitations of simulation, some applications of simulation.	12	14

Break up of Continuous Internal Evaluation:

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|---------------|-----------------|
| 1. Assignment | 10 Marks |
| 2. Seminar | 10 Marks |
| 3. Test | <u>10 Marks</u> |
| Total | 30 Marks |



Reference / Text-Books/ Additional Reading:

1. Kapoor V.K. operations research, sultan chand & sons, New Delhi.
2. Sharma J.K., Operations research, theory and applications, macmillan, New-Delhi.
3. Shrivastav U.K., Shenoy G.V.,and Sharma S.C.,Quantative techniques for managerial decisions,New age international publisher.
4. Sharma Anand , Operations research, Himalya publishing house, Delhi.
5. Vohra N.D.,Qunantitive techniques in management, tata-macgrawhill, New-Delhi



M.B.A
SEMESTER – II

Paper No: 201: Cost and Management Accounting

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	Cost Management and Cost Estimation ♣ Cost and Management Accounting Overview Various Cost Concepts. ♣ Cost Estimation approaches, tools and techniques	12	14
Unit 2	Cost allocation and Job/ batch costing ♣ Cost Allocation, Activity Based and Target Costing Job and Batch Costing ♣ Introduction to the concept of operating costs	12	14
Unit 3	Costing Methods ♣ Operating Costing. Process Costing and Joint and By product Costing.	12	14
Unit 4	Management Applications ♣ Marginal (Variable) Costing and Absorption Costing Marginal Costing and CVP Analysis. Decision Involving Alternative Choices and Pricing Decisions	12	14
Unit 5	Planning, Control and Decision Making ♣ Budgeting and Budgetary Control System Standard Costing and Variance Analysis ♣ Contemporary Issues like Kaizen Costing, Target Costing, Life Cycle Costing, and Cost Audit and Cost Accounting Standards	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Paresh Shah Management Accounting Oxford University Press
2. Charles T. Hongren, S. M. Datar, and others Cost Accounting (Pearson) (13th Edition) 6th Edition or later edition
3. S. K. Bhattacharya and John Dearden Sounderpandian Costing for Management Vikas Latest Edition



Paper No: 202 Financial Management

Credits: 04

Marks: 100 Marks

Marks: Semester End Examination: 70 Marks

Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	Understanding the Meaning of Financial Management, Financial System, Financial Mathematics, and Basics of Valuation ♣ Financial Management; Definition, Scope, Goal, Function, Agency Theory; Financial System; Functions, Structure, Players, Role. Concepts of Time Value, Compounding & ♣ Discounting, Annuities, Valuation of Bonds and Shares	12	14
Unit 2	Understanding Working Capital Management as a Decision to Create Value for the Business ♣ Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of Components of Working Capital; Cash, Receivables, Inventory and Sources of Working Capital Finance	12	14
Unit 3	Understanding Investment Decision and Various Steps Involved ♣ Nature of Investment Decision, Techniques of Investment Decision; Discounted and Non-Discounted Techniques, Estimation of Discount Rate (Cost of Capital), Determination of Cash Flows and Complex Investment Decisions	12	14
Unit 4	Understanding Financing Decision and Various Sources of Finance ♣ Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital	12	14
Unit 5	Understanding Dividend Decision, Theory and Practice ♣ Various Models of Relevance and Irrelevance Approaches towards Dividend Theory.	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. I. M. Pandey Financial Management Vikas Publication 9th Edition or later edition,
2. Chandra, Prasanna (2012) Financial Management –Theory and Practice Tata McGraw-Hill Publishing Company, New Delhi 7th Edition or later edition.
3. Van Horne & Wachowicz Jr. (2004), Fundamentals of Financial Management Pearson Education 11th Edition or later edition



