

**RAVENSHAW UNIVERSITY**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**



**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**MBA Syllabus as per Revised Course Structure to be effective**  
**from Academic Year 2021-23 and onwards**



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**MBA Syllabus as per Revised Course Structure to be effective**  
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**(Revised Semester Based Course Proposal)**

**Rules, Regulations and Course Contents**  
**w.e.f.**

**Semester I Nov./Dec. Examination 2021**

**Semester II April/May Examination 2022**

**Semester III Nov./Dec. Examination 2022**

**Semester IV April/May Examination 2023**



**RAVENSHAW UNIVERSITY,**  
**CUTTACK, ODISHA - 753003**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

## **SYLLABUS FRAMING COMMITTEE**

### **MEMBERS OF BOARD OF STUDIES**

#### **Internal Members:**

1. Dr. Tushar Kanta Pany, Head of the Department.
2. Dr. Soumendra Kumar Patra, Assistant Professor.
3. Dr. Ashok Kumar Dash, Assistant Professor.
4. Dr. Biswaroop Singh, Assistant Professor.
5. Dr. Shradhanjali Panda, Assistant Professor.

#### **External Members:**

1. Prof. Pravat Kumar Mohanty, Former Professor, Department of Business Administration, Utkal University.
2. Prof. Purna Chandra Ratha, Former Professor, Department of Business Administration, Utkal University.
3. Dr. Bijaya Kumar Dash, Former Associate Professor, IMIT, Cuttack.
4. Dr. Sabat Kumar Digal, Associate Professor, R. D. Women's University, Bhubaneswar.

#### **VC's Nominee:**

1. Dr. SupravaSahu, Department of Commerce, Ravenshaw University, Cuttack

#### **Alumni Members:**

1. Ms. Niharika Singhi, Alumni Member, MBA.
2. Mr. Nitin Kumar Sahoo, Alumni Member, MBA.

## **1. PREAMBLE**

Ravenshaw University came into existence on the 15th day of November, 2006. It was an up gradation of Ravenshaw College established in 1868, one of the oldest and largest colleges in India which subsequently became an autonomous college with CPE status by UGC and 'A' grade by NAAC. The College with all its glorious academic achievement and ceaseless scholastic pursuits had already created a distinct niche for itself in India and beyond. The world is witnessing a high-tech revolution with changes in science, technology, commerce and industry. The world now believes that knowledge is everything. With opening up of world economy by way of globalisation, liberalisation and privatisation processes, all the business sectors are witnessing a tremendous growth. The whole economy is undergoing a tremendous transformation with many new sunrise sectors like financial services, consultancies etc. coming up. The service sector is outstripping the manufacturing sector in growth. A career in these sectors involves challenging work, high growth opportunities, lucrative pay packets and a professionally challenging work environment. The job market is undergoing a metamorphosis. This is creating a huge demand for careers in Business and Commerce. This has led to huge change in the way we teach and deliver business studies courses. Commensurate with the times and taking into account the challenges the age of globalization and knowledge-societies pose, RU is aware of the urgent need to move towards semester-wise Choice-Based Credit System (CBCS) and Continuous Assessment and Grading Pattern (CAGP). Agencies like UGC and NAAC have been advocating CBCS and CAGP. A number of universities and institutes of higher learning in the country have already adopted CBCS and CAGP. Under the banner of Department of Business Administration two year (four semesters) full-time MBA is continuing. The corporate world is dynamic and the changes are so severe that a series of new concepts and techniques are fast coming into being and the earlier and traditional ones are becoming obsolete. This situation has given rise to the need for restructuring the curricula of Management education at all levels so as to make it meaningful and compatible with the changing business scenario and introduce the concepts and techniques among the management teachers to further channelize and streamline their contribution. By introducing more and more professional skills, we need output of graduates and researchers to be of the best quality in the world.

## **2. DEPARTMENTAL PROFILES**

The Department of Business Administration was established in 2008 with a vision to be a leading University based Department of research and academic excellence. The Department works with missionary zeal so as to be dedicated to develop professional expertise and leadership skills and to be committed to empower its faculty and students to contribute meaningfully towards socio-economic development and progress of the nation. The Department offers three years Bachelor Degree in Business Administration (BBA) and two year full time Master's in Business Administration (MBA) degree. All these courses have been tailor-made keeping in mind industry needs and societal merit. Situated in the sprawling campus of Ravenshaw University in the heart of silver city of Cuttack, this department inculcates human values and professional ethics among

the students which help them to chalk out the right path and make decisions that are good not only for them, but also for the society at large. The objectives of imparting education combined with creation, dissemination, application of knowledge and orientation towards research are being met in an integrated form. The Department of Business Administration is poised for its journey towards excellence with an inclusive approach involving faculty, students, alumni, parents and industry experts. With highly qualified faculty members, excellent industry interface and participative teaching learning pedagogies to bring out the best in students who come from diverse educational, cultural, social and economic backgrounds.

### **3. OBJECTIVE OF THE PROGRAMME**

Master of Business Administration has a distinct objective to equip the students with knowledge, skills and attitude to become more suitable for the present and emerging job market. The courses are intended to impart intensive knowledge and training in the subject and help the students to acquire wider perspectives both for research and for professional application. The syllabus has been designed student-centered where there is flexibility for the students to have a greater choice of courses appropriate to their interests, needs and sustainability and long term goals. The students are offered four specializations in the areas of Marketing, Finance, Human Resource and Operations. For the award of degree in MBA a student has to clear 33 papers comprising of 100 marks each with dual specialization and weightage of 136 credit points.

### **4. DURATION**

The study programme leading to Master in Business Administration of the Ravenshaw University, Cuttack, Odisha shall be conducted by the Department of Business Administration for a duration of two years (4 semesters).

### **5. ELIGIBILITY**

Graduate in any discipline with minimum 50% marks in honours or 50% in aggregate (for students having no honours). A relaxation of 5% of marks shall be given in favor of SC & ST applicants.

**MASTER OF BUSINESS ADMINISTRATION  
(Examination Scheme)**

1. A candidate seeking admission into MBA program must go through the selection process of Common PG Entrance Test (CPET) of SAMS, Higher Education Department, Government of Odisha subject to rules provided in admission brochure.
  
2. Subject to the control and general supervision of the Academic Council, the instruction and routine in the MBA Course shall be under the direction of the Head, Department of Business Administration. The schedule of papers prescribed for various semesters shall be as follows.

**2 YEAR FULL TIME REGULAR MBA COURSE  
FOR THE BATCH 2021-2023**

**SEMESTER -1**

| <b>Eight Compulsory Papers of 100 marks each= 800 marks</b> |                                                |                     |
|-------------------------------------------------------------|------------------------------------------------|---------------------|
| <b>Mark: 20+80= 100</b>                                     |                                                | <b>Time : 3 hrs</b> |
| <b>Paper Code</b>                                           | <b>Course</b>                                  | <b>Credit</b>       |
| MBA 1.1.1 C                                                 | Organizational Behaviour                       | 4                   |
| MBA 1.1.2 C                                                 | Organisational Structure & Design              | 4                   |
| MBA 1.1.3 C                                                 | Managerial Economics                           | 4                   |
| MBA 1.1.4 C                                                 | Accounting for Managers                        | 4                   |
| MBA 1.1.5 C                                                 | Quantitative Techniques for Business Decisions | 4                   |
| MBA 1.1.6 C                                                 | Business Law                                   | 4                   |
| MBA 1.1.7 C                                                 | Computer Application for Business              | 4                   |
| MBA 1.1.8 C                                                 | Business Communication                         | 4                   |
| <b>Total Credit</b>                                         |                                                | <b>32</b>           |

**SEMESTER -2**

| <b>Eight Compulsory Papers of 100 marks each= 800 marks</b> |                               |                     |
|-------------------------------------------------------------|-------------------------------|---------------------|
| <b>Mark: 20+80= 100</b>                                     |                               | <b>Time : 3 hrs</b> |
| <b>Paper Code</b>                                           | <b>Course</b>                 | <b>Credit</b>       |
| MBA 1.2.9 C                                                 | Human Resource Management     | 4                   |
| MBA 1.2.10 C                                                | Marketing Management          | 4                   |
| MBA 1.2.11 C                                                | Business Environment          | 4                   |
| MBA 1.2.12 C                                                | Financial Management          | 4                   |
| MBA 1.2.13 C                                                | Business Research Methods     | 4                   |
| MBA 1.2.14 C                                                | Operations Management         | 4                   |
| MBA 1.2.15 C                                                | Management Information System | 4                   |
| MBA 1.2.16 C                                                | Cost & Management Accounting  | 4                   |
| <b>Total Credit</b>                                         |                               | <b>32</b>           |

**SEMESTER -3**

| <p align="center"><b>Two core papers, Summer Internship Project and 3 special papers from any two specialization of 100 marks each = 900 marks<br/>(In order to start a specialization class at least eight students are required.)</b></p> <p align="center"><b>Mark: 20+80= 100                      Time : 3 hrs</b></p> |                                            |               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|---------------|
| <b>Paper Code</b>                                                                                                                                                                                                                                                                                                           | <b>Course</b>                              | <b>Credit</b> |
|                                                                                                                                                                                                                                                                                                                             | <b>Core</b>                                |               |
| MBA 2.3.17C                                                                                                                                                                                                                                                                                                                 | Entrepreneurship Development               | <b>4</b>      |
| MBA 2.3.18 C                                                                                                                                                                                                                                                                                                                | Strategic Management                       | <b>4</b>      |
| MBA 2.3.19 C                                                                                                                                                                                                                                                                                                                | Summer Internship Project                  | <b>8</b>      |
|                                                                                                                                                                                                                                                                                                                             | <b>Marketing</b>                           |               |
| MBA 2.3.20 M                                                                                                                                                                                                                                                                                                                | Consumer Behaviour                         | <b>4</b>      |
| MBA 2.3.21 M                                                                                                                                                                                                                                                                                                                | Sales & Distribution Management            | <b>4</b>      |
| MBA 2.3.22 M                                                                                                                                                                                                                                                                                                                | Integrated Marketing Communication         | <b>4</b>      |
|                                                                                                                                                                                                                                                                                                                             | <b>Finance</b>                             |               |
| MBA 2.3.20 F                                                                                                                                                                                                                                                                                                                | Investment Analysis & Portfolio Management | <b>4</b>      |
| MBA 2.3.21 F                                                                                                                                                                                                                                                                                                                | Financial Market & Services                | <b>4</b>      |
| MBA 2.3.22 F                                                                                                                                                                                                                                                                                                                | Banking & Insurance Management             | <b>4</b>      |
|                                                                                                                                                                                                                                                                                                                             | <b>Human Resource</b>                      |               |
| MBA 2.3.20 H                                                                                                                                                                                                                                                                                                                | Human Resource Planning                    | <b>4</b>      |
| MBA 2.3.21 H                                                                                                                                                                                                                                                                                                                | Learning & Development                     | <b>4</b>      |
| MBA 2.3.22 H                                                                                                                                                                                                                                                                                                                | Employee Relations                         | <b>4</b>      |
|                                                                                                                                                                                                                                                                                                                             | <b>Operations</b>                          |               |
| MBA 2.3.20 O                                                                                                                                                                                                                                                                                                                | Supply Chain Management                    | <b>4</b>      |
| MBA 2.3.21 O                                                                                                                                                                                                                                                                                                                | Project Management                         | <b>4</b>      |
| MBA 2.3.22 O                                                                                                                                                                                                                                                                                                                | Materials Management                       | <b>4</b>      |
|                                                                                                                                                                                                                                                                                                                             | <b>Total Credit</b>                        | <b>40</b>     |



**SEMESTER -4**

| <b>One core papers, Dissertation and three special papers from any two specialization of 100 marks each= 800 marks</b> |                                         |               |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------|
| <b>Mark: 20+80= 100                      Time : 3 hrs</b>                                                              |                                         |               |
| <b>Paper Code</b>                                                                                                      | <b>Course</b>                           | <b>Credit</b> |
|                                                                                                                        | <b>Core</b>                             |               |
| MBA 2.4.23 C                                                                                                           | Business Ethics & Corporate Governance  | <b>4</b>      |
| MBA 2.4.24 C                                                                                                           | Dissertation                            | <b>4</b>      |
|                                                                                                                        | <b>Marketing</b>                        |               |
| MBA 2.4.25 M                                                                                                           | Services Marketing                      | <b>4</b>      |
| MBA 2.4.26 M                                                                                                           | Product & Brand Management              | <b>4</b>      |
| MBA 2.4.27 M                                                                                                           | Customer Relationship Management        | <b>4</b>      |
|                                                                                                                        | <b>Finance</b>                          |               |
| MBA 2.4.25 F                                                                                                           | Financial Derivatives & Risk Management | <b>4</b>      |
| MBA 2.4.26 F                                                                                                           | Strategic Financial Management          | <b>4</b>      |
| MBA 2.4.27 F                                                                                                           | Tax Planning & Management               | <b>4</b>      |
|                                                                                                                        | <b>Human Resource</b>                   |               |
| MBA 2.4.25 H                                                                                                           | Compensation & Reward Management        | <b>4</b>      |
| MBA 2.4.26 H                                                                                                           | Performance Management & Appraisal      | <b>4</b>      |
| MBA 2.4.27 H                                                                                                           | Labour Laws                             | <b>4</b>      |
|                                                                                                                        | <b>Operations</b>                       |               |
| MBA 2.4.25 O                                                                                                           | Business Process Re-Engineering         | <b>4</b>      |
| MBA 2.4.26 O                                                                                                           | Productivity Management                 | <b>4</b>      |
| MBA 2.4.27 O                                                                                                           | Services Operations Management          | <b>4</b>      |
|                                                                                                                        |                                         |               |
|                                                                                                                        | <b>Total Credit</b>                     | <b>32</b>     |

**1. NISM Investment and Advisor Module (Value Added Course)**

**2. Technical Analysis (Add-on Course)**

## SEMESTER -1

| Eight Compulsory Papers of 100 marks each= 800 marks |                                                |              |
|------------------------------------------------------|------------------------------------------------|--------------|
| Mark: 20+80= 100                                     |                                                | Time : 3 hrs |
| Paper Code                                           | Course                                         | Credit       |
| MBA 1.1.1 C                                          | Organisational Behaviour                       | 4            |
| MBA 1.1.2 C                                          | Organisational Structure & Design              | 4            |
| MBA 1.1.3 C                                          | Managerial Economics                           | 4            |
| MBA 1.1.4 C                                          | Accounting for Managers                        | 4            |
| MBA 1.1.5 C                                          | Quantitative Techniques for Business Decisions | 4            |
| MBA 1.1.6 C                                          | Business Law                                   | 4            |
| MBA 1.1.7 C                                          | Computer Application for Business              | 4            |
| MBA 1.1.8 C                                          | Business Communication                         | 4            |
| <b>Total Credit</b>                                  |                                                | <b>32</b>    |

### MBA.1.1.1.C ORGANISATIONAL BEHAVIOUR

**Course Objective:** The course is designed to help the students to develop cognizance of the importance of human behavior, to enable students to describe how people behave under different conditions and understand why people behave as they do. Also the course is to enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

**Course Outcomes:**

- To understand the conceptual framework of the discipline of OB and its practical applications in the organizational set up.
- To deeply understand the role of individual, groups and structure in achieving organizational goals effectively and efficiently.
- To critically evaluate and analyze various theories and models that contributes in the overall understanding of the discipline.
- To accept and embrace in working with different people from different cultural and diverse background in the workplace.

**Module – I**

Understanding Human Behaviour, Foundation of individual behavior, Concept and significance of OB. The diverse workforce, Relationship with managers and management. Contributing disciplines to OB, Models of OB: Autocratic Model, Custodian Model, Supportive Model, Collegial Model and System Model,

**Personality:** Definition, determinants, personality traits: MBTI, The Big Five Personality model, Theories, instruments to measure personality, personality attributes influencing OB.

