

MBA Structure
(Choice Based Credit System)
EFFECTIVE FROM 2015-16
1st Year MBA

1st Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 101	Statistics and Decision Science	4	100	50	150
MNG 102	Marketing Management	4	100	50	150
MNG 103	Financial Accounting and Analysis	4	100	50	150
MNG 104	Economics for Management	4	100	50	150
MNG 105	Management Principles and Practices	3	100	50	150
MNG 106	Organizational Behaviour	3	100	50	150
MNG 107	English Communication Skills	3	100	50	150
MNG 108	ECS Lab	2	-	100	100
	Total	27	700	450	1150

2nd Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 201	Business Research Methods	3	100	50	150
MNG 202	Business, Environment and Society	3	100	50	150
MNG 203	Financial Management	4	100	50	150
MNG 204	Banking and Insurance	3	100	50	150
MNG 205	Operations Management	4	100	50	150
MNG 206	Human Resource Management	4	100	50	150
MNG 207	Managerial Communication	2	100	50	150
MNG 208	Managerial Communications Skill Lab	2	-	100	100
MNG 209	Business Data Analysis Lab	2	-	100	100
	Total	27	700	550	1250

Summer Vacation:

Summer Training Program for 4 to 8 weeks in identified sector.

2nd Year MBA

3rd Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 301	Cost and Management Accounting	3	100	50	150
MNG 302	Business Law	3	100	50	150
MNG 303	Start ups and Business Incubation	3	100	50	150
MNG 304	Elective-I (Major)	4	100	50	150
MNG 305	Elective-II (Major)	4	100	50	150
MNG 306	Elective-III (Major)	4	100	50	150
MNG 307	Elective-IV (Minor)	4	100	50	150
MNG 308	Summer Internship	3	100	-	100
	Total	28	800	350	1150

4th Semester

Code No.	Subjects	Credit	University Marks	Internal	Total Marks
MNG 401	Strategic Management	3	100	50	150
MNG 402	Elective-V (Major)	4	100	50	150
MNG 403	Elective-VI (Minor)	4	100	50	150
MNG 404	Open Elective	3	100	50	150
MNG 405	Project Work on Business Management	4	-	100	100
	Total	18	400	300	700

Each student shall undergo a project work in a business enterprise for 2 months during 4th Semester.

Detailed Syllabus for 2nd Semester, MBA

MNG-201 BUSINESS RESEARCH METHODS

Credit-3

Class Hours-40

Objectives:

- To equip the students with the basic understanding of the research methodology in changing business scenario.
- to provide an insight into the application of dynamic analytical techniques to face the stormy challenges, aimed at fulfilling the objective of business decision making.

Unit	Contents	Class Hours
01	<u>Introduction to BRM:</u> <ul style="list-style-type: none">• Meaning and significance of research.• Importance of scientific research in business decision making.• Types of research and research process.• Identification of research problem and formulation of hypothesis.• Research Designs.	8
02	<u>Measurement and Data Collection.</u> <ul style="list-style-type: none">• Primary data• Secondary data• Design of questionnaire• Sampling fundamentals and sample designs.• Measurement and Scaling Techniques• Data Processing	8
03	<u>Data Analysis – I:</u> <ul style="list-style-type: none">• Hypothesis testing• Z-test, t-test, F-test, chi-square test.• Analysis of variance.• Non-parametric Test – Sign Test, Run test, Krushall – Wallis test	12
04	<u>Data Analysis – II:</u> <ul style="list-style-type: none">• Factor analysis.• Multiple Regressions Analysis.• Discriminant Analysis (Concept) <u>Report writing and presentation:</u> <ul style="list-style-type: none">• Research Report, Types and significance• Structure of research report• Presentation of report.	12
05	Case analysis and self study assignments are compulsory	
	Practical Aspect : Students are expected to use the 40 days trial version of relevant software package to learn the following :-	

	(I) Draw frequencies, bar charts, histogram. (ii) Creating and editing graphs and charts. (iii) Bi-variate correlation. (iv) The t-test procedure. (v) Non-parametric Tests : Chi-square Test. (vi) One way ANOVA Procedure. (vii) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.	
Reference Books: 1. Research Methodology, by Deepak Chawla / Neena Sandhi (Vikas) 2. BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage) 3. Research Methodology, by V. Upadade & A. Shende (S. Chand) 4. Business Research Methods by Naval Bajpai, Person 5. Business Research Method by Cooper et.al, McGraw Hill 6. Research Methodology by Khatua and Majhi, HPH.		