Paper No: 203: Marketing Management

Credits: 04

Marks: 100 Marks

Marks: Semester End Examination: 70 Marks

Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	<p>Understanding Marketing Management and Marketing Environment</p> <ul style="list-style-type: none"> ♣ Nature and scope of Marketing Management; Company orientations toward the market place; Value chain and value delivery process; Corporate strategic planning, Evaluating business portfolios, Growth Strategies; Marketing goals and Plans; Gathering information from internal and external sources; Scanning the environment 	12	14
Unit 2	<p>Developing Insights about Marketing Problems and Consumer Behaviour</p> <ul style="list-style-type: none"> ♣ Identifying and solving marketing problems, Qualitative and quantitative research, Marketing research system & process. Demand measurement and forecasting. Creating customer value and satisfaction; Factors influencing consumer behaviour and buying process. Organizational buying. 	12	14
Unit 3	<p>Identifying Market Segments, Dealing with Competition and Creating Brand Equity</p> <ul style="list-style-type: none"> ♣ Differentiated and Undifferentiated Marketing; Segmentation, targeting and positioning. Dealing with competition, Creating brand equity, Branding decisions. Crafting the brand positioning, Strategies at different stages of product life cycle. 	12	14
Unit 4	<p>Product Strategies, Service quality and Pricing</p> <ul style="list-style-type: none"> ♣ Product classification, Product differentiation, Product –brand relationship; New product development and Managing the development process. Offering a service product and managing the service quality. Developing Pricing Strategies and Programs. 	12	14
Unit 5	<p>Distribution and Integrated Marketing Communication</p> <ul style="list-style-type: none"> ♣ Designing and managing distribution channels; Multi channel marketing, Direct marketing and E-commerce. Managing Retailing, Wholesaling and Logistics. Designing and Managing Integrated Marketing Communications; Mass Communication: Advertising, Sales promotions, Event and experience marketing, and Public Relations. ♣ Managing Personal Communications: Direct and Interactive ♣ Marketing, word of Mouth, and Personal Selling. 	12	14

Break up of Continuous Internal Evaluation:

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|---------------|-----------------|
| 1. Assignment | 10 Marks |
| 2. Seminar | 10 Marks |
| 3. Test | <u>10 Marks</u> |
| Total | 30 Marks |



Reference / Text-Books/ Additional Reading:

1. A South Asian Perspective" by Kotler, Keller, Koshy and Jha –"Marketing Management Pearson Education Latest edition
2. Stanton, Etzel, Walker Fundamental of marketing, McGraw Hill Inc. N. York Latest Edition
3. Ramaswami & Namakumari Marketing Management: Indian context Macmillan (India) Limited, New Delhi.



Paper No: 204: Human Resource Management

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	Strategic role of HRM and subsystems: ♣ Introduction to Human Resource Management The Strategic Role of Human Resources Management. Job Analysis. ♣ HR Planning and Recruiting Employees Testing and Selection	12	14
Unit 2	HR subsystems – II ♣ Interviewing Candidates Training and Developing Employees Performance Management and Appraisal Managing Career and Fair Treatment	12	14
Unit 3	HR subsystems – III ♣ Establishing Strategic Pay Plans Pay for Performance and Financial incentives ♣ Managing Global Human resources Managing Strategic Organizational Renewal	12	14
Unit 4	Industrial Relations ♣ Industrial Relations – Definitions and Main Aspects Trade Union Legislations, Methods of settling Industrial Disputes, Collective Bargaining, Legislations Concerning ♣ Settlement of Industrial Disputes	12	14
Unit 5	Labour Legislations ♣ Factories Act, International Labor Organization Labor Management Cooperation/Workers’ Participation in Management, Payment of Wage Legislation ♣ Minimum Wage Legislation, Equal Remuneration Legislation	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

- Gargy Dessler and Biju Varkkery– Human Resources Management Prentice Hall India / Pearson Education – 2003 Indian Reprint Eleventh Edition (or later)
- Chandra, Prasanna (2012) Human Resource Management First Indian Print 2004 (or later) Sinha, Sinha and Shekhar – Pearson Education Second Edition, 2006.
- Sinha, Sinha and Shekhar Industrial Relations, Trade Unions and Labor Legislations Pearson Education, New Delhi First Indian Print 2004 (or later)
- John M. Ivancevich Human Resource Management Tata McGraw Hill Ninth Edition