**Perception:** definition factors influencing perception, perceptual process, Barriers to perception, Attribution Theory.

### Module - II

**Emotions:** Definition, Types of Emotions, Determinants, Emotional Intelligence. **Attitudes:** definition, Importance, sources of attitudes, components of attitude: ABC model, Cognitive Dissonance theory, Measurement of Attitude. Work Attitudes: Job Commitment, Job Satisfaction, Job Involvement, **Values:** definition, importance of values, types of values, Rockeach Value Survey.

**Learning:** Definition, Theories of learning: Classical conditioning, Operant Conditioning, Social Learning theory, cognitive learning; reinforcement, learning curve, learning style, learning and OB. **Motivation:** definition, Importance of motivation, Theories of Motivation (Content and process theories).

### Module - III

**Team:** Definition, Difference between team and group, Types of team-Problem solving, Self-managed, Cross-functional, Virtual teams, **Group dynamics:** definition, why do people join groups? Types of groups, the Stages of Group Development, Group decision making **Organizational Communication:** Barriers to effective communication, overcoming barriers, communication flow in organization, communication networks.

**Leadership:** Definition, Leadership vs management, Leadership styles: Autocratic, Supportive, Participative, Free-rein, Likert's four systems, Leadership Theories: Trait theory, Behavioural theories, Contingency theories (Fiedler Model, Path Goal theory, Situational Leadership theory, Leader-Member Exchange theory, Contemporary Leadership: Inspirational leadership, Transformational, Transactional, Charismatic and Authentic.

### Module - IV

**Conflict in Organizations:** Definition, nature of conflict: functional and dysfunctional, forms of conflict in Organisations, Conflict Management Styles: Avoiding, Accommodating, Competing, Compromising, Collaborating.

**Employee Stress:** Definition, Forms: Eustress and Distress, Occupational model: Stressors and outcomes, Burnout, approaches to stress management: individual and organisational.

### Case Analysis is compulsory

#### Suggested Texts:

- Understanding Organizational Behaviour, Parek, Oxford Publication
- Organizational Behaviour, Robbins, Judge, Sanghi, Pearson Publication
- Organisational Behaviour, Nelson, Quick & Khandelwal, Cengage Publication
- Organizational Behaviour, K. Awathappa, Himalaya Publishing House
- PPM & Organizational Behaviour, Chandrani Singh & Aditi Khatri, SAGE

## **MBA.1.1.2.C ORGANISATIONAL STRUCTURE & DESIGN**

### **Course Objective:**

The primary course objective is to help students understand the concepts and models of organizational theory and relate it with the changes witnessed in today's organization.

### **Course Outcomes:**

- Describe how Organizational structure helps shape behavior in organizations. Define basic Organizing concepts such as division of labor, chain of command, and span of control.
- Identify the types of Organizational structures. Apply critical thinking skills to develop structural recommendations.
- Describe the Organizational design process and its connection to organizational behavior. Explain how technology can be integrated into Organizational structure and design.
- Describe the interaction of organizational designs and competitive strategies. Explain how organizations both affect and are affected by their environments. Critically evaluate the effects of changing technology on organizational structures.

### **Course contents:**

#### **Module -I**

Definition of organization, Importance of organizations, Types of organizations, Internal & External environment, Open system approach, Mintzberg's five basic parts of an organization, Scientific Management, Fayol's 14 principles, dimensions of organizational design- structural and contextual dimensions, Organizational structure, Simple structure, Functional structure, Divisional structure, geographical structure, Matrix Structure, Virtual network structure, Hybrid structure.

#### **Module -II**

The environmental domain, Task environment, Environmental uncertainty, adapting to organizational uncertainty, controlling environmental resources- Ownership, Strategic alliances, Cooptation, Interlocking directorate, Change of domain, Regulation, Trade association, Interorganizational relationship framework- Resource dependence, Population ecology, Collaborative network, Institutionalism, Institutional similarity- mimetic, coercive and normative forces.

#### **Module -III**

Role of strategic direction in organizational design, Framework for selecting strategy and design- Porter's competitive strategies, Miles and Snow's strategy typology, Contingency factors affecting organizational design, Organization size, Organizational life cycle, Organizational decline and downsizing, Global expansion, Motivations of global expansion, Stages of international development

#### **Module -IV**

Organizational culture, Organization design and culture- Adaptability, Mission, Clan, and bureaucratic culture, Definition of change, Types of change, Lewin's change model, Force field theory.

### **Case Analysis is compulsory**

#### **Suggested Texts:**

- Organisation Structure and Design, Bhattacharya, Himalaya Publishing
- Organizational Theory, Change & Design, Richard Daft, Cengage Learning.
- Management Text & Cases, VSP Rao, Excel Books, New Delhi.
- Management, Ricky W. Griffin, Biztantra, New Delhi.

### **MBA.1.1.3.C MANAGERIAL ECONOMICS**

#### **Course Objective:**

To familiarize students with the concepts and theories of micro and macro-economics to facilitate decision making in the managerial context

#### **Course Outcomes:**

- Explain the mechanics of supply and demand in allocating goods and services and resources. Describe how changes in demand and supply affect markets. Understand the choices made by a rational consumer.
- Identify relationships between production and costs. Define key characteristics and consequences of different forms of markets.
- Understand the determination of key macroeconomic variables. Describe models of determination of equilibrium outputs, prices and rate of interest.
- Analyse the role of the Government in an economy and examine how it uses its fiscal and monetary policy to influence macroeconomic variables. Explain the working of an open economy.

#### **Course Contents:**

##### **Module-1**

Introduction & relevance of ME, utility analysis and revealed preference, Demand Analysis for Decision Making-Determinants of demand, Law of demand, Elasticity of demand, Demand forecasting, Supply analysis, Production analysis: Production function and Producers equilibrium.

##### **Module-II**

Cost Concepts, Cost function, Break Even analysis, Pricing strategies and policies under different market structure: Price and Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly.

##### **Module-III**

An overview of Macroeconomic policy, A circular flow of Income, National Income: concepts, methods of measurement of national income, Consumption function: Concepts of APC and MPC,

Factors affecting consumption function, Savings & Investment, Concept of MEC, Factors affecting MEC.

#### **Module-IV**

Business Cycles: Meaning and Phases, Concepts of Money and its functions, Monetary policy, Fiscal Policy, Balance of Payments, Exchange rate Determination.

#### **Case Analysis is compulsory**

#### **Suggested Texts:**

- Dominic Salvatore-Managerial Economics Global Economy, Oxford
- Managerial Economics, P.L.Mehta, Sultan Chand Publication
- Mankiew-Macro Economics, Cengage Learning
- Boyes, The New Managerial Economics, Indian Adaptation ed.
- Managerial economics, D.M.Mithani, Himalaya Publishing House

### **MBA.1.1.4.C ACCOUNTING FOR MANAGERS**

#### **Course Objective:**

The students are to be familiarized with the basic conceptual frame work of Financial Accounting i.e., from recording of transactions to preparation of Financial Statements. The students are required to learn the basic methodology to analyse and interpret the Financial Statements.

#### **Course Outcomes:**

- Acquire conceptual knowledge of basics of accounting.
- Identify events that need to be recorded in the accounting records. Develop the skill of recording financial transactions and preparation of reports in accordance with GAAP.
- Equip with the knowledge of accounting process and preparation of final accounts of sole trader. Identify and analyze the reasons for the difference between cash book and pass book balances.
- Recognize circumstances providing for increased exposure to errors and frauds. Determine the useful life and value of the depreciable asset

#### **Course Contents:**

##### **Module-I**

Introduction Accounting, Evolution, Scope, Function, objective and limitation of Accounting, Accounting and Book Keeping; accounting as a Language of Business, Accounting information System, Nature of Accounting Information, Users of Accounting information. Accounting Principles; Accounting concepts and conventions; Accounting standards and IFRS; Accounting Equation and Transaction Analysis, Rules of Debit and credit.

Journal and Ledger - Double Entry system', Subsidiary Books (Cash Book, Purchase Day Book', Sales Day Book, Purchase Returns Book, sales Return Book, Bills Receivable and Payable Book',

Journal Proper), Preparation of Trial Balance, Concept of Capital and Revenue items. Bank Reconciliation Statement.

### **Module-II**

Fixed Assets and Depreciation: Determination of Cost of Fixed Asset, Revaluation of Terminology of Depreciation, Features of Depreciations, Objectives of depreciation, Methods of recording depreciation, Methods of charging depreciation (straight line method, Written down method, Change in Method of Depreciation Sinking Fund and Insurance Policy) Preparation of financial statements; Manufacturing accounting, Trading and Profit loss accounting, Balance sheet, adjustments

### **Module-III**

Overview of Financial Statement- Types of financial statement, Identifying items in Balance sheet and Profit loss Accounts, Balance Sheet-financial condition, Who analyze financial statement?, Re-casting Financial Statement, Sources of information, Investor Communication.

Meaning of Financial Statement, Methods of financial statement analysis – Horizontal, Vertical, and Trend Analysis.

### **Module-IV**

Ratio Analysis (Liquidity, Leverage, Solvency, Turnover and profitability ratio based on Sales, Capital and Prospective Investor)Cash Flow Statement; Meaning, Objectives, importance and Limitation, Classification of Cash Flow (Cash Flow from Operating Activity, Investing Activity, Financing Activity) .Preparation of Cash Flow Statement.

### **Case Analysis is compulsory**

#### **Suggested Texts:**

- Financial Accounting, Anil Kumar, Himalaya Publishing House.
- Financial Accounting, Mukherjee and Hanif, Tata McGraw Hill
- Financial Accounting, Maheswari and Maheswari, Vikas Publication
- Financial Accounting for Management, Ambrish Gupta, Pearson Publication

## **MBA.1.1.5.C QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

### **Course Objective:**

The purpose of this course is to enable the students to understand the importance of Quantitative Techniques for today's managerial decision. The course starts with a brief idea on various mathematical and statistical methods. It moves on to focus on probability and probability distributions. Finally regression analysis and time series forecasting for analysis is done.

### **Course Outcomes:**

- Provides students with quantitative skills that are required to make business decisions.

- These skills involve using statistical, forecasting and estimation techniques.
- Formulation and application of mathematical models in business decision making scenarios.

**Course contents:**

**Module - I**

Data Organization: Data: Types, Collection; Organizing categorical data: frequency distribution, classes, relative frequency distribution and percentage distribution; Data Presentation: Visualizing categorical data: bar chart, pie chart, pareto chart, multiple bar chart; Visualizing numerical data: stem and leaf diagram, histogram, percentage polygon, ogives.

**Module - II**

Numerical Descriptive Measures: Central Tendency: Mean, Median, Mode, Geometric mean; Variation and shape: Quartiles, Range, Variance and Standard deviation, Coefficient of Variation, Skewness, Covariance.

Probability: Probability concepts, Conditional probability, Bayes Theorem; Binomial distribution, Poisson distribution, Normal distribution.

**Module – III**

Correlation and Regression Analysis: Types of Regression models, Determining simple linear regression; Measures of variation: Sum of Squares, Coefficient of Determination, Standard Error of the Estimate.

Time-Series Forecasting: Importance, Component Factors, moving Averages, Exponential Smoothing, Least-Square Trend Fitting, Seasonal influence and Forecasting.

**Module - IV**

An overview of Operations Research (OR) and its application in managerial decision making; Linear Programming Problems; Mathematical Model formulation and its application , Graphical and Simplex methods (maximisation); Transportation Problems; Assignment Problems; Game Theory (concepts), Simulation; Management Applications, Generation of Random numbers, Monte – Carlo Simulation;

**Case Analysis is compulsory**

**Suggested Texts:**

- Statistics for Management, Levin & Rubin.(PHI)
- QT for Decision Making, Sharma &Anand, Himalaya Publishing House.
- S.P. Gupta : Statistical Methods : Himalaya Publishing House
- S. Kalavati “Operations Research” Vikash Publication.
- A. Sharma “Operations Research” Himalaya Publishing House.

**MBA.1.1.6.C BUSINESS LAW**

**Course Objective:**



Law includes all those rules and principles which regulate our relations with other individuals and with the State. The management students need to know the latest laws pertaining to business transactions in order to make business decisions.

**Course Outcomes:**

- On completion of this course, learners will be able to: appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.
- Identify the fundamental legal principles behind contractual agreements. Examine how businesses can be held liable in tort for the actions of their employees.
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- Acquire problem solving techniques and to be able to present coherent, concise legal argument

**Course contents:**

**Module – I**

The Law of Contract,1872 : Introduction to Law and Business Law; Definition, essentials and classification of contract; Offer Competency or capacity of parties (minor, unsound mind and persons prohibited by law); Free consent, Legality of object, Lawful consideration, Void agreements; Contingent contract; quasi contract; performance of contract, Discharge of contract; Remedies of breach of contract.

Specific contract: Indemnity and guarantee, kinds of guarantee, Rights of surety, Discharge of surety); Bailment pledge (Meaning & definition of bailment, Classification of bailment, Duties and rights of bailor and bailee, Law relating to lien, difference between bailment and pledge, rights and duties of pawnor and Pawnee, Pledge by non-owners); Agency: Duties and rights of principal and agent.

**Module - II**

The Sale of Goods,1930: Definition of sale and agreement to sale and distinction; essentials of sale; Condone and warranties (Definition, difference, implied conditions and warranties); Transfer of property; Performance of contract of sale; Rights of unpaid of seller; Sale by non-owners.

The consumer Protection Act 1986: Objective & Scope, Consumer disputes & Redressal Agencies, Unfair Trade Practices.

The Negotiable instruments, 1881: Definition, characteristics and types of negotiable instruments; Promissory notes; Bills of exchange, Cheque ( Definition, distinction), Marking and crossing of cheque; Classification of Instruments; capacity of parties, parties to negotiable instruments, Holder and holder in due course; payment in due course; liabilities of parties; Modes of transfer of instruments (negotiation and assignment); Indorsement; Presentment of a negotiable instrument (presentment for acceptance, sight, payment); Dishonour of a negotiable instrument (non-acceptance);Noting and protest; Penalties of dishonour of cheque; Discharge of negotiable instrument.

**Module - III**

The Company Law,1956 and 2013: Definition and characteristics of company; Lifting the corporate veil; Company and partnership; Kinds of companies; Incorporation of a company; Promoter; Pre-incorporation and provisional contracts; Commencement of business; Memorandum of association (Contents, and alteration); Articles of association (Contents and alteration); Articles and Memorandum relation; Doctrine of constructive notice and indoor management; Prospectus (Contents and misstatement in prospectus and consequences); Membership in a company; Share capital; Shares; Company management; Company Meetings; Dissolution of company.

#### **Module - IV**

The Competition Act,2002; The Foreign Exchange Act,1999; The Information Technology Act ,2000; Law of Insolvency; Law of insurance and Law of Carriage.

#### **Case Analysis is compulsory**

##### **Suggested Texts:**

- Business law for Management, Bulchandani.K.R., Himalaya Publishing House.
- Mercantile Law , N.D. Kapoor, Sultan Chand Publication
- Legal Aspects of Business , Ravender Kumar, Cengage Publication
- A Text Book of Mercantile Law , P.P.S.Gogna, S.Chand Publication

### **MBA.1.1.7.C COMPUTER APPLICATION FOR BUSINESS**

#### **Course Objective:**

The purpose of this course is to acquaint the students with the basic concepts of computers used in business. The entire paper is meant for making the students of management understand basic concepts and its usefulness in business environment without the technical details.

#### **Course Outcomes:**

- Use computer systems for keeping and analyzing data.
- Understand the concept of Hardware, software, networking and problem solving.
- Develop Skills in MS Excel to solve business problems.