MNG 202

BUSINESS, ENVIRONMENT & SOCIETY

Credit-3

Class Hours-30

Objectives:

1. To analyse different issues of environment and measures to control those.
2. To enrich the students' understanding of current scenario of society and related problems.
3. To direct the attention of students towards activities meant for betterment of the society.
4. To make the students understand the initiatives of corporates to pay back to the society and how they derive a social return in long run.

Unit	Contents	Class Hours
01	Concept of business environment: Business Environment : Classification (Internal; External :- Micro & Macro – Economic, Political-legal, Socio-Cultural, Technical, Demographic, Natural International), Technics of Analysis and Diagnosis ((SWOT, ETOP, Forecasting; The New Economic Policy (LPG); National and State Level Industrial Polices.	7
02	Environmental Issues and Controlling Measures: Cause, effect and control measures of pollution (Air, Water, Soil, Marine, Noise, Nuclear hazards); Cause, effect and control measures of urban and industrial wastes; Managing Natural Disasters (flood, earthquake, cyclone and landslides) and Man made Disasters.	7
03	Contemporary Social issues: Polpulation explosion; Poverty-cause, effect and control measures; Unemployment; Dowry, Domestic violence; Child labour; Terrorism;	7

	Cyber crime; Corruption in public sphere; Inequality of caste and gender; Issues related to religious, ethnic, regional, minority, backward class, dalits in India.	
04	Corporate Social Responsibility(CSR): Concept, Dimensions of CSR, Models of CSR: Philanthropic, European and Indian; CSR initiatives by public and private sector organizations in India; Social audit; Social Return on Investment(SROI)- Concept, steps to measure, Implications, Community Welfare, Elevated Executives.	9
05	The above contents need to be discussed in the class room through field studies, case analysis and seminar presentations etc.	

<p>Reference Books:</p> <ol style="list-style-type: none"> 1.Environmental Studies, Bosak, Pearson 2.Indian Social Problems- A Sociological Perspective, Rao CNS, S Chand 3..Social Problems in India, Ahuja R, Rawat Publishers 4. Environmental Studies, Asthana / Asthana – S. Chand 5. Environmental Management – Pandey Vikash Publication. 6. Business Ethics – Murthy Himalaya Publishing House 7.Business Environment, Paleri, Cengage
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MNG-203
FINANCIAL MANAGEMENT

CREDIT: 4

CLASS HOURS: 40

Objective : This course provides students with concepts, techniques and tools to study, analyze and improve their knowledge on financial management practices of an organization

Unit	Contents	Class Hours
01	Foundations of Finance Nature & Scope. Organization of Financial Functions. Emerging role of FMs in India and in Global context. Financial Goal. Agency problems. Time value of money. Risk and Return concepts, Risk and return in a single asset and two assets portfolio.	10
02	Investment Decisions. Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital.	10
03	Financing & Dividend Decision: Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. Sources of Long term finance, Dividend Theory. Dividend Policy.	10
04	Current Assets Management:	

	Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, Management of cash : Cash budget, Management of collections and disbursement, Investment of Surplus cash ; Management of Receivables : Terms of Credit, Credit Policy decision ; Management of Inventory : Techniques of Inventory planning and control.	10
05	Case analysis and self study assignments are compulsory	

Books :

1. Essentials of Financial Management, IM Pandey, Vikas
2. Financial Management, Khan & Jain, McGraw Hill,
3. Financial Management, Srivastav & Misra, Oxford.
4. Financial Management, G Sudarsan Reddy, HPH
5. Financial Management, Kapil, Pearson
6. Financial Management – Tulsian (S Chand)
7. Fundamentals of Financial Management, Brigham, Cengage

MNG-204
BANKING AND INSURANCE
Credit-3
Class Hours-30

Objectives:

- To equip students with a thorough understanding of need and importance of banking and insurance in the modern day life.
- To make students understand the basic legal provisions necessary for banks in India to operate.
- To summarize methods of handling risk, identify and explain features of insurance, its advantages and disadvantages.