Paper No: 205: Productions and Operations Management

Credits: 04

Marks: 100 Marks
Marks: Semester End Examination: 70 Marks
Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/ Weight
Unit 1	♣ Understand the importance of the OM function and its strategic importance, various types of manufacturing and service systems, the systems approach to OM. Introduction to Operations Management, operations strategy and competitiveness, product design and process selection for manufacturing and services. Facility location and layout.	12	14
Unit 2	♣ Understand the basis of inventory management decisions, the hierarchical approach to planning and various methods of inventory management. Forecasting, inventory systems for independent demand, inventory management under uncertain demand, inventory systems for dependent demand, aggregate planning.	12	14
Unit 3	♣ Understand various methods of operations scheduling and the management large projects. Operations scheduling, project management.	12	14
Unit 4	♣ Understand the issues associated with the management of queues and the management of supply chains. The management of queues, applications in manufacturing and services, supply chain management.	12	14
Unit 5	♣ Understand the concepts of quality management and the usage of statistical tools for quality management. Develop an understanding of Japanese manufacturing management ♣ Philosophies. Quality management, statistical quality control, JIT production systems.	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K., Operations Management for Competitive Advantage Tata McGraw- Hill 11th edition
2. Russell, Roberta S. and Taylor, Bernard W Operations Management Along the Supply Chain, John Wiley and Sons (Wiley India) 6th Edition
3. Kachru Upendra Production and Operations Management Excel Books.1st Edition
4. Kanishka Bedi Production and Operation Management Oxford University Press 2nd Edition (or later)



Paper No: 206: Environment for Business

Credits: 04

Marks: 100 Marks

Marks: Semester End Examination: 70 Marks

Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	Economic Environment ♣ Concepts and significance of economic environment – at national and international level, Economic System: Lassiez faire, capitalism, socialism and mixed economy, National Income, Monetary and Fiscal Policy (finance commission), Industrial Policy, Latest five Year plan, State Industrial Policy, Union Budget	12	14
Unit 2	Social Environment ♣ Concept and significance of social environment, Interdependence of business and society, Culture and organization, Technological Development and social Change, Social Responsibility of Business and Trusteeship management, Business Ethics, Management education in India, Population and Census, Consumer Rights, Consumerism and Business, Corporate Governance	12	14
Unit 3	Technological Environment ♣ Impact of technology on Organization, Process of Technological Adaptation and Development, Patents, Technological Collaborations, Government Guidelines, Technology Assessment at government level, ISO Standards and Bureau of Indian Standards	12	14
Unit 4	International Business Environment ♣ International Business: An Overview, types of International Business, Balance of Payments and Macroeconomic Management, Theories and Institutions: Trade and Investment, Government Influence on Trade and Investment, EXIM Policy, Foreign Exchange Management Act (FEMA), Bilateral and Commodity Agreements, ♣ Tariff and non-tariff barriers, WTO, Regional Blocks, EPZs, EOUs, TPs and SEZs	12	14
Unit 5	Natural Environment ♣ Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks



Reference / Text-Books/ Additional Reading:

1. Paul, Justine Business Environment: Text & Cases Tata McGraw- Hill Publishing Company, 2nd edition or later edition
2. Cherunilam, Francis Business Environment: Text & Cases Himalaya Publishing House Latest edition.
3. Shaikh Saleem Business Environment Pearson Latest edition
4. Vivek Mital Business Environment Excel Books Latest Edition



Paper No: 207: Ethics and Values in Management

Credits: 04

Marks: 100 Marks

Marks: Semester End Examination: 70 Marks

Continuous Internal Evaluation: 30 Marks

Unit	Detailed Syllabus	Teaching Hours	Marks/Weight
Unit 1	Ethics and value ♣ Holistic in human value, individual inspiration to ethics, Indian ethos and value system.	12	14
Unit 2	Value System ♣ Secular vs. Spiritual Values, Science and Human Values, Personal Growth and lessons from Indian value System, Managerial Effectiveness – Teamwork	12	14
Unit 3	Business Ethics ♣ Business Ethics – Nature & Importance in organisation Need for Values in Global Change -Indian Perspective Misconceptions / myths about business ethics Managing Ethical dilemmas – meaning, characteristics, ethical reasoning Need for teaching ethics ♣ Indian Ethos for work life Indian values for work life Indian Heritage in Production and Consumption	12	14
Unit 4	Corporate Social Responsibility ♣ Protection of various stakeholders, corporate governance practices in Indian context	12	14
Unit 5	Ethics and Values in action ♣ Leadership transformation in corporate society in India	12	14

Break up of Continuous Internal Evaluation:

1. Assignment	10 Marks
2. Seminar	10 Marks
3. Test	<u>10 Marks</u>
Total	30 Marks

Reference / Text-Books/ Additional Reading:

1. Indian Ethos in Management by Swami Jitatanad, Ramakrishna Mission, Rajkot
2. Business Ethics & Managerial Values by S.K. Bhatia
3. A Study in Business Ethics by Rituparna Raj, Himalaya Publishing House