#### **Course contents:**

##### **Module – I**

Introduction to Computers: Role of Computers in modern business and in various functional areas of business. Basic Computer Concepts: Evolution, Organization and Architecture, Components: Software, Hardware, Firmware, classification of computers , Functional Units: CPU, Memory, Types of memory, Input & Output devices, Operating Systems: Functions, Types: Multi-programming, Basics of Multiprocessing, Multi-tasking, Multi-threading, Real-time OS.

##### **Module - II**

Problem Solving using Programming Skills: Evolution of Programming Language, Classification, Generation, Features and Selection of programming language, Software – Definition, Relation

with Hardware, Software categories: System software, Application software and Terminology. Flow chart and its importance, Algorithm Definition and properties.

### **Module – III**

Basic concepts of Computer Networks & Internet: Introduction to networks: LAN, WAN, Data Communication, Transmission Media and transmission infrastructure, Network Devices: hubs, routers, switches, repeaters etc., Introduction to Communication Protocol: TCP/IP, OSI Model, Communication connectivity: DSL, Dial-up, Broadband Internet and its Applications: Evolution of Internet, Basics of working of Internet. Publishing a website for your business.

### **Module – IV**

MSEXCEL Fundamentals : User Interface of MS EXCEL, Data Validation: Prevent errors using validation criteria, Create custom validation criteria, Display an Input Message and an Error Alert, Conditional Formatting: Application of conditional formatting rules, Create custom rules, Managing conditional formatting rules, Array Functions; Understand arrays, Advantages of array, Transposing an array Text Functions: Manipulate, extract and format strings using text functions, Application of FIND, LEFT, RIGHT, MID, LEN , etc functions.

Functions and Tools in MSEXCEL: Logical Functions; Decision making using logical functions, Simple IF, Nested IF, and Compound IF functions. Lookup Functions; Retrieve information using lookup functions, VLOOKUP, Nested VLOOKUP, HLOOKUP, MATCH, INDEX, MATCH & INDEX, etc. Date Functions; Application of date functions in receivable management, HR, project management etc, DATEDIF, TODAY, DATE etc. Solver; Application of Solver in finding solutions to wide Variety of management and optimization, Problems. Other Advance Tools; Subtotal, Advance Filter, Pivot Tables. What if analysis; Break Even analysis using Goal Seek, Mortgage Analysis using Scenario Manager.

### **Case Analysis is compulsory**

#### **Suggested Texts:**

- Computer Application in Business, Sudalaimuthu, Himalaya Publishing House
- Introduction to Computer Science , Second Edition By ITL Education Solutions Limited
- Succeeding in Business with Microsoft Excel 2013 A Problem-Solving Approach by Debra Gross, Cengage Learning
- Computer Fundamentals and applications by Ashok Arora, vikas Publications
- Computer Fundamentals , P.K Sinha&PritiSinha, BPB Publications

## **MBA. 1.1.8.C BUSINESS COMMUNICATION**

### **Course Objective:**

Research says “Communication and interpersonal skills remain at the top of the list of what matters most to recruiters.” Organizations look at a management graduate’s oral and verbal skills as a baseline; and how such skills can be used to inform, persuade, coach and inspire is what makes this subject industry worthy. Effective interpersonal communication has long been recognized as basic to any successful human enterprise.

**Course Outcomes:**

- To increase awareness of the importance and value of effective communication practices in organizations and make them industry ready.
- Write clearly, concisely, and convincingly.
- Create impressive formal presentations that are delivered with confidence and poise.
- Develop Public Speaking skills. Listen and give and receive feedback effectively. Understand and practice the fundamentals of Business Writing.

**Course contents:****Module – I**

Basics of Business Communication: Definition and Process of Communication, Types of Communication (Verbal & Non-Verbal, Formal & Informal), Importance of Communication, Principles and Barriers to Communication, Listening Skills, Giving, receiving and managing feedback, Individual Public Speaking assignments

**Module -II**

Fundamentals of Business Writing: Critical thinking, Business Reports, Business Proposals, Writing E-mails, Memos and Circulars, Writing Positive and Negative messages, drafting persuasive messages, Covering letter writing, Resume Writing & Job Application Letters.

**Module – III**

Developing Presentation Skills: Managing Self/Content/Audience, Narration, Making effective Presentation, Watching movies on communication, analysing and presentation, Group Presentation on Case Studies, Role plays.

**Module IV**

Employment Communication: Business Proposal Presentation, Business etiquettes, Group Discussion & Personal Interview Practice sessions,

**Suggested Texts:**

- Effective Business Communication, Herta, Hildebrandt and Thomas, Tata McGraw
- Basic Business Communication, Lesikar Flatly, Tata McGraw
- Business Communication Today, Bovee, Courtland and John V. Thill , Pearson Publication
- Communication Skills: Sanjay Kumar & Pushpalata, Oxford University Press
- Business Communication: Skills, Concepts and Application, PD Chaturvedi and Mukesh Chaturvedi, Pearson

## SEMESTER -2

| Eight Compulsory Papers & Industry Internship of 100 marks each= 800 marks |                               |              |
|----------------------------------------------------------------------------|-------------------------------|--------------|
| Mark: 20+80= 100                                                           |                               | Time : 3 hrs |
| Paper Code                                                                 | Course                        | Credit       |
| MBA 1.2.9 C                                                                | Human Resource Management     | 4            |
| MBA 1.2.10 C                                                               | Marketing Management          | 4            |
| MBA 1.2.11 C                                                               | Business Environment          | 4            |
| MBA 1.2.12 C                                                               | Financial Management          | 4            |
| MBA 1.2.13 C                                                               | Business Research Methods     | 4            |
| MBA 1.2.14 C                                                               | Operations Management         | 4            |
| MBA 1.2.15 C                                                               | Management Information System | 4            |
| MBA 1.2.16 C                                                               | Cost & Management Accounting  | 4            |
| <b>Total Credit</b>                                                        |                               | <b>32</b>    |

### MBA.1.2.9.C HUMAN RESOURCE MANAGEMENT

#### Course Objective:

The purpose of this course is to facilitate the students in acquiring specific knowledge, skills, and abilities associated with human resource management so that they can prepare themselves to perform the essential functions of human resource management after they join organizations.

#### Course Outcomes:

- To get a fundamental understanding of human resource management ideas, functions, and processes.
- Create and implement various HRM procedures, such as recruitment, selection, and training.
- To design a corporate strategy and then support the necessary internal transformation to carry it out.
- To combine and synthesize multiple approaches to organizational and human resource issues.

#### Course Contents:

##### Module-I

Introduction to HRM, Evolution and development of HRM, Environment of HRM Objectives, Scope & Functions of HRM, HRM in electronic age , Green HRM, Work Life Balance

##### Module-II

Human Resource Planning (HRP) - Definition, Objectives, Methods; HRP process, Barriers to HRP; Job analysis & design (Job description, Job specification); Job enrichment and job enlargement; Recruitment process, methods of recruitment Selection process, Induction & Socialization.

### **Module-III**

Career Planning, Succession Planning, Career anchors, Career management and development; Learning theories, Training process, Kirk Patrick's model of training evaluation, Philip's model of calculating training ROI.

### **Module -IV**

Job evaluation- objective, methods and merits; Wage and Salary administration- objectives, components and methods; Incentives and benefits, Worker's participation in management (WPM), Forms of WPM, Employee health and safety, Human Resource Information System (HRIS), International HRM, Managing HR in virtual organizations.

### **Case Analysis is compulsory**

#### **Suggested Texts:**

- Human Resource Management ,Dr. Biswajeet Patnayak, PHI Publication
- Personnel and Human Resource Management, Subba Rao, Himalaya Publications
- Human Resource Management –Text & Cases, K. Ashwathappa, Tata MacGraw Hill Publication
- Human Resource Management, Amitabh Sengupta, SAGE

## **MBA.1.2.10.C MARKETING MANAGEMENT**

### **Course Objective:**

The course will help participants understand the major concepts and tools of marketing, the environment and how savvy marketers make quick decisions, make adjustments to rapidly changing market conditions, lower costs and build relationships. In that process, they ensure share of the market, share of the mind and add to the bottom line.

### **Course Outcomes:**

- Formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.
- Determine strategies for developing new products and services that are consistent with evolving market needs.
- Develop strategies for the efficient distribution of products and services.
- Develop pricing strategies that take into account perceived.

### **Course contents:**

#### **Module - I**

Defining marketing for the 21st century: Importance of Marketing, Scope of Marketing, Core marketing concepts, the new marketing realities, Company orientation towards the marketing

place. Scanning the Marketing Environment: Micro environment and Macro environment, Demand forecasting; SWOT Analysis. Marketing Process, Marketing Mix, Case Analysis.

### **Module - II**

Analyzing consumer market: Influences of consumer behavior, Buying decision process, Types of consumer buying decisions, Analyzing business market: Participants in the business buying process, Stages in the buying process, Identifying market segments and targets: Bases for segmenting consumer market, Targeting and Positioning. Product: Concept, Product classifications, Developing New Product and Service, Product Life cycle, Product mix strategies. Branding: Concept of Branding, Brand Types, and Brand equity, Brand Positioning, Packaging and Labeling, Case Analysis.

### **Module - III**

Price: Setting the Price, Adapting the price, Price discounts and allowances. Place: Designing and managing marketing channels, Channel design decision, Conflict, Cooperation and Competition, Ecommerce, Managing retailing, wholesaling and logistics. Promotion: Designing and Managing Integrated Marketing Communications (IMC), developing effective communication, Marketing Communication mix, Case Analysis.

### **Module - IV**

Marketing information system, Marketing Research. A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing, green marketing, Case analysis.

### **Case Analysis is compulsory**

#### **Suggested Texts:**

- Marketing Management: A South Asian Perspective –Kotler et al; Pearson Publication
- Marketing Management , Lamb, Hair, Sharma, Mc Daniel, Cengage publication
- Marketing Management, Ramaswamy, Namakumar, McMillan Publication

### **MBA.1.2.11.C. BUSINESS ENVIRONMENT**

#### **Course Objective:**

To familiarize the students with Business Environment and Business Practices in day to day activities. The course enables the students to focus on the present economic policy and practices.

#### **Course outcomes:**

- Explain the concept of the various constituents of environment and their impact on businesses.
- The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.
- Understand the definition of ethics and the importance and role of ethical behavior in the business world today.
- Integrate the concept and opening economies of developing countries like India through RTB and multilateral route (WTO) in a globalizing world.

## **Course contents:**

### **Module-I**

Business environment, nature scope, objectives, Types of environment, internal environment, external environment, environmental analysis and Strategic management. Economic environment of Business, Natural environment, technological environment, innovation, technology and competitive advantage, Techniques for environmental forecasting, benefits/importance of environmental analysis, limitations of environmental forecasting.

### **Module-II**

Environment of business, Economic system, Indian Economic Planning: features, objectives, Nature and structure of economy, economic policies and economic conditions, Industrial policy up to 1991, Liberalization, Privatization and Globalization, Structural reforms of Indian Economy. Structure of Indian industries, Public sector in India, Private sector in India, Small scale industry, Industrial sickness and Industrial Policy.

### **Module-III**

Business and society, objectives and importance of business, Ethics in business, Social Responsibility of Business, Consumerism and Business, Environmentalism, Role of Govt. in environmental regulations, Urban development and environment, Global environmental issues. Managing Environmental issues and Sustainable Development, Environmental management as a competitive advantage, The greening of management, Green Marketing, Role of Govt. in environmental regulations, Industrialization and environment, Sustainable development- Concepts, relevance in modern Business, Social audit.

### **Module- IV**

India's foreign trade, India's balance of payment, Indian economy in the 21st century, foreign capital, MNC and collaborations, EXIM POLICY, Trading blocks. Objectives and evaluation of GATT, functions of WTO, Globalisation of World economy, globalisation of business, globalisation stages, essential conditions for globalisation, globalisation of Indian business.

## **Case Analysis is compulsory**

### **Suggested Texts**

- Business Environment by Francis Cherunilum, Himalaya Publishing House.
- Essentials of Business Environment by K.Aswathappa, Himalaya, Publishing House.
- Business Environment by Raj Agrawal, Excel Books.
- Business Environment by Suresh Bedi, Excel Books

## **MBA.1.2.12.C FINANCIAL MANAGEMENT**

### **Course Objective:**

The purpose of this course is to enable the audience to understand the financial decision making process and to interpret the impact that financial decisions will have on value creation. The course starts with a discussion on the valuation and proceeds to long term investment decisions. The capital structure and sources of finance are discussed next with a detailed analysis of the



concept of leverage. The detailed analysis of the dividend decision of a firm and all related issues will be taken up in the subsequent classes. The course will be complete with a preliminary discussion on working capital management.

### **Course Outcomes:**

- Explain the concept of fundamental financial concepts, especially time value of money.
- Apply capital budgeting projects using traditional methods.
- Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances.
- Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting.

### **Course contents:**

#### **Module-I**

Introduction to financial management, Finance functions, Goals of financial management, Agency problem and agency cost, Sources of long term finance: equity share: IPO, rights issue and private placement, Preference shares, Debentures, Term loans, Time value of Money: Interest rates, Compounding, Discounting, Application of compounding and discounting. Case Analysis.

#### **Module-II**

Valuation of Securities: Bond valuation, Valuation of preference shares, Equity valuation; Capital budgeting and estimating cashflows: The capital budgeting process: an overview, Generating investment project proposals, Estimating project cashflows, Capital budgeting techniques: DCF and Non DCF methods; Dependency and mutual exclusion of projects, ranking problems, Multiple IRR, Capital rationing. Case Analysis.

#### **Module-III**

The concept cost of capital, cost of component sources: Cost of debt, Cost of preference capital, Cost of equity; Overall cost of capital, The CAPM: Project specific and group specific required rate of return, Leverage Analysis: Operating leverage and business risk, Financial leverage and financial risk, Combined leverage and total firm risk, Capital structure determination: Approaches to capital structure, The total value principle, Presence of market imperfections and incentive issues, Effect of taxes, Financial signaling. Case Analysis.

#### **Module-IV**

Dividend theories: Walter's and Gordon's theory of relevance, Miller – Modigliani theory of irrelevance, Signaling theory of Solomon, Dividend Policy: Objective, Practical consideration, Stability of dividend, Forms of Dividend: Cash, stock, split, repurchase; Principles of Working capital Management: Concept, Operating and cash conversion cycle, Estimation of Working Capital, Working Capital Policy: Current Asset policy, Financing Policy; Determinants of working capital.

### **Case Analysis is compulsory**

### **Suggested Texts:**

- Financial Management, Text, Problems and Cases, Khan and Jain, Tata McGraw Hill
- Financial Management, G.S Reddy, Himalaya Publishing House
- Financial Management, I.M. Pandey, Tenth Edition, Vikas Publication

- Fundamentals of Financial Management, J.C. Van Horne, J.M. Wachowicz,Jr, Prentice Hall of India .

### **MBA.1.2.13.C BUSINESS RESEARCH METHODS**

#### **Course Objective:**

The purpose of this course is to enable the students to understand the importance of research for today's managerial decision. The various mathematical and statistical tools are utilized for undertaking researches in business. This course will focus on betterment of future prospects by meaningful research.

#### **Course Outcomes:**

- The students will be able to understand various kinds of research, objectives of doing research, research process research designs and sampling.
- To formulate research problem and develop a sufficiently coherent research design. Have basic knowledge on qualitative, quantitative as well as measurement & scaling techniques.
- Have basic awareness of data analysis, including descriptive & inferential measures.
- The students will be able to write & develop independent thinking for critically analyzing research reports.

#### **Course contents:**

##### **Module - I**

Nature and scope of Research; Meaning and Significance of Business Research; Role of Research in Business and Industry; Current Status of business research in India; Research Vs Research Methodology; Scientific Research Methods; Techniques involved in Defining Research problem; Statement of Research Problem; Preliminary stages of Research Process; Types of Business Research Process; Research Designs – Meaning and Concepts; Types of Research Design.