Unit	Contents	Class Hours
01	Overview of Banking Evolution of Banking, Structure and Types of Banks (Commercial Bank, Cooperative Bank, Payment Bank, Small Banks), Roles of Banks (viz. Intermediation), Payment system, Financial services), Banking Services, Banking Products – Deposit and Loan products, Payment products. E-Banking, RTGS and NEFT.	6
02	Banking Regulations and Financial Stability Need and importance of Banking regulation in India, Banking Regulation Act, 1949; KYC and AML guidelines, Banking Fraud, Banking Code, BASEL norms, SARFAESI ACT, ARCs, Banking ombudsman scheme; policies with respect to priority sector and MSMEs.	7
03	Basics of Insurance Basic principles of business of insurance, Types of insurance: Life and Nonlife Insurance, Re Insurance. Principles governing marketing of	10

	insurance products; Insurance regulations and role of IRDA. Extension of insurance to Niche areas: Pension plans, Bancassurance, ULIPs, TPA, Micro Insurance, Insurance Inclusion.	
04	Insurance Risk and Claims Management Risk and Uncertainty, Risks associated with business of insurance i.e . pure risk, financial risk, fundamental risk. Classification of pure risk, overlapping risks; Rules of Risk management, Risk management techniques, Risk management process, Underwriting. Claims settlement procedure for Life insurance, Motor insurance and HealthInsurance.	7
05	Case analysis and self study assignments are compulsory	

Reference Books: 1. Banking Theory, Law and Practice – Gordon – Natarajan, HPH 2. Banking and Insurance – Mohapatra and Acharya, Pearson 3. Insurance and Risk Management, P.K. Gupta – HPH 4. RISK Management and Insurance – Triechmann, Cengage 5. Banking Theory &Practice – Shekhar / Shekhar (Vikas) 6. Banking Law and Practice – S. Mishra (S Chand) 7. RBI Bulletin 2013, 2014 8. National Insurance Academy publications
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MNG 205

OPERATIONS MANAGEMENT

Credit: 4

Class Hours-40

Objective:

1. To understand the concepts, principles, problems, and practices of Operations Management.
2. To understand the importance of an effective operations strategy in an organization.
3. To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.

Module	Contents	Class Hours
I	Overview of Operations Management – Operations in Manufacturing and Services, Responsibility of Operations Manager, Operations Strategy and Competitiveness, Process Analysis, Manufacturing Process and Service Process Selection and Design, Job Design and Work Measurement.	10
II	Facility Location, Layout &Capacity Planning – Locational Factors,	

	Techniques; Factor Rating Method, Centroid Method; Facility Layout, Process Layout, Product Layout and Line Balancing, Fixed Position Layout, Service Operations Layout, Modern Layouts, Types of Capacity, Capacity Planning & Strategies, Economics of Scale and Scope.	10
III	Aggregate Planning, Scheduling & Project Management – Aggregate Planning; Relevant Cost and Strategies, Scheduling; Priority Rules and Techniques, Gantt Chart; JIT; Project Management, PERT/CPM- Network Diagram and Critical Path, Slack & Float.	10
IV	Quality Management and Supply Chain Management – Concept of Supply Chain Management; Concept of Quality; Design of Quality Control System, Statistical Quality Control, Types of Control Chart – X Chart, R Chart, P Chart, TQM (Total Quality Management) Concepts, Introduction to ISO 9000 & 14000 Standards.	10
V	Case Studies – Emphasis shall be laid on case studies and solving business related numerical problems in all the above modules.	

Reference Books:

1. Operations Management, Chase et.al – Tata McGraw Hill.
2. Operations Management, Meenakhi Kumari, Cengage
3. Production and Operations Management, Kaniska Bedi, OXFORD
4. Production and Operations Management, K. Aswathappa, K. Shridhar Bhat, HPH
5. Production & Operations Management, SP Singh, Vikas Publication
6. Operations Management, Heizer and Render, Pearson

MNG-206
HUMAN RESOURCE MANAGEMENT
Credit-4
Class Hours-40

Objectives:

1. To introduce and explain different phenomenon of Human Resource Management (HRM).
2. To enrich the students' understanding on HRM, which may enable them to implement the concepts in the workplace.
3. To direct the attention of students towards some of the emerging concepts of HRM.