##### **Module - II**

Sampling Methods – Probabilistic & Non - Probabilistic Sampling, Sample Design & Procedures- Sample size estimation, etc; Survey Method- Questionnaire and Questionnaire Design, Check List, Interview Schedule; Measurement & Scaling – Attitude Measurement, Test of Sound and Good Measurement, Comparative and non-comparative scaling Techniques.

##### **Module III**

Data Analysis Techniques: Frequency Distribution, Tabulation and Cross Tabulation, Editing, Coding, Data classification, Data Interpretation and Data Presentation; Hypothesis Testing, Descriptive Statistics, Univariate ('t' & 'z'), Bivariate (ANOVA, Chi-square), Multiple regression, Factor analysis, Multi-Dimensional Scaling; Basic Concepts of SPSS; Data analysis with SPSS.

## **Module – IV**

Research Documentation/Report Writing: Meaning of Report; Different Types of Research Report, Characteristic of Research Report; Structure of Research Report, Different steps of report writing; Use of Tables and Figures; Oral Presentation.

### **Case Analysis is compulsory**

#### **Suggested Texts:**

- Research Methodology, Kothari C.R. , New Age International publisher.
- Research Methodology, Bhattacharya, D.K., , Excel Books, New Delhi 2nd Edition 2006
- Fundamentals of Mathematical Statistics, Gupta, S.C. & Kapoor, V.K. , S.Chand Publication.
- Cooper & Schindler “Business Research Methods:, Tata McGraw Hill,

### **MBA.1.2.14.C OPERATIONS MANAGEMENT**

#### **Course Objective:**

Production/Operations Management is concerned with the production of goods and the delivery of services to meet customers’ demand. The challenges facing the organizations today is to deliver high quality product/services to meet the ever changing customer demands in a timely and cost effective manner. The creation of products and services is the very reason for any organization’s existence. Hence, production/operations management should be at the core of its activities as it has the primary responsibility for this act of creation.

#### **Course Outcomes:**

- This core course introduces Operations function in an organization, helping you understand how managers design, use, manage and improve systems and processes to create value to their customers effectively and efficiently.
- The students will learn the major concepts and tools used in the design and use of operations systems in organizations.
- It introduces the discipline and the role the function plays in a value-creating organization.
- Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations.

#### **Course contents:**

##### **Module - I**

Overview of Operations Management: Meaning, history and definition, OM as a function, services and goods production- differences and similarities, current issues in OM, Operations strategy, Competitive Priorities, Strategic Decisions in Operations, Design of Products & Services, The Product Design Process, The Service Design Process, Productivity, Single factor and Multi factor productivity, Methods for improvement of productivity.

## **Module - II**

Facility location, Layout and Work Study: Facilities Location Decisions: Location Factors, Multi-attribute plant location model and Multi-facility location model, Facility Layout, Basic layout types, Layout for product focused system, Layout for process ,focused system, Cellular layout, Fixed position layout, Retail service layout, Office layout.

Work Study: Objectives of method study, Method study procedure, Recording techniques, Method improvement, Purpose of work measurement, Techniques of work measurement Stop watch time study, Work sampling.

## **Module - III**

Aggregate Planning & Inventory Management: Aggregate Planning, Concept, Need for Aggregate Planning, Aggregate planning strategies, Types, Chase Strategies, Level Strategies, Mixed Strategies.

Inventory Management: Concept, Importance, Dependent and Independent Inventory, Costs of Inventory, Economic Order Quantity model, Quantity discount, Fixed order quantity and Fixed interval inventory systems, Reorder Point and Safety Stock, ABC analysis

## **Module – IV**

Quality Control and related topics: Quality Control, Concept, Dimensions, costs associated with quality, Tools of quality control, control charts for Variable and Attributes(R chart, x bar chart, p chart)

Related topics: Introduction to Supply Chain Management, JIT and Lean System, Theory of Constraints, Future challenges in POM

### **Case Analysis is compulsory**

#### **Suggested Texts:**

- Production and Operation Management, K.Aswhappa, Himalaya Publishing House
- Operations & Supply Management: 12th edition. Chase R.B., Shankar R., Jacobs F.R. , Aquilano N.J., Tata McGraw Hill
- Operations Management; 4th edition, Russell R.S. and Taylor B.W.-; PHI publication.
- Operations Management-process and value chains, Krajewski L. J., Ritzman L. P. & Malhotra M.K., 8th edition, Pearson Education.

## **MBA.1.2.15.C MANAGEMENT INFORMATION SYSTEM**

### **Course Objective:**

Management Information Systems (MIS) is the study of people, technology, organizations and the relationships among them. MIS professionals help firms realize maximum benefit from investment in personnel, equipment, and business processes. MIS provides information so that a manager in an organization can better decide, better plan and better control strategically and tactically.

### **Course Outcomes:**

- Use information systems to take right decisions at the right time.
- Use information systems for solving business problems and doing knowledge management.
- Keep information safe and secure.

**Course contents:**

**Module - I**

Management Information Systems- Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change Information, Management and Decision Making - Models of Decision Making -Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information

**Module - II**

Information Technology -Definition, IT Capabilities and their organizational impact - Telecommunication and Networks - Types and topologies of Networks - IT enabled services such as Call Centres, Geographical Information Systems etc Data Base Management Systems - Data Warehousing and Data Mining Systems Analysis and Design -Systems Development Life Cycle - Alternative System Building Approaches - Prototyping - Rapid Development Tools - CASE Tools – Object Oriented Systems (Only introduction to these tools & techniques)

**Module - III**

Decision Support Systems -Group Decision Support Systems - Executive Information Systems - Executive Support Systems -Expert Systems and Knowledge Based Expert Systems- IS Security, Control System Success and Failure. The Future Trends in MIS the Emerging IT Trends Electronic Data Interchange.

**Module - IV**

E-business Systems, Enterprise business systems, Electronic commerce systems, Objected Oriented Approach Networking (Information System Highway) Extended Enterprise Systems Managing International Information System

**Case Analysis is compulsory**

**Suggested Texts:**

- Management Information System, CSV Murthy, Himalaya Publishing House.
- Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education
- Management Information System, J A 'Obrien, Marakas, McG Hill Publication.
- Management Information Systems, Jawadekar, Tata McGraw Hill

**MBA.1.2.16.C COST AND MANAGEMENT ACCOUNTING**

**Course Objective:**

The objective is to acquaint the students with cost and management accounting system for computation of cost for different product and services and effective discharge of managerial activity of prime importance.

### **Course Outcomes:**

- Students would be able to get a clear picture of absorption costing, marginal costing, break even analysis.
- They will be able to take a decision while solving the problems Students would understand about profit planning, make or buy decisions, cost reduction and cost control.
- Students would analyse the motive behind preparing the various budgets, establishing a budgetary control system and its administration.
- Students would be able to determine standard cost and its types, determine total standard cost and variances and its applicability

### **Course contents:**

#### **Module - I**

Introduction to Cost and Management Accounting, Nature, scope and objective of Cost and Management Accounting, Relationship among Cost accounting, Financial Accounting and Management Accounting. Tools and Techniques used in Cost and Management Accounting and decision making.

#### **Module - II**

Types of Cost Centre, Profit Centre and Investment Centre. Classification of Cost, Segregation of fixed, variable and semi variable cost, Types of overhead, Preparation of cost sheet, Job and Contract Costing: Meaning, Features, Application, Procedure of Job Cost Accounting Computation of Job Cost. Process Costing: Meaning, Features and Application.

#### **Module - III**

Material Pricing: Components of Material Cost, Methods of Pricing Material (Issued), Inventory Recording.

Material Control: Introduction to Inventory control, Techniques of Material control; Input output Ratio, Inventory turnover ratio Economic order quantity ,Just-in-time inventory system ,Features of JIT , Stock control through ABC Analysis ,VED Analysis ,Perpetual Inventory system ,FNSD Analysis and Level setting.

Labour- Accounting and Control: Types of labour, Control over Labour costs,Labour Turnover ,Causes of labour Turnover, Measures to reduce Labour Turnover, Effects of labour Turnover , Cost of labour Turnover, Causes of Idle time, accounting of Idle time, Overtime Premium.

#### **Module - IV**

Marginal Costing: Marginal cost, Marginal costing, Contribution, Income determination under marginal costing and Absorption costing, Marginal cost equation.

Profit/volume (P/V) ratio, Cost volume-profit Analysis, Margin of safety, Break even chart, Angle of Incidence, Applications of Marginal costing.

Budget and budgetary control: Budgeting process, Preparation of Flexible budgeting, Master Budget, Zero base Budgeting Efficiency Ratio, Activity Ratio, Capacity Ratio.

Standard costing and variance Analysis.

Standard Costing: Standard cost and standard costing Objectives, Variance analysis – Interpretation of variances, Material variances, Labour variances.

### **Case Analysis is compulsory**

#### **Suggested Texts:**

- Cost and Management accounting, M.N.Arora, Himalaya Publishing House.
- Cost Accounting, Ravi M Kishore, Taxmann.
- Cost and Management Accounting, M. Hanif, Tata MacGraw.Hill.
- A Text Book of Cost and Management Accounting, M.N. Arora, Vikas Publication.

### SEMESTER -3

| <b>Two core papers, Summer Internship Project and 3 special papers from any two specialization of 100 marks each = 900 marks<br/>(In order to start a specialization class at least eight students are required.)</b> |                                            |           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-----------|
| <b>Mark: 20+80= 100                      Time : 3 hrs</b>                                                                                                                                                             |                                            |           |
| Paper Code                                                                                                                                                                                                            | Course                                     | Credit    |
| <b>Core</b>                                                                                                                                                                                                           |                                            |           |
| MBA 2.3.17C                                                                                                                                                                                                           | Entrepreneurship Development               | <b>4</b>  |
| MBA 2.3.18 C                                                                                                                                                                                                          | Strategic Management                       | <b>4</b>  |
| MBA 2.3.19 C                                                                                                                                                                                                          | Summer Internship Project                  | <b>8</b>  |
| <b>Marketing</b>                                                                                                                                                                                                      |                                            |           |
| MBA 2.3.20 M                                                                                                                                                                                                          | Consumer Behaviour                         | <b>4</b>  |
| MBA 2.3.21 M                                                                                                                                                                                                          | Sales & Distribution Management            | <b>4</b>  |
| MBA 2.3.22 M                                                                                                                                                                                                          | Integrated Marketing Communication         | <b>4</b>  |
| <b>Finance</b>                                                                                                                                                                                                        |                                            |           |
| MBA 2.3.20 F                                                                                                                                                                                                          | Investment Analysis & Portfolio Management | <b>4</b>  |
| MBA 2.3.21 F                                                                                                                                                                                                          | Financial Market & Services                | <b>4</b>  |
| MBA 2.3.22 F                                                                                                                                                                                                          | Banking & Insurance Management             | <b>4</b>  |
| <b>Human Resource</b>                                                                                                                                                                                                 |                                            |           |
| MBA 2.3.20 H                                                                                                                                                                                                          | Human Resource Planning                    | <b>4</b>  |
| MBA 2.3.21 H                                                                                                                                                                                                          | Learning & Development                     | <b>4</b>  |
| MBA 2.3.22 H                                                                                                                                                                                                          | Employee Relations                         | <b>4</b>  |
| <b>Operations</b>                                                                                                                                                                                                     |                                            |           |
| MBA 2.3.20 O                                                                                                                                                                                                          | Supply Chain Management                    | <b>4</b>  |
| MBA 2.3.21 O                                                                                                                                                                                                          | Project Management                         | <b>4</b>  |
| MBA 2.3.22 O                                                                                                                                                                                                          | Materials Management                       | <b>4</b>  |
| <b>Total Credit</b>                                                                                                                                                                                                   |                                            | <b>40</b> |

#### MBA.2.3.17.C: ENTREPRENEURSHIP DEVELOPMENT

**Course Objective:**

The principal objective of this course is to acquaint participants with key concepts of entrepreneurship and also it focuses how entrepreneurs can successfully manage their



ventures in a highly dynamic and challenging environment. The aim of this course is also prepares students for life outside the classroom through case studies drawn from diverse sectors, interacting with successful entrepreneurs , and projects to promote analysis and decision making.

### **Course Outcomes:**

- Develop idea generation, creative and innovative skills.
- Aware of different opportunities and successful growth stories
- Learn how to start an enterprise and design business plans those are suitable for funding by considering all dimensions of business.
- Understand entrepreneurial process by way of studying different case studies and find exceptions to the process model of entrepreneurship.

### **Course Contents:**

#### **Module- I**

Concept & Importance of Entrepreneurship, Process of Entrepreneurship, Types of Entrepreneurs, Charms of being an entrepreneur, Characteristics of an entrepreneur, Entrepreneurial skills, Entrepreneur and Intrapreneur, Manager and an Entrepreneur, Mind vs Money – which is important? Entrepreneurial success and failure

#### **Module- II**

Entrepreneurial environment. Entrepreneurial Motivation, Entrepreneurial Competencies, Women entrepreneurs, challenges faced, strategies for development, institutions and bank schemes, examples of women entrepreneurs ( local , national and international)

#### **Module- III:**

Micro Small and Medium Enterprise, Introduction, role and importance, current schemes, growth and development of MSME in India, Other Government Institutions supporting MSME, Strategic Management in Small Business, Marketing Management in Small Business, Financial Management in Small Business, HRM in Management in Small Business

#### **Module- IV**

Identification of business opportunity, Idea generation and model evaluation, Preparation of Business plan, Project profile, Introduction, Market potential, Basis of presumption, Implementation schedule, Technical aspects, Pollution control, Financial aspects, Means of finance, Financial analysis and Breakeven point

**Note:** There will be interaction with some successful local entrepreneurs in the class as well as with MSME officials and Bankers. Each group (consists of 2 students) has to prepare a detailed business plan.

### **Case Analysis is compulsory**

### **Suggested Texts:**

- Dynamics of Entrepreneurship Development, Desai, Himalaya Publishing House.
- Entrepreneurship in Developing and emerging Economies, Ahmad, Bhatt & Acton, SAGE
- Entrepreneurship Development and Small Business Enterprises, by Poornima M. Charantimath, Pearson Publication.
- Entrepreneurial Development, by S S Khanka, S Chand Publication
- Entrepreneurship, by Rajeev Roy, Oxford Books.

### **MBA.2.3.18.C STRATEGIC MANAGEMENT**

#### **Course Objective:**

The objective of this course is to understand the nature and significance of strategic management as a distinct field of scholarly study. Further it aims at developing an understanding about strategic management processes and techniques and their impact on a firm for intelligent decision-making.

#### **Course Outcomes:**

- The student will be able to learn the key dimensions of strategic management – Analysis, Evaluation, Choice & Implementation; diagnostic, practical and creative skills to analyse and evaluate a range of business solutions in differing business contexts;
- Assess the contribution of strategic leadership to managing the process of strategic change. Assess the importance of structure, design, culture and working environment to effective strategic management;
- Evaluate these solutions, analysing the impact of potential outcomes on the various stakeholder groups; Analyse alternative strategies for business development in differing operating contexts;
- Plan and enact the successful completion of a personal workload; communicate and justify arguments within reports. Embrace new ideas and awareness of alternatives which should be evaluated;

#### **Course contents:**

##### **Module - I**

Basic Concept: Concept, Components – Purpose, Vision, Mission, Objectives, Goals, Policies and Programme, strategies, Mintzberg's Model, Strategic Management Process, Benefits of Strategic Management, Case Analysis

##### **Module-II**

Environmental and Company Resources: Environmental Scanning, industry analysis, Competition analysis, Internal Analysis, Porter's Five Forces, Competitive Advantage, Value chain analysis, Case Analysis

##### **Module - III**

Strategy Choice and Formulation : Business Strategy, Strategic factors analysis summary (SFAS), Generic competitive strategies, Corporate Strategy, Turnaround, Retrenchment,

Diversification, vertical integration, Horizontal integration, Strategic alliance, merger and acquisition, Divestment, Directional strategy, Growth, Stability, TOWS Matrix, BCG, GEC Analysis, Case Analysis

#### **Module-IV**

Strategy Implementation, Evaluation & Control : Strategy Implementation- Operation strategy, Financial strategy, Marketing Strategy, HRM Strategy, Strategy Evaluation and Control-Importance, Barriers in evaluation, Evaluation criteria, Strategic Control, Operational Control, Evaluation Techniques for operational control, The control process, Characteristics of an effective control system. Balance scorecard evaluation, Case Analysis

#### **Case Analysis is compulsory**

#### **Suggested Texts:**

- Strategic Management, J. David Hunger, Thomas L. Wheelen Prentice Hall, 2000
- Strategic Management, V S P Rao & V Hari Krishna, Excel Books
- Strategic Management & Business Policy, Kazmi, Tata MacGraw.Hill
- Strategic Management, R. Srinivasana- PHI Publication.

### **MBA.2.3.19.C SUMMER INTERNSHIP PROJECT**

- At the end of the first year, during the summer, a student is required to undergo "Summer Training" in the field for 6 to 8 weeks. For this purpose the student has to work on a specific project given to him/her by the sponsoring organization. The objective of the summer training is to expose the student to the practical aspects of management and enable him/her to study specific problems in the organization. This unique exposure to the real world of business and industry allows him/her an opportunity to relate the classroom learning to live problems.
- Summer project investigates some significant aspect(s) of a managerial problem. It gives students an opportunity to observe a business organization in operation and to sharpen their knowledge and skills by putting them to use. Besides providing an opportunity to enhance their understanding of managerial problems, summer activity also gives students practical experience that will help them to plan their careers.
- Summer training for students is arranged through Placement Cell. The student would have an executive guide in the industry taking him/her for summer training. On completion of the project a student is required to submit his/her Project Report to the executive guide for evaluation, one copy to the concerned faculty guide and department for record and evaluation.
- No students will be entitled to receive the Degree without completing the summer project satisfactorily.
- A student, who does not complete the summer project satisfactorily, and who does not comply with the requirements, will have to do another summer project before becoming eligible to receive the Degree. Satisfactory completion would include satisfactory grade from faculty guide designated by the center. The faculty guide shall conduct a viva of the student and may demand a presentation by the student on the project to evaluate his/her performance.

- Students who receive adverse comments from their company guides will be liable for stringent disciplinary action as it would be considered as offence of serious magnitude.

## FORMAT OF SUMMER INTERNSHIP PROJECT

**A Project Report on**  
**- TITLE -**

*(The report has undertaken for the partial fulfilment for the award of degree of MBA/ BBA under Dept. of Business Administration, Ravenshaw University)*

- Submitted by (name, roll no.)
- guided by (both internal and external guide name )
- Logo of University
- DEPARTMENT OF BUSINESS ADMINISTRATION
- Ravenshaw University, Cuttack
- Odisha

- **DECLARATION** (it will be in 2<sup>nd</sup> page, By the student with name)
- **CERTIFICATE** (3<sup>rd</sup> page, By the guide, Dr. XX)
- **ACKNOWLEDGEMENT** (4<sup>th</sup> page, By the student)
- **List of Tables** (5<sup>th</sup> page, Table name, page no.)
- **List of Figures** (6<sup>th</sup> page, Table name, page no.)
- **List of Abbreviations** (7<sup>th</sup> page, used in the report)

## TABLE OF CONTENT (TOC)

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### Chapter – 1: INTRODUCTION

- 1.1 Introduction
- 1.2 Significance of the Study
- 1.3 Scope of the Study
- 1.4 Objectives of the Study
- 1.5 Chapter Plan

### Chapter – 2: REVIEW OF LITERATURE (RL)

- 2.2 Relevant literatures (past) about the topic should be mentioned in chronological order and the corresponding references/ bibliography should be collected and will be mentioned in the BIBLIOGRAPHY SECTION.

### Chapter – 3: BACKGROUND OF THE STUDY/ THEORETICAL FRAMEWORK

- 3.1 Write about the topic, meaning and different concepts

### Chapter – 4: RESEARCH METHODOLOGY

- 4.1 Research design
- 4.2 Sampling method
- 4.3 Data collection method
- 4.4 Tools (techniques) of data analysis

## **Chapter – 5: DATA ANALYSIS**

### 5.1 Tables & Charts with interpretation

## **Chapter – 6: FINDINGS AND CONCLUSION**

### 6.1 Major findings of the study

### 6.2 Conclusion

### 6.3 Suggestions

### 6.4 Implications of the study

## **BIBLIOGRAPHY (Books, reports, websites, research articles etc.)**

## **ANNEXURE (Optional)**

\*if you are using questionnaire or any secondary information like financial statement or balance sheet of the company if any add it in ANNEXURE SECTION

## **MARKETING SPECIALISATION**

### **MBA.2.3.20. M: CONSUMER BEHAVIOUR**

#### **Course Objective:**

Adequately prepare students for a career in Marketing. Give them an adequate perspective of consumer behaviour.

#### **Course Outcomes:**

- Discuss the rationale for studying consumer behaviour. Identify and explain factors which influence consumer behaviour inclusive of society and culture.
- Demonstrate how knowledge of consumer behaviour can be applied to marketing. Understand how patterns of future sales depend on factors that impact consumer behaviour.
- Able to demonstrate how concepts may be applied to marketing strategy. Design marketing strategy that takes into account consumer psychology
- Articulate key ethical and social responsibility concerns pertaining to a marketing strategy derived from the consideration of consumer behaviour

#### **Course Contents:**

##### **Module-I**

Consumer Behaviour; Scope, and Context, Introduction, Understanding Consumers and Market Segments, The Changing Pattern Of Consumer Behaviour, Dimension Of Consumerism, Case Analysis.

##### **Module-II**

Individual Determinants of Consumer Behaviour, Personality & Self Concept, Motivation & Involvement, Learning & Memory, Perception, Attitude Formation and Change, Values & Lifestyle, Case Analysis.

##### **Module-III**

Environmental Influences On Consumer Behavior, Culture, Subcultures, Social Class, Social Group, Family Buying Decisions, Case Analysis.

#### **Module-IV**

Consumer Decisions; Diffusion of Innovations, and Opinion Leadership, Consumer Decision-Making Process. Organizational Buying Behavior; Nicosia Model, Howard-Sheth Model, Engel-Kollat-Blackwell Model; Online Consumer Behavior, Case Analysis.

#### **Case Analysis is compulsory**

#### **Suggested Texts**

- Consumer Behavior: Suja R Nair, Himalaya Publishing House
- Consumer Behaviour: Loudon & Della Bitta, Tata McGraw Hill
- Consumer Behaviour: Srabanti Mukherjee, Cengage Learning.
- Consumer Behaviour -A Managerial Perspective: Sharma, Sheth, Mittal, Cengage Learning.
- Consumer Behaviour: Schiffman & Kanuk, PHI Publication

### **MBA.2.3.21. M: SALES & DISTRIBUTION MANAGEMENT**

#### **Course Objective:**

Adequately prepare students for a career in Sales. Give them an adequate perspective of sales functions and operations that they can use to enhance their effectiveness in other related functions (e.g. Marketing, Finance, Production, etc).

#### **Course Outcomes:**

- To understand the roles and responsibilities of sales function. To manage the channel efficiency and effectiveness
- To manage and enhance the sales force productivity and performance. To plan and implement an effective sales strategy for their organizations
- To frame socially, legally and ethically acceptable policies and plans for Marketing channels On completion of this course the students should be in a position to exhibit the following learning skills
- Understanding of the various roles, responsibilities and policies of sales function. Ability to design and implement various channel strategies. Overview the issues of power and conflict in the organization. Understanding to manage, motivate and lead sales force. Framing policies and plan for sales organization and channels

#### **Course Contents:**

##### **Module-I**

Introduction to Sales Management: selling skills and selling strategies, selling process, Case Analysis

##### **Module – II**

Sales force Management: Recruitment and selection, Training, motivation and evaluation, compensating sales force, sales forecasting, Territory management, sales budget, and Sales quota, Case Analysis

### **Module – III**

Introduction to Distribution Management: Understanding Channel Intermediaries, Design of Distribution Channel, Channel Conflict, Co- operation & Competition, Vertical marketing system, Horizontal Marketing system, Designing Customer Oriented Marketing Channels: Wholesaling, Retailing, e Commerce, Case Analysis

### **Module – IV**

Order Processing, Transportation, Warehousing, Inventory, Market Logistics Decision, Supply Chain Management, Case Analysis

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Sales and Distribution Management ,Tapan K. Panda and Sunil Sahadev, Second Edition, Oxford Higher Education
- Sales and Distribution Management, Text and Cases An Indian Perspective , Dr S.L. Gupta, , Excel Books
- Sales Management, Richard R. Still, Edward W. Cundiff& Norman A.P. Govoni. Pearson Books

## **MBA.2.3.22. M: INTEGRATED MARKETING COMMUNICATION**

### **Course Objective:**

The aim of the course is to introduce the basic concepts of retail management and the latest developments in retailing in the Indian context. The course also intends to provide a strategic perspective of the retailing industry. The course will enable the students to understand retailing strategies such as merchandise, brand, pricing, communication and store operations management.

### **Course Outcomes:**

- This course will enable the students to know the various traditional, modern and evolving marketing communication tools.
- To understand how a company creates and manages its marketing communication activities.
- It would include knowing practical application through variety of case studies.
- To understand ethical issues in marketing.

### **Course contents:**

#### **Module-I**

Marketing communications, The Marketing Communication Mix, Communication Process, Communication Response Hierarchy, and Consumer Involvement, Case Analysis.

### **Module-II**

Advertising Management: Advertising, Types Objectives, Advertising strategy, DAGMAR, The Advertising Agency, Advertiser, The Media, Types of Media, Media planning and Scheduling, The Regulatory bodies, Advertising planning, Creative execution in Advertising, Advertising testing methods: Pre-testing, Post-testing and Concurrent testing, Advertising Appeals, Case Analysis.

### **Module-III**

Sales Promotion: Introduction, Types of Sales promotion, Sales promotion objectives; designing the sales promotion programmes; Direct Marketing, Public Relations: Types, Tools of public relations, Publicity, Unconventional Promotional media, Case Analysis.

### **Module-IV**

Ethical issues in Marketing Communications: Ethical issues in Advertising, Public Relations, Packaging, Sales promotion, Online Advertising. Case Analysis

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Advertising & Promotion, George E. Belch and Michel A Belch, Tata McGraw Hill.
- Advertising & Sales Promotion: By S H HKazmi, Satish K Batra ,Excel Publications
- Integrated Marketing Communication in Advertising and Sales Promotion By Terence A. Shimp, Cengage Publications
- Advertising, Principles & Practice, Wells, Moriarty & Burnett, Pearson Education.

## **FINANCE SPECIALISATION**

### **MBA.2.3.20.F: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT**

#### **Course Objective:**

To familiarize students with basic concepts of Securities Analysis & Portfolio Management & its various tools & techniques to facilitate the managers in managing their portfolio. To acquaint students in respect to investment decisions related to financial assets, risks& returns involved. To make aware about functioning of securities market alongside the theories& concepts involved in portfolio management.

#### **Course Outcomes:**

- Demonstrate a basic understanding of investments and the nuances of investing.
- Exhibit the acquaintance of the securities market and its constituents.



- Apply knowledge gained to perform analysis of various securities.
- Analyze and apply models to securities performance and forecasting. Construct optimal portfolios and evaluate them using models.

### **Course Contents:**

#### **Module- I**

Introduction to Investment Management, Investment, gambling and speculation, Risk & Return Analysis: Meaning and Types of risk, Systematic Risk- Market Risk, Interest Rate Risk and Purchasing Power Risk ; Unsystematic Risk- Business Risk and Financial Risk. Minimising Risk Exposure and Risk Measurement- Standard Deviation, Beta. Holding Period return, average Return, Historic returns, Expected return, Multiyear holding period.

#### **Module- II**

Portfolio construction: Introduction, Approaches, Concept of diversification, Capital allocation across risky and risk free portfolios. Capital Asset Pricing Model. CML & SML. Portfolio of one risky asset and a risk free asset. Portfolio of two risky assets. Portfolio risk and return Markowitz Model, Efficient Frontier, Sharpe Single Index Model, Optimal Portfolio.

#### **Module- III**

Fundamental Analysis; Economic Analysis, Industry Analysis and Company Analysis, Technical Analysis, Dow Theory, Bull and Bear, Support and Resistance, Technical and mathematical Indicators, Comparison between Technical and Fundamental Analysis. Efficient Market Hypothesis. Tests of Market efficiency.

#### **Module -IV**

Portfolio Evaluation: Introduction, Mutual fund, NAV, Calculation of Mutual Fund Return, Performance Evaluation- Sharpe's ratio, Treynor's Ratio, and Jensen's Measures Portfolio Revision; Introduction, Concept of Active and Passive Investor, The Formula Plan, Method of Portfolio Revision- Constant rupee value plan, constant ratio plan and Dollar cost. averaging.

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Security Analysis and Portfolio Management, Singh. P., Himalaya Publishing House
- Security Analysis & Portfolio Management, Shalini Talwar, Cengage Publication.
- Investments , ZviBodie, Alex Kane, Alan J Marcus & Pitabas Mohanty, , McGrawHill Publication
- Security Analysis and Portfolio Management, Chandra. P., Tata McGraw-Hill
- Security Analysis and Portfolio Management, Kevin. S, PHI Learning Private Limited

### **MBA.2.3.21. F: FINANCIAL MARKET AND SERVICES**

#### **Course Objective:**

To make the MBA students aware of the Role, Functions and Operational aspects of Indian financial system, RBI & SEBI Guidelines for different financial services and active role of different services on Economy.

## **Course Outcomes:**

- Have a broad understanding about Indian Securities Markets and Operations of Indian Stock Market, New Issue Market; Listing of Securities, Cost of investing in securities.
- Interpret the Mechanism of investing; investment process; market indices, Objectives of security analysis; investment alternatives, recent developments in the Indian stock market.
- Compare the Different Types of Financial Securities -Financial securities – characteristics and types, valuation theories of fixed and variable income securities.
- Evaluate the government securities; non-security forms of investment; real estate investment; investment instruments of the money market.

## **Course Contents:**

### **Module - I**

Introduction to financial system, Indian Financial system, Components, Objectives, Functions, Financial Market: Money Market & Capital Market. Primary market: IPO, Public Issue, Rights issue and Private Placement. Secondary Market: Stock Exchange and functions. Concept of Index. Stock Exchange trading mechanism: Regulatory Bodies: RBI & SEBI and their roles. Introduction to Financial services- Concept, Fee based and Fund based.

### **Module - II**

Merchant Banking: Concept, origin, services offered by merchant bankers, difference between merchant banking and commercial banking, , Indian and global merchant banking agencies.

Credit Rating – Definition, Advantages, credit rating system, regulatory framework, rating symbols, CRISL and ICRA . Mutual Fund : Definition, schemes, AMC, Working mechanism, Portfolio management in Mutual fund, Regulatory structure of MF, Evaluation of MF, UTI,

### **Module - III**

Factoring & forfeiting: Definition, mechanism, types of factoring, advantages, RBI guidelines, forfeiting, methods of evaluation, factoring vs forfeiting, Indian scenario\_ Venture Capital: Meaning, Features, Scope, Importance. Methods and stages of venture financing, Venture capital funds in India. Private Equity and venture capital finance.

### **Module - IV**

Plastic Money: Concept, features, credit card and debit card, credit card cycle, debit card function mechanism, consumer protection, Indian Scenario. Securitization: Concept, Need, SPV, Asset securitization, benefits, Limitations, Global and Indian scenario. Leasing & Hire purchase: Concept, features, Financial lease, operational lease, Hire purchase concept, difference between leasing and hire purchase, lease financing calculation. Other services: Underwriting, insider trading etc

## **Case Analysis is compulsory**

### **Suggested Texts**

- Financial Services by Gordon & Natrajan. Himalaya Publication House.
- Financial Services by M.Y. Khan, Tata MacGraw.Hill
- Management of Financial Services by C.RamaGopal. Vikash Publication.