Unit	Contents	Class Hours
01	Concept, Definitions and Objectives of Human Resource Management(HRM); Functions of HRM; Process of HRM; Evolution of HRM; Strategic HRM and its role in the organization; Human Resource Planning(HRP):Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews, Induction and Socialization.	10
02	Performance Appraisal: Meaning, Objective, Process and Methods; Potential Appraisal; Biases in performance appraisal; Methods of job	

	evaluation; Meaning of Compensation; Types of compensation; Types of wages and theories; Wage differentials; Pay structure, Wage Law in India, Executive Compensation.	10
03	Concepts of Career, Career planning process, Career Stages; Training & Development: Concept, Training need analysis and Methods of training (on-the-job and off-the-job training), Evaluation of Training effectiveness; Concepts of Promotion, Transfer and Separation.	10
04	Industrial Relations (IR): Concept and Approaches to IR, John T. Dunlop's System Theory of IR, Positive and Negative IR, Role of State in IR; Trade Unions: Concept and Registration; Structure and Functions of Trade Union, International HRM: Definitions and Approaches, Concepts of Expatriate, Parent country National (PCN), Host Country National (HCN) and Third Country National (TCN). Challenges of HRM in dynamic business environment; Ethical issues in HRM HR Outsourcing; Employee Engagement; Organization Citizenship Behaviour (OCB), Talent Management, Competency Mapping.	10
05	Case analysis and self study assignments are compulsory	

Reference Books:

1. HRM Text & Cases, Aswathappa, TMH.
2. Personnel & Human Resource Management, P. Subba Rao, HPH
3. Human Resource Management, Jyoti, Venkates, Oxford
4. HR, Denisi and Sarkar, Cengage.
5. Human Resource Management (Seema Sanghi (Vikas)
6. Human Resource Management – S.S. Khanka – (S. Chand)
7. Human Resource Management – Dessler and Verky, Pearson

MNG- 207

MANAGERIAL COMMUNICATION

CREDIT - 2

CLASS HOURS: 30

Objectives:

- To develop the communication skills and soft skills of the students
- To enhance the ability of the students to participate in group discussions and personal interviews

Unit	Contents	Class Hours
1	Introduction to Managerial Communication 1.1. Communication challenges in today's work place: Advances in technology; Culturally diverse workforce; Team-based organizational	7

	Settings. 1.2 Effective Business Presentations: Importance in managerial communication; Planning, Preparing, Organizing, Rehearsing, and Delivering Oral presentations, Handling Questions; Power Point Presentation	
2	Introduction to Managerial writing 2.1. Business letters: routine and persuasive letters, bad news letters, sales letters, job application letters. 2.2. Writing CVs. 2.3. Memos, notices, circulars, emails. 2.4 Business reports and proposals.	7
3	Group Communication 3.1. Business Meeting: Planning a meeting; Drafting a Notice-cum-Agenda; Role of the Chairperson and other participants; preparing the Minutes of a meeting. 3.2. Group discussion: Types; Do's and Don'ts of GD; Guidelines for Effective Group Discussions.. 3.3Types of managerial speeches: Speech of Introduction, speech of thanks, occasional speech, and theme speech.	8
4	Soft Skills 4.1. Communication skills and Soft Skills. 4.2. Mastering the art of giving interviews, Types of interviews, Planning and Preparing for a Job Interview; Frequently Asked Questions in a Job Interview; Stages of an Interview; Important Non-verbal Aspects; Strategies for success in Job Interviews. 4.3. Business and social etiquettes.	8
5	Case analysis and self study assignments are compulsory	

Recommended Books:

1. Business Communication- concepts, cases & applications, Chaturvedi & Chaturvedi, Pearson
2. Business Communication, Meenakshi Raman & Prakash Singh, Oxford
3. Communication for Management, Urmila Rai and S M Rai, HPH
4. Business and Managerial Communication, Sengupta, PHI
5. Business Communication for Managers, P. Mehra, Pearson
6. BCOM 2nd Edition, Lehman and Sinha, Cengage

7. Soft Skills K Alex, S Chand

8. Business Communication, Kalia and Agarwal, Wiley

Managerial Communication Skills (Lab)