- Financial Services in India, Rajesh Kothari, SAGE.

### **MBA.2.3.22. F BANKING & INSURANCE MANAGEMENT**

#### **Course Objective:**

To make the MBA students aware of the Role, Functions and Operational aspects of Commercial banks, RBI Guidelines on banking practices including Prudential Norms relating to Income recognition, Asset classification, Provisioning, Capital adequacy, Investment Accounting, Risk Management including Asset-Liability Management etc. Concept of Insurance, life and non-life insurance and different principles of insurance.

#### **Course Outcomes:**

- Understand the various services offered and various risks faced by banks.
- Understand the dynamic changes of the banking industry and the policy responses because of the recent crisis.
- Have a practical understanding of the various distribution channels of insurance products for effective marketing.
- Have a practical understanding of regulations and be able to understand insurance operations both in life as well as general insurance.

#### **Course contents:**

##### **Module - 1**

Banking Structure in India – commercial, rural, cooperative and local area banks; Development Financial Institutions; Role and Functions of RBI; Statutory Reserves – CRR and SLR. Functions of Commercial banks; Relationship between Banker and Customer – Various types Bank Deposit Accounts: Savings Bank Deposits; Current Deposits; Term Deposits; KYC Norms; Different Types of Accounts- Individual and Joint Accounts; Proprietorship, Partnership and Company Accounts; Clubs, Association, Societies, Trust etc.

##### **Module -II**

Bank Lending: Principles of lending; Types of Loans: Overdrafts/Demand loans; Term Loans; Bill Finance Priority Sector Loans: Different Segments of Priority Sector: Lending Decision Making: Working Capital and project Finance. Reforms in Banking and Financial Sector – Recommendations of Narasimham Committees; Overview of Basel. I, II & III standards.

##### **Module -III**

Risk Management – Various Types of Business and Control risks; Management of Non-Performing Assets. Payment & Settlement System - Payment & Settlement through Clearing House, Electronic Fund Transfer, Electronic Clearing Service, Real Time Gross Settlement, Banking Laws- The Negotiable Instruments Act, Banking Regulation Act, RBI Act and Laws

relating to Contracts, Limitation, Registration, Stamping, Mortgage, Recovery of Loans, Information Technology, etc. as applicable to banks.

#### **Module-IV**

Concept of Insurance. Life vs general insurance. Principles of insurance: Indemnity, utmost good faith, contribution, insurable interest, subrogation, causaproxima or proximity cause, mitigation of loss. IRDA: functions, duties and responsibilities. Reinsurance, Bank assurance, pension plan, annuity. Risk: pure vs speculative risk. Risk management process.

#### **Case Analysis is compulsory**

#### **Suggested Texts**

- Banking Theory Law and Practice ,E Gordon and K Natarajan,, Himalaya Publishing House
- Principles and Practice by M N Mishra, S. Chand publication
- Pearson Education, Ninth Edition.
- Insurance and Risk Management by P K Gupta, Himalaya Publishing House, Second Edition.

### **HUMAN RESOURCE (HR) SPECIALISATION**

#### **MBA.2.3.20. H HUMAN RESOURCE PLANNING**

#### **Course Objective:**

The objectives of this course are create a critical appreciation and knowledge for understanding the determinants of human resource requirements in the organisation; and to develop a conceptual as well as practical understanding of human resource planning, deployment, maintaining HR information, preparing report on HR performance. To familiarize the students with the information system required for managing HR functions.

#### **Course Outcomes:**

- Find the gap between current manpower and future manpower requirements of an organization.
- Able to estimate human resource demand and ascertain human resource supply.
- Able to place right people at the right place.
- To maintain HR information, preparing report on HR performance etc.

#### **Course contents:**

#### **Module-I**

Introduction to HRP, History of HRP, HRP definition, Objectives, Importance and why Current Interest. Uses of HRP, Types of HR Plan, Approaches to HRP.

#### **Module-II**

HRP Process: Understanding of Company objectives and Strategic Plans for HRP, Human resource information system (HRIS), objectives of HRIS, Approaches and process of HRIS, Analysis of current HR inventory. HR Demand Forecasting, Forecasting future HR Supply, Reconciliation of HR Demand and Supply.

### **Module-III**

HR planning for: Recruitment and Selection, Induction and orientation, Training and Development, Performance and potential appraisal, career planning and succession planning.

### **Module-IV**

HR Accounting: Concept, Objectives, methods and uses, HR Audit : concept, objectives, importance, process, Role of HR audit in changing business environment.

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Bhattacharya, Dipak Kumar – Human Resource Planning, Excel Books.
- Belcourt, Strategic Human Resource Planning, Cengage / Thomson
- Robert D Gatewood, Hubert S Field, Murray Barrick, Human Resource Selection, Cengage Publication

## **MBA.2.3.21. H: LEARNING AND DEVELOPMENT**

### **Course Objective:**

The objective of the course is to develop a conceptual as well as practical understanding of training, learning and development in organizations and enable the student to keep abreast with the contemporary methods and processes involved in T&D activities. It also will help the students to understand issues involved in making training, Learning and development activities successful.

### **Course Outcomes:**

- Investigate and discuss modern training and development methodologies.
- Understand the fundamentals of learning.
- Conduct a training needs assessment and build training modules.
- Incorporate learning theories into the training function and create a learning modules.

### **Course contents:**

#### **Module-I**

Understanding Training, Learning and Development. Process of Training- Training Need analysis(TNA), Designing training Program, training Content, Selecting Trainer and Trainees, training Methods, Evaluation of Training, Learning and Development activities- ROI of Training.

#### **Module-II**

Emerging context for business and Strategic role of Learning and Development, Learning Organization: why organizations need to learn? Impact of Learning on performance Management.

### **Module-III**

Learning and Reinforcement, Approaches to Learning- Classical Conditioning, Operant Conditioning, Social Learning, Cognitive Learning, Programmed Learning and Experiential Learning. Learning styles, Learning Strategies, Transfer of Learning and Motivation, Barriers to Learning, Legal and Ethical Issues in Training and Learning.

### **Module-IV**

Leveraging the Business Impact of Learning, Knowledge Management and Learning, Multicultural Perspectives in Learning, Workforce Diversity and Learning. Emerging role of Chief Learning Officers.

### **Case Analysis is compulsory**

### **Suggested Texts**

- Training & Development , *Naik G .Pandu* , Excel Publications
- Training Instruments in HRD and OD , Pareek. U , , Tata MacGraw Hill
- Effective Training , Thacker. J.W & Blanchard. P.N , , Pearson Publications
- Essentials of Training & Development , Ghanekar.Anjali , Everest Publications
- Training Needs Assessment. Robyn,Kogan. Pearson publication
- Human Resource Development , Werner &Desimone , , -Cengage Publication

## **MBA.2.3.22. H: EMPLOYEE RELATIONS**

### **Course Objective:**

The objective of this course is to make student to understand industrial relations systems and expose to the issues involved in maintaining good employee relations. This will develop the understanding of role of trade union, union-management relationships and the dynamics of employment relationship in its integrated processes.

### **Course Outcomes:**

- Students will be aware of the present state of Industrial relations in India.
- Students should able to elaborate the concept of Industrial Relations and should able to illustrate the role of trade union in the industrial setup.
- They will be acquainted with the concepts, principles and issues connected with trade unions, collective bargaining, workers participation, grievance redressal, and employee discipline and dispute settlement.
- Understand the various processes and procedures of handling Employee Relations issues.

### **Course contents:**

#### **Module-I**

Industrial Relations - Concept, values, scope and objectives, Actors in IR System, Approaches to Industrial relations: Unitary, Pluralistic, Radical and System; Role of Bipartism and Tripartism, Tripartite system and labour policy-ILO-Structure and Functions, Conventions and Recommendations. ILC & SLC, Prerequisites for Successful Industrial Relations, Emerging Trends in Industrial Relations.

### **Module-II**

Trade Unionism - Concept, function and structure, union registration and recognition, Managerial Unionism, Problems of Trade unions, Present trade unionism in India, Role and Future of trade Unions

### **Module-III**

Employee Discipline – Causes of indiscipline and Procedure of management, Hot Stove Rule, Domestic Enquiry Process, Grievances management, Model Grievance Settlement Procedure; Industrial Disputes: Concept, types, causes, and procedure for prevention and settlement of disputes.

### **Module-IV**

Collective Bargaining - Nature, scope and functions, Stages & Bargaining Process, recent trends in collective bargaining, Workers' participation in Management: Concept, scope and objectives, forms and levels of WPM, Workers' participation in Indian Industries.

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Industrial Relations, Trade union and Labour legislation , Sinha, Sinha, & Shekar, , Pearson
- Dynamics of Industrial Relations , Mamoria and Mamoria, , Himalaya.
- Industrial Relations , C.S. Venkata Ratnam, , Oxford
- Industrial Relations , Arun Monappa, , TMH
- Industrial relations , A M Sharma, Himalaya Pu
- Labour Management Relations in India, K.M.Subramanian

## **OPERATIONS SPECIALISATION**

### **MBA 2.3.20 O SUPPLY CHAIN MANAGEMENT**

#### **Course Objective:**

The principal objective of this course is to acquaint participants with key concepts and solutions in the design, operation, control and Management of supply chain as an integrated system. It also aims at sensitizing participants with how effective and efficient supply chains can facilitate in achievement of cost saving and market benefits based on the philosophy of extended enterprise.

#### **Course Outcomes:**

- This course will help to understand the integration of key business processes from end user through original suppliers for the purpose of adding value for the firm, its key supply chain members, to include customers and other stakeholders.
- Helps to presents a framework for SCM that requires cross-functional integration of key business processes within the firm and across the network of firms that comprise the supply chain.
- This course approaches SCM from a managerial perspective and introduces concepts in a format useful for management decision making.
- Helps to learn the basic terms, concepts, and principles are examined in light of how they interrelate and interface within the firm and across the supply chain.

### **Course contents:**

#### **Module - I**

Supply Chain Management (SCM) -Introduction, Nature, Concepts of Supply Chain Management and its Contribution, Distribution, Logistics Management, and Supply Chain Management, Problems related to mismanagement in SCM, Strategic Role of Supply Chain Management, Logistics/Supply Chain Strategy, Levels of Decisions in SCM( Strategic, Tactical and Operational)

#### **Module –II**

Competitive Strategies, Supply Chain strategies, Responsiveness and Efficient Supply Chain, Major Drivers, Logistical and Cross functional, Role of Each Driver plays in creating strategic fit between the supply chain strategy and the competitive strategy, Demand forecasting in supply chain, Different Forecasting methods and Errors

#### **Module -III**

Effective demand forecasting and demand management, Bullwhip effect and the methods to minimise, JIT system, Reverse Logistics, Sourcing Strategies and Vendor Evaluation, Vendor Rating, Procurement management, E- Business and the Supply Chain, Role of E- business & its impact on responsiveness and cost

#### **Module -IV**

Warehousing, issues in locating warehouse, Transportation in the supply chain, factors affecting transportation decisions, modes of transportation and their performance, , Chain Integration and Synchronization using Information Technology, Performance Management, Dimension, and Tools of performance measurement, Impediments to improve performance

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Managing the Supply Chain, Simchi-Levi et al.Tata McGraw Hill
- Textbook of Logistics & SCM, D.K Agrawal., Mcmillan Publishers,
- Supply Chain Management, Sunil Chopra, Peter Meindl, D.V Kalra, Pearson,



## **MBA 2.3.21 O: PROJECT MANAGEMENT**

### **Course Objective:**

The basic purpose of this course is to understand the framework for evaluation of capital expenditure proposals, their planning and management in the review of the projects undertaken-To provide the participants an integrative approach to management of projects including theory, techniques, pitfalls and best practices, To give an understanding of project phases, project planning and project monitoring tools and to develop amongst the participants the ability to design and develop a project through its complete life-cycle.

### **Course Outcomes:**

- Understand project characteristics and various stages of a project. Market, Technical, Financial and Economic.
- Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
- Understanding of project phases, project planning and project monitoring tools.
- Help to design and develop a project through its complete life-cycle.

### **Course Contents:**

#### **Module- I**

Concept of a Project and Project Management, The three goals of a Project, Project Life Cycle Phases; Role and responsibility of Project managers; Qualities of a Project Manager. Project organization; Team building; Project formulation and evaluation.

#### **Module-II**

Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM), Crashing of network: time-cost-trade off, Resource allocation.

#### **Module-III**

Project Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System), Coordination; Procedures, Meetings, Control; Scope/Progress control, Performance control, Schedule control, Cost control.

#### **Module-IV**

Project Evaluation and Evaluation criteria, Project measurement and Performance Indicators, Project Audit and Project Audit Life Cycle, Responsibilities of Project Evaluator/ Auditors.

**Case Study:** Compulsory, Relevant Cases have to be discussed. Exposure to Projectmanagement software (MS project 2013)

### **Suggested Texts**

- Project Appraisal, Nagranjan, , New Age Publications.
- Project Management , Basant Desai :: HPH
- Project Management , Prasanna Chandra, : TMH
- Project Management – A System Approach to Planning, Scheduling and Controlling, H. Karzner, CBS Publishers & Distributors, Delhi.

### **MBA 2.3.22.O: MATERIALS MANAGEMENT**

#### **Course Objective:**

To expose the students to an integrated view of materials management, its functions, the latest concepts, tools and techniques, and the practices prevalent in various organizations - The concepts and evolution of materials management, The economic justification of investing in materials management related activities, The process of determining how much, from whom and when to buy and Cost reduction tools available to a materials manager.

#### **Course Outcomes:**

- Shall be able to analyze the inventory situation of a company and suggest improvements.
- Shall be able to practise material planning through modern materials management tools like JIT, DBR etc.
- To lead the teams for effective decision making and coordinate to effect purchase at minimum cost.
- Shall be able to learn the concepts and evolution of materials management

#### **Course Contents:**

##### **Module-I**

Purchasing & Receiving Procedure – Purchase requisition, Purchase order, Receiving materials, Approval of Invoices, Making Payments, Standardization Concept, forms of Product specifications, Variety reduction - Concept, importance, Procurement process; Types of Materials; Important Aspects; Quality; Quantity, Time, Price and Source; Standardization and Codification; Vendor selection and evaluation, Vendor development; Value Analysis; Make or Buy Decisions; Negotiations; Institutional, Government and International Buying; Capital Equipment Purchases;

##### **Module-II**

Basic concepts of Materials Management, Objectives; Evolution; Strategies; Functions; Organisation – Introduction, Concept, Materials Organisation for a Single Plant company and Multi Plant company, Relations among the Different Materials Department, Responsibilities of Materials Department, Important Considerations of Make-Buy Decisions, Reasons for Manufacturing, Preference for Buying, Numerical on Make.

##### **Module-III**

Inventory Control - Selective Control; Lead-time; Safety Stock; Fixed Quantity Reorder System; Fixed Period Reorder System; Safety Stock, Danger Level, Average Stock Level. Selective Inventory Control – ABC, VED, GOLF and XYZ Analysis, EOQ and Other Models of Deterministic Inventory Models, MRP and JIT systems; Multi – item inventory Modelling: Stock out Model.

#### **Module-IV**

Concept of Warehousing and Transportation. Warehouse Location; Transportation; Receiving, Issuing and Store Keeping. Concept of Spare parts management, Principles and Guidelines for Spare Parts Management.

#### **Case Analysis is compulsory**

##### **Suggested Texts**

- Materials Management, Gopalakrishna and Sundaresan: , Tata McGraw Hill.
- Materials Management: Procedures, Text and Cases, K. Datta, Pearson.
- Materials Management, K. Sridhar Bhatt, HPH.
- Purchasing and Inventory Control, Menon K. S., Wheeler
- Materials Management; Text & Cases, Gupta & Chital, PHI.

#### SEMESTER -4

| One core papers, Dissertation and three special papers from any two specialization of<br>100 marks each= 800 marks |                                         |           |
|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------|
| Mark: 20+80= 100                      Time : 3 hrs                                                                 |                                         |           |
| Paper Code                                                                                                         | Course                                  | Credit    |
|                                                                                                                    | <b>Core</b>                             |           |
| MBA 2.4.23 C                                                                                                       | Business Ethics & Corporate Governance  | <b>4</b>  |
| MBA 2.4.24 C                                                                                                       | Dissertation                            | <b>4</b>  |
|                                                                                                                    | <b>Marketing</b>                        |           |
| MBA 2.4.25 M                                                                                                       | Services Marketing                      | <b>4</b>  |
| MBA 2.4.26 M                                                                                                       | Product & Brand Management              | <b>4</b>  |
| MBA 2.4.27 M                                                                                                       | Customer Relationship Management        | <b>4</b>  |
|                                                                                                                    | <b>Finance</b>                          |           |
| MBA 2.4.25 F                                                                                                       | Financial Derivatives & Risk Management | <b>4</b>  |
| MBA 2.4.26 F                                                                                                       | Strategic Financial Management          | <b>4</b>  |
| MBA 2.4.27 F                                                                                                       | Tax Planning & Management               | <b>4</b>  |
|                                                                                                                    | <b>Human Resource</b>                   |           |
| MBA 2.4.25 H                                                                                                       | Compensation & Reward Management        | <b>4</b>  |
| MBA 2.4.26 H                                                                                                       | Performance Management & Appraisal      | <b>4</b>  |
| MBA 2.4.27 H                                                                                                       | Labour Laws                             | <b>4</b>  |
|                                                                                                                    | <b>Operations</b>                       |           |
| MBA 2.4.25 O                                                                                                       | Business Process Re-Engineering         | <b>4</b>  |
| MBA 2.4.26 O                                                                                                       | Productivity Management                 | <b>4</b>  |
| MBA 2.4.27 O                                                                                                       | Services Operations Management          | <b>4</b>  |
| <b>Total Credit</b>                                                                                                |                                         | <b>32</b> |

#### MBA.2.4.23.C BUSINESS ETHICS & CORPORATE GOVERNANCE

**Course Objective:**

To educate the students with value driven teachings of great masters. To spread the awareness about the Ethical practices and its' benefits to individual, Organisation, Association, Social, & Global level, Corporate Governance of rights & responsibilities of the Stakeholders, Discharging the responsibility to address Global Poverty, Global Food Security, Human Rights, Climate Change & Poverty through CSR.

**Course Outcomes:**

- To comprehend the importance of business ethics. To evaluate various corporate governance ethical codes.
- To get a thorough understanding of various corporate ethics procedures.
- To become a successful manager, students will build values and use them in their employment.
- It will assist students in learning about ethical issues in corporate governance and adhering to business ethics.

**Course contents:**

**Module-I**

Introduction to Business ethics, concept, Definition, Need for Ethics, Difference between Ethics & Moral, Process of practicing and monitoring Ethical Practices in an organisation, Relevance of Ethics in Governance, Ethical relativism & subjectivism, Business Ethics in changing Environment, Ethical Theories and Approaches – Teleological, Deontological, Virtue and system development theories;

**Module-II**

Corporate Governance- Concept, Definition, Growth and Development of Corporate Governance, Analysis of Environmental forces and Stakeholders, Role of CEOs in Stakeholder analysis, OECD emphasis, issues in corporate governance, need for and importance of corporate governance and benefits of good governance to companies, Role of Board of Directors, Role of auditors, SEBI and Government. Growth of Corporate governance in India.

**Module-III**

Role of Board of Directors, Role of auditors, SEBI and Government. NFCG(National Foundation for Corporate Governance, Ministry of Corporate Affairs, Government of India Guidelines), National Voluntary Guidance on Social Environmental and Economic responsibilities of Business by NFCG, GOI, Role of MCA(Ministry of Corporate affairs, GOI & State Government), CII (Confederation of Indian Industry), ICAI (Institute of Chartered Accountants of India), ICSI (Institute of Company Secretaries of India), ICWAI(Institute of Cost & Works Accountants of India), NSC( National Stock Exchange of India Ltd),

**Module-IV**

Introduction , Importance and need for Business Ethics in Indian Context, roots of unethical behaviour and issues, Corporate governance ethics, How ethics can make corporate governance more meaning full. Concepts of CSR, Business Ethics and Social responsibility, Models of CSR, CSR Voluntary guidelines 2009 by Ministry of Corporate affairs GOI, UNCED(The United Nations Conference on Environment & development-EARTH SUMMIT (Global Poverty, Global Food Security, Human Rights, Climate Change & Poverty)

## Case Analysis is compulsory

### Suggested Texts

- Business Ethics: by CSV Murthy (MacGraw HILL Co. publication)
- Corporate Governance by A. C. Fernando (Person publication).
- Business Ethics & Corporate Governance” by R K Sharma, Punit Goel, Pooja Bhagwan (Kalyani Publication).

## MBA.2.4.24.C DISSERTATION

### Course Objectives:

- The objective of the course is to help the student develop ability to apply multidisciplinary concepts, tools and techniques to solve organisational problems. The project may be from any one of your areas preferably of specialisation area: Comprehensive case study (covering single organisation/multifunctional area, problem formulation, analysis and recommendations). Inter-organisational study aimed at inter-organisational comparison/validation of theory/survey of management practices, field study (empirical study).

### Guidelines:

- **Sixty percent weightage for dissertation papers and forty percent weightage for presentation. And to complete this paper fifty percent mark is required.**
- **Dissertation is to be prepared under the guidance of a faculty of the department during the semester period covering the areas of business management.**

## FORMAT OF DISSERTATION

### A Project report on

**- TITLE -**

*(The report has undertaken for the partial fulfilment for the award of degree of MBA/ BBA under Dept. of Business Administration, Ravenshaw University)*

- Submitted by (name, roll no.)
- guided by (both internal and external guide name)
- Logo of University
- DEPARTMENT OF BUSINESS ADMINISTRATION
- Ravenshaw University, Cuttack
- Odisha

- **DECLARATION** (it will be in 2<sup>nd</sup> page, By the student with name)
- **CERTIFICATE** (3<sup>rd</sup> page, By the guide, Dr. XX)
- **ACKNOWLEDGEMENT** (4<sup>th</sup> page, By the student)
- **List of Tables** (5<sup>th</sup> page, Table name, page no.)
- **List of Figures** (6<sup>th</sup> page, Table name, page no.)
- **List of Abbreviations** (7<sup>th</sup> page, used in the report)

## TABLE OF CONTENT (TOC)

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**Chapter – 1: INTRODUCTION**

- 1.6 Introduction
- 1.7 Significance of the Study
- 1.8 Scope of the Study
- 1.9 Objectives of the Study
- 1.10 Chapter Plan

**Chapter – 2: REVIEW OF LITERATURE (RL)**

- 2.3 Relevant literatures (past) about the topic should be mentioned in chronological order and the corresponding references/ bibliography should be collected and will be mentioned in the BIBLIOGRAPHY SECTION.

**Chapter – 3: BACKGROUND OF THE STUDY/ THEORETICAL FRAMEWORK**

- 3.2 Write about the topic, meaning and different concepts

**Chapter – 4: RESEARCH METHODOLOGY**

- 4.4 Research design
- 4.5 Sampling method
- 4.6 Data collection method
- 4.4 Tools (techniques) of data analysis

**Chapter – 5: DATA ANALYSIS**

- 5.2 Tables & Charts with interpretation

**Chapter – 6: FINDINGS AND CONCLUSION**

- 6.4 Major findings of the study
- 6.5 Conclusion
- 6.6 Suggestions
- 6.4 Implications of the study

**BIBLIOGRAPHY (Books, reports, websites, research articles etc.)****ANNEXURE (Optional)**

\*if you are using questionnaire or any secondary information like financial statement or balance sheet of the company if any add it in ANNEXURE SECTION

**MARKETING SPECIALISATION****MBA.2.4.25.M SERVICES MARKETING****Course Objectives:**

This course aims to help participants appreciate the ever increasing significance of services in the economies. It takes a strategic approach to the management of service business. Students will learn to develop a framework for recognising and analysing management problems in service industries.

**Course Outcomes:**

- The students will imbibe an understanding the roles of customer relationship management.
- Understand customer service in adding significant value to the customer's perception of service.

- This course will enhance their knowledge in applying the concepts in service industries.
- It would include learning practical application through variety of case studies.

### **Course Contents:**

#### **Module-I**

Introduction to service marketing: Nature of services, trends in service marketing, contribution of the service sector to the economy, customer focus: customer expectation, customer perception. Case Analysis.

#### **Module-II**

Aligning strategy, service design and standard: Service strategy and competitiveness, service standards, physical evidence and service scape, service blueprint, service triangle, marketing mix elements for services, Case analysis.

#### **Module-III**

Delivering and performing service: Employee's role, customer's role, service encounter, service failure, service recovery, managing demand and capacity, pricing of services. Case analysis.

#### **Module-IV**

Managing service promises: Integrated marketing communication and service, customer retention strategies, CRM, key drivers of service quality, integrated GAP model of service quality, Case analysis.

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Service Marketing, Zeithmal, Bitner, Tata McGraw Hill
- Service Marketing, Apte, Oxford
- Service Management & Operation: Haksver, Render, Russell, Murdick, Pearson
- Service Marketing, S.M Jha : Himalaya Publishing House

## **MBA.2.4.26.M PRODUCT & BRAND MANAGEMENT**

### **Course Objectives:**

The course aims to equip the students with the various dimensions of product management such as product-line decisions, product platform and product life cycle. The course facilitates to explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand associations, brand extensions, brand architecture, leveraging brand assets etc.

### **Course Outcomes:**

- Define the main concepts and explain the purpose of branding. Demonstrate knowledge of the nature and processes of branding and brand management



- Examine brand concepts in real-life setting by articulating the context of and the rationale for the application.
- Describe the process and methods of brand management, including how to establish brand identity and build brand equity. Formulate effective branding strategies for both consumer and business products/services
- Conduct a brand audit using both primary and secondary sources and propose strategic recommendations based on the audit results. Appraise the key issues in managing a brand portfolio and making strategic brand decisions.

## **Course Contents**

### **Module-I**

Product Management - Introduction, Concepts, Product Mix, Product Line Decisions. Portfolio Management: BCG, GE; Product Packaging and Labeling strategies, Case analysis.

### **Module-II**

Product Life Cycle and Marketing Strategies, New Product Development: The Techniques of Idea Generation and Screening, Concept Development and Testing, Test Marketing. Case analysis.

### **Module –III**

Introduction to Brand Management, Brand Levels and Value Hierarchy, Strategic Brand Management Process, Branding Decisions and Branding Strategies, Brand Building, Brand Personality and Brand Associations, Celebrity Endorsement, Case analysis.

### **Module –IV**

Brand Positioning; Brand extensions, Concept of Brand Equity, Brand Elements, Measurement of Brand Equity, Corporate Branding, Brand Hierarchies, Corporate Branding; Managing Brand Over time.

## **Case Analysis is compulsory**

### **Suggested Texts**

- Product Management – Lehmann & Winner – TMH
- Strategic Brand Management – Keller – Pearson
- Product and Brand Management – T. K Panda, Oxford
- Brand Management – H V Verma - Excel Books
- Product and Brand Management – U.C. Mathur – Excel Books

## **MBA.2.4.27.M: CUSTOMER RELATIONSHIP MANAGEMENT**

### **Course Objectives:**

The paper is designed to impart the skill-based knowledge of Customer Relationship Management. The primary objective is to not just make the students aware of the concepts and

practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

### **Course Outcomes:**

- To make the students understand the organizational need, benefits and process of creating long-term value for individual customers
- To disseminate knowledge regarding the concept of e-CRM and e-CRM technologies.
- To enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations. Understand the basic concepts of Customer relationship management.
- To understand marketing aspects of Customer relationship management. Learn basics of analytical Customer relationship management. Understand basics of operational Customer relationship management.

### **Course contents:**

#### **Module-I**

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of relationship marketing, Stages of relationship, Purpose of relationship marketing, CRM Definitions, Emergence of CRM practice:, CRM cycle, Customer Life time value, Stakeholders in CRM, Significance of CRM, Types of CRM, CRM Implementation, Case analysis

#### **Module-II**

Customer Satisfaction: Meaning, Definition, Components of Customer Satisfaction, Customer Satisfaction Models, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Case analysis

#### **Module-III**

Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Case analysis.

#### **Module-IV**

Customer Loyalty Ladder, Strategies to prevent defection and Recover lapsed Customer, Sales Force Automation, Call centers, Web-based Customer Support, Data Warehouse and Data Mining.

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Customer Relationship Management: Concepts and Cases (Second Edition), Alok Kumar Rai, PHI Learning
- Customer Relationship management, Kristin Anderson, Carol Kerr, McGraw-Hill
- Customer Relationship Management, Chaturvedi, Excel Books.
- Customer relationship management, Emerging Concepts, Tools, &Applications, Sheth J. N., Parvatiyar A. and Shainesh G., Tata McGraw-Hill Education

- Customer Relationship Management, Bhat K. Govinda, Himalaya Publishing House, Mumbai.

## **FINANCE SPECIALISATION**

### **MBA.2.4.25.F FINANCIAL DERIVATIVES & RISK MANAGEMENT**

#### **Course Objectives:**

To familiarize students with basic concepts of Financial derivatives & its various tools & techniques to facilitate the managers in managing risk. To make aware about functioning of derivative market alongside the theories & concepts involved different derivative instruments & its management.

#### **Course Outcomes:**

- Demonstrate knowledge of all aspects of derivative market theory and the roles they play in the financial markets
- Identify how derivative instruments can be used to change or hedge risk and evaluate risks and pay-offs associated with trading such instruments and their implications
- Understand the basic risk management and trading strategies using futures and options
- Critically evaluate the techniques used to value options and the factors that determine valuation

#### **Course Contents:**

##### **Module -I**

Managing risk: Types of Business Risk & risk management. Concept of derivatives: Evolution, features, financial vs commodity derivatives. Participants in derivative market. Functions of derivatives. Hedging: Short hedging, long hedging and cross hedging. Introduction to basic derivatives: Forward, futures, options and swap. OTC vs exchange traded derivatives.

##### **Module -II**

Forward contract: concept & features. Future Contract: features, types. Trading Mechanism: margin, marking to market, maintenance margin, margin call. Settlement & delivery of future contracts. Open interest. Pricing of forward and future contracts. Theories of future prices: Expectation theory, Normal backwardation, contango.

##### **Module - III**

Option contract: basics, option terminology, types. Moneyness: In-the-money, at-the-money and out of-the-money. Determinants of option price. Option pricing: Intrinsic value, put-call parity, Binomial option pricing model and Basic Black Scholes Model. Option trading strategies: Spreads and combinations.

#### **Module -IV**

Swap contract- features, use and types: interest rate, currency. Valuation of swap contracts. Other derivatives: weather derivatives, carbon derivatives, credit derivatives and carbon derivatives.

#### **Case Analysis is compulsory**

#### **Suggested Texts**

- Derivatives & Principles, J. C. Hull, McGraw Hill.
- Derivatives, Sundaram Das, McGraw Hill.
- Derivatives & Risk Management by Rajiv Srivastava, Oxford Books.

### **MBA.2.4.26.F: STRATEGIC FINANCIAL MANAGEMENT**

#### **Course Objectives:**

The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in better manner.