Credit – 2

Contact Hours - 30

Unit	Contents	Sessions (in Hours)
1	<u>Managerial Writing</u> : Business letters, Advertisement, Preparing Press Releases, Press Notes, Writing themespeeches, Speeches of thanks.	6
2	<u>Group Team / Communications</u> : Preparing for GDs, Interviews, Writing CVs and Resumes, Internal communications for employee engagement. Business Etiquette.	12
3	<u>Corporate Communications</u> : Notices, Agenda, Board Room Behaviour, Minutes, Exercises in Corporate writing, Preparing Presentation, Making presentations before the top management.	6
4.	<u>Learning Emotional Skills</u> : Emotional Skills and your personality, Interpersonal relations. Know your EQ. EQ Tests.	6
		30 Hours

Conducting Tests :

1. There shall be two lab tests carrying 30 marks each and another carrying 40 marks.
2. The faculty concerned shall design the tests on topics prescribed in the syllabus.

Recommended Books :

1. English Language Lab, Nira Kanor, PHI
2. Guide to Managerial Communication, Mary Munter, Pearson
3. Cengage Learning India, English Language Communication Skill – Lab Manual
4. Soft Skills for Everyone, Butterfield, Cengage
5. Campus to corporates, Sage Publication

Conducting Tests:

1. There shall be two lab tests carrying 30 marks each and another carrying 40 marks.

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3. Cengage Learning India, English Language Communication Skill – Lab manual
4. Soft Skills for every everyone, Butterfield, Cengage

**MNG 209
Business Data Analysis Laboratory**

Credit: 2

Contact Hours : 30

Teaching Scheme: Laboratory 4Hrs/Week

Prerequisites: Basic Mathematics and Management

Objective:To Make students familiar with business data analysis, retrieval using computer for research and report generation.

Session	Contents	Hours
1	An introduction to creating and formatting worksheets The session includes : Insert and delete worksheets; Copy, reposition, copy and move, rename, grouping and applying coloring to worksheet tabs	2

2	<p>Applying formulas and functions</p> <p>Create formulas</p> <p>This session includes :</p> <ul style="list-style-type: none"> • Use of basic operators • Revision of formulas <p>Enforce precedence of operation</p> <p>This session includes:</p> <ul style="list-style-type: none"> • order of evaluation • precedence using parentheses • Precedence of operators for percent vs exponential 	4
3	<p>Apply cell reference in formulas</p> <p>This session includes:</p> <ul style="list-style-type: none"> • Relative • Absolute 	2
4	<p>Applying conditional logic in a formula</p> <p>This session includes:</p> <ul style="list-style-type: none"> • Create formula with values that match your conditions • Edit defined conditions in a formula • Use a series of conditional logic values in a formula 	2

5	<p>Apply name ranges in a formulas.</p> <p>This session includes:</p> <ul style="list-style-type: none"> • Define,edit and rename a named range 	2
6	<p>Apply cell ranges in formulas.</p> <p>This session includes :</p> <ul style="list-style-type: none"> • Enter a cell range destination in the formula bar • Define a cell range using the mouse • Define a cell range using a keyboard shortcut 	2
7	<p>Presenting Data Visually</p> <p>This session includes :</p> <ul style="list-style-type: none"> • Create charts based on worksheet data. 	2
8	<p style="text-align: center;">Introduction to Query Language</p> <p>SQL DDL commands</p>	4

	<p>This session includes:</p> <ul style="list-style-type: none"> • Creating tables • Creating table with constraints • Altering tables <p>SQL DML commands</p> <p>This session includes</p> <ul style="list-style-type: none"> • Inserting data into tables • Updating data into tables • Deleting data from tables 	
9	Getting data using Query Use of select statement to create data queries	2
10	<p>Advance Query 1</p> <p>Use of SQL functions (aggregate functions,group functions etc.)</p> <p>Advance Query 2</p> <ul style="list-style-type: none"> • Use of joins and sub queries 	4
11	Lab. Test 1 (Spread sheet - 50 marks)	2
12	Lab. Test 2 (Query language - 50 marks)	2
Total no. of Lab Hours = 30		

Note: Lab activities will be done using only open source spread sheet and open source database like My SQL

Course Outcome: After taking this course the student will be able to:

- Design spreadsheets and data base tables for data analysis
- Analyse the data and prepare graphical reports