#### **Course Outcomes:**

- To enable the student to identify the key themes in strategic financial management.
- To understand the principal role of finance in an organization and the implication of overarching strategic application of its efficient use on the bottom line of the organization.
- To facilitate the understanding on the impact of risk and cost of capital on investment appraisal besides their cumulative impact on the value of a capital project.
- To enable students to employ risk and sensitivity analysis on real time basis on varied projects.
- To develop skills in group work, including communication, collaboration, and presentation.

#### **Course contents:**

##### **Module I**

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

and International acquisitions. Legal and Procedural Aspects, Tax Implication, Cross border acquisitions and International acquisitions

### **Module II**

Objectives of Strategic Finance Management, Concept of strategic Financial Management, Types of financing and investment strategy, Strategy component, Inter-relation between strategic choices, Strategic financial planning process, Types of strategic financial plans, Forecasting financial positions

Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

### **Module III**

Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques, The 9S model, Strategic investigation of growth , Value Chain analysis and Value Engineering, SBU, Objective Based Costing (OBC), Balanced Scorecard, Special Purpose Vehicle, Venture Finance, Economic Value Added and Owner's Value Added.

### **Module IV**

Financial Innovations and Financial Engineering: Leverage Buy out-operations, Norms for financing leverage buyouts Corporate Control Mechanisms, Financially Engineered products. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor-initiated buy-outs/buy-ins

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Strategic Financial Management , Ravi M. Kishore, , Taxman.
- Strategic Financial Management ,G. Jakhotiya, Vikas Publishing.
- Strategic Financial Management , Dr. JB Gupta, , Taxman.

## **MBA.2.4.27.F TAX PLANNING & MANAGEMENT**

### **Course Objectives:**

To provide basic working knowledge on Tax Planning through various provisions of Income Tax Act 1961 in force for the relevant financial year. Learning the techniques of legitimate tax shelters for benefit of different kinds of assesses and making practice thereof.

### **Course Outcomes:**

- Build a strong foundation in accounting, management and business subjects.
- Seek variety of career options in accounting, management and business related field.

- Equip with skills and knowledge to excel in their future careers PO 4- Develop critical thinking skills in students.
- Enter master programmes like M.Com, MBA and pursue professional programmes like C.A, CMA, C.S, etc. and develop entrepreneurial skills

### **Course Contents:**

#### **Module - I**

Basic Concepts: Tax – its meaning and classification. Income Tax and its basic terms like Income, Assesses, Assessment year, Previous year, Residential Status, Incidence of Tax, Rate of tax, permanent Account Number, Exempted Incomes, Heads of Income.

#### **Module – II**

Tax Planning: Meaning and essence of Tax Planning. Exemptions, Allowances, Deductions, Rebates and Reliefs, Tax Avoidance, Tax Evasion and Tax Management.

#### **Module – III**

Computation of Income : Computation of Income from different heads such as Salary, House Property- Deductions U/S -80, Business & Profession, Capital Gains & Other Sources, Computation of Income for different assesses like Individual, HUF,AOP, BOI, Firm &Companies. Gross Total Income, Profit and gains of business/profession (only theoretical concepts) Total Income, Minimum Alternate Tax, and Dividend Distribution Tax.

#### **Module – IV**

Tax Planning & Tax Management related issues: - TDS, Provision and procedures of compulsory online filling of returns of Individuals, HUF, Capital Structure decision, Set of and Carry forward of loss, Depreciation. Self-Assessment Tax, Advance Tax, Demanded Tax. Interest & Penalties. Summary Assessment, Scrutiny Assessment and Best Judgment Assessment. Appeals and Revision.

### **Case Analysis is compulsory**

#### **Suggested Books**

- Students' Guide to Income Tax, University Edition, , Singhania Vinod K. and Monica Singhania: Taxmann Publication Pvt. Ltd, New Delhi.
- Systematic Approach to Income Tax, Ahuja Girish and Ravi Gupta: Bharat Law House, Delhi.
- Law and Practice of Income Tax Pagare, Dinkar:, Sultan Chand and Sons, New Delhi.
- Income Tax Law and Practice, Lal B.B, Konark Publications, New Delhi.

## **HR SPECIALISATION**

## **MBA.2.4.25.H: COMPENSATION & REWARD MANAGEMENT**

### **Course Objectives:**

The objectives are to promote understanding of issues relating to compensation for human resources; and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

### **Course Outcomes:**

- Understand the importance of compensation and reward in attracting and retaining the talent.
- Design and manage the compensation and reward to motivate employees, increase job satisfaction, improve performance and enhance productivity.
- Help in designing, analyzing and restructuring reward management systems.
- Designing compensation policies and strategies.

### **Course contents:**

#### **Module-I**

Introduction to Compensation – Compensation, dimensions, Conceptual Framework and components of Compensation programme, Wage vs. Salary; Fringe benefits, Salary Structure, Components, Time rate system, Piece rate System, Wage and salary administration, Payroll Administration. Wages Theories and Wage Determination - Theories of wages: Economic theories, Marginal Productivity theory, Bargaining theory, Equity theory, Tournament Theory, Agency Theory;

#### **Module-II**

Job Evaluation: Concept, Scope, Methods and techniques, Wage Survey, Wage Policy in India, Process of wage determination in India, Criteria for wage fixation, wage differentials.

#### **Module-III**

Legal Framework of Compensation Administration – Definition of wages under various Legislations, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965, The Equal Remuneration Act 1976,

#### **Module-IV**

Machinery for Wage settlement - Wage Boards, Legislations, The Pay Commission, Collective bargaining. Executive Compensation – Components, Contingent pay: Pay for performance; Knowledge based pay system & market based pay system, Incentive based pay systems and types of incentive plans, Profit Sharing and Stock Options, Compensation management and impact on job satisfaction, motivation and productivity.

**Case Analysis is compulsory**

### **Suggested Texts**

- Compensation, Milkvich & Newman: – TMH
- Compensation, Barry Gerhart, Sara L Rynes, Sage Publication.
- Compensation Management in a Knowledge Based world , Henderson, - Pearson

#### **MBA.2.4.26.H: PERFORMANCE MANAGEMENT & APPRAISAL**

##### **Course Objectives:**

The objectives are to provide an in-depth understanding of the role of performance management in developing the human base of the organization. This will help to understand the challenges organizations face while implementing performance management system.

##### **Course Outcomes:**

- Students will be able to comprehend a variety of performance problems.
- Students will study techniques and principles for counselling.
- It will assist students in gaining an understanding of ethical concerns in performance management.
- Helps in implementing performance management system.

##### **Course contents:**

###### **Module-I**

Performance Management – Introduction to Performance Management, nature, scope, importance, Link between Performance Management and Performance Appraisal, Benefits of Performance

###### **Module-II**

Management. Performance Management Process - Competency mapping – Concept and Methods, KPAs and KRAs, Performance Planning, Managing, Appraising, Monitoring, Evaluating performance management.

###### **Module-III**

Performance Appraisal - Steps in appraising performance, Approaches and Methods of performance appraisal, 360 Degree Appraisal, Assessment Centre, Balance Scorecard, HR Scorecard, Obstacles in appraisal, Designing appraisal for better results,

###### **Module-IV**

Performance Appraisal interview, Potential Appraisal. Performance Feedback – Performance Review and feedback, Analyzing Performance problems, Performance Counseling – Principles and skills for counseling process; competency based Performance Management, Ethics in Performance Management.

**Case Analysis is compulsory**



### **Suggested Texts**

- Performance Management and appraisal systems, Rao , T.V. , Response Books
- Performance Management, Chadha, Prem., , Macmillan, New Delhi
- Performance Management, A S Kohli, T Deb Oxford
- Performance Management System, A M Sharma, Himalaya
- Performance Management Strategic, Interventions , Srinivas R. Kandula – , Drives – PHI

### **MBA.2.4.27.H: LABOUR LAWS**

#### **Course Objectives:**

The objectives are to familiarize the students with various labour laws and their impact on Indian industries; and to stimulate thinking on rationale behind the laws and their enforcement; and to enable the student to appreciate the principles of equity, fairness and natural justice while dealing with employees. It would expose the students to a variety of situations that exist in the industrial establishment and to equip them with the necessary tools to deal the situations correctly and effectively.

#### **Course Outcomes:**

- Students will know the development and the judicial setup of Labour Laws.
- Students will be conversant regarding conflict management in legal perspective and judicial system pertaining to labour management relations.
- They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice.
- Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.

#### **Course Contents:**

##### **Module-I**

Introduction to Labour Legislation - Concept, need, objectives, scope & classification, principles of labour legislation, Constitution and Labour Laws, Labour Administrative Machinery in India and Odisha, Labour Reforms in India, Occupational Safety, Health and Working Conditions Code: Factories Act 1948, The Mines Act 1952, The Orissa Shops and Commercial Establishments Act, 1956, Contract Labour (Regulation and Abolition) Act 1970, Inter-State Migrant Workers Act, 1979.Cases.

##### **Module-II**

Industrial Relations Codes - Industrial Disputes Act 1947, Trade Union Act 1926, Industrial Employment (Standing Orders) Act 1946, Cases.

### **Module-III**

Wage Codes - The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965, The Equal Remuneration Act 1976, Cases.

### **Module-IV**

Social Security Code – Employee’s Compensation Act, 1923, Employees State Insurance Act 1948, Employees Provident Fund and Miscellaneous Provisions Act, 1952, Maternity Benefit Act 1961, Payment of Gratuity Act 1972, Cases.

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Labour Laws, Kapoor N.D, Sultan chand.
- Human Relations Legislations , Sahoo, Sundaray and Tripathy, , Vrinda Publications
- Industrial Jurisprudence & Labour Legislation , A.M. Sharma, , Himalaya
- Labour Laws , B D Singh, , Excell books
- Industrial Relation and Labour Laws , S.C. Srivastava, - Vikash Publications
- Dynamics of Industrial relations, Mamoria and Mamoria, Himalaya Publications.
- Industrial Relations, Trade union and Labour legislation, Sinha, Sinha, & Shekar, , Pearson Publications.

## **OPERATIONS SPECIALISATION**

### **MBA 2.4.25 O: BUSINESS PROCESS REENGINEERING**

#### **Course Objectives:**

The principal objective of this course is to acquaint participants with key concepts and solutions in the design, operation, and implementation of business process reengineering. It also aims at sensitizing participants with how effective and efficient business process reengineering can facilitate in achievement of process simplification and market benefits based on the philosophy of extended enterprise.

#### **Course Outcomes:**

- How to analyse business processes from 360°--the tactical, operational and strategic perspectives.
- A proven best-practice method to achieve sustainable transformation.
- To apply a sophisticated toolkit of specific proven, high impact improvement tactics.
- To develop compelling business-value driven business cases for change.

#### **Course Contents:**

##### **Module-I**

Business Process Re-Engineering, Historical Background , Nature, Rationale and Early examples and Issues of BPR Kaizen and management, Management orientation, Kaizen and BPR

### **Module-II**

BPR and other management concepts, BPR and Total Quality Management, BPR and Quality Function Deployment, BPR and ISO Standards, BPR and Enterprise Resource Planning, Efficient and effective organization

### **Module-III**

Implementation of BPR and Reengineering Structure, Development of business and process objectives, identification of process to be reengineered, Understanding present process, utilization of IT as an enabler, design and evaluation of process prototype, dimensions of process types, process, process objects, process activities, Reengineering Structure.

### **Module-IV**

Common Pitfalls and Change management, Introduction, reengineering too many process at initial stage, inadequate training to team members, unclear knowledge of BPR, improper monitoring, fear of failure, delay in showing results, improper appraisal, complacency management, limited resources. Introduction to change management, structure of change, management of change in BPR

**Case Analysis is compulsory**

### **Suggested Texts**

- Business Process Reengineering and Change Management, B R Dey, biztantra.
- Organisational Transformation through BPR, B- Vikram Sethi and William King Pearson Education.

## **MBA 2.4.26 O: PRODUCTIVITY MANAGEMENT**

### **Course Objectives:**

The subject will elaborate various techniques and concepts used to raise the manufacturing unit through continuous improvement project basis thus bringing down manufacturing cost besides optimizing production resources.

### **Course Outcomes:**

- Understand the different types of productivities.
- Learn the different methods to improve productivity
- How to increase the productivity using modern It tools.
- Optimize production resources.

### **Course Contents:**

#### **Module- I**

Concept of Productivity, applications, measurement and approach to productivity enterprise level leading to national level productivity enhancement. Value stream mapping, lean enterprises and JIT practice.

#### **Module-II**

Environmental Management Systems + ENERGY CONSERVATION towards renewable energy and implementing 4R through EMS.

#### **Module-III**

Value analysis and value engineering concepts, techniques and applications. Total Quality Management + Six Sigma – Discussions on statistical process control and poke yoke system to aid Zero defect programme. Differential diagnostics – how to be a defective to trace quality defects.

#### **Module- IV**

Total Productive maintenance – 7 pillar approach coupled with techniques, cause and effect diagram, why-why analysis eliminates breakdown and eliminates losses. Work measurement through Maynard operations sequence Techniques, Ergonomics, Methods study improvement three KAIZENS,

### **Case Analysis is compulsory**

#### **Suggested Texts**

- Productivity Management: A Practical Handbook , Joseph Prokopenko:, ILO
- Total Quality Management , Sridhar Bhatt:: Himalyan Publishing House
- Total Quality Management, 3rd Ed , Besterfield-Sacre,. Pearson
- An Introduction to Six Sigma: Process & Improvement , Evans and Lindsay , Thomson

### **MBA 2.4.27 O: SERVICES OPERATIONS MANAGEMENT**

#### **Course Objective:**

This Course aims at acquainting the students with Decision Making in Planning, Design, Delivery, Quality and Scheduling of Operations including Field Service Operations.

#### **Course Outcomes:**

- Understand and be able to explain the critical perspectives on the nature of service.
- Explain the ways in which good and bad service.
- The services sector treats services as intangible products, service as a customer experience and service as a package of facilitating goods and services.
- Be ready for Field Service Operations

#### **Course Contents:**

**Module- I**

Service Operations Concept & Role of Services in an Economy, Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction., nature of services.

**Module- II**

Service classification, Service package, distinctive characteristics of service operations. Economic evolution, stages of economic development – pre-industrial society, Industrial society, post-industrial society, nature of service sector, role of service manager.

**Module- III**

Service Operation Strategy, the strategic service concept, classifying services for strategic insights, understanding competitive environment of Services, Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Competitive service strategies, winning customers in the market place.

**Module- IV**

Field Service Management & Service Manpower Planning and Scheduling, Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service, Effectiveness Evaluation, Field Service and Customer Relations Management. Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Linear Programming and other models of planning and scheduling. Service Quality, defining service quality, Measuring service quality, SERVQUAL, Bench marking, Scope of service quality, Quality service by design – incorporating quality in the service package, Taquchi method, Poka Yoke, QFD, Achieving service quality – cost of quality, tools for achieving service quality. Deming's 14 point program.

**Case Analysis is compulsory****Suggested Texts**

- Fitzsimons, A.J., Fitzsimmons M.J., Service Management Operations, Strategy and Information Technology, Tata McGraw Hill, 2006.
- Service Management and Operations, Haksever C., Render, Russell R S., Murdick R G., Pearson.
- Service Operations Management, Metters, Cengage

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## **VALUE ADDED COURSE**

**Subject: NISM Investment and Advisor Module**

**Full Marks: 50      Credit: 2**

### **Course objectives:**

The course aims to enhance the quality of investment advisory and related services in the financial services industry. Know the basics of personal financial planning, time value of money, evaluating the financial position of clients, debt management and loans.

### **Course outcomes:**

- Understand about the Indian Financial Markets and Indian Securities market segments
- Get oriented to different kinds of financial markets, portfolio management services and alternative investment funds.
- Know about portfolio construction, performance monitoring and evaluation.

### **MODULE 1: PERSONAL FINANCIAL PLANNING**

- A. Understand the concept of Financial Planning
- B. Understand the need for financial planning
- C. Scope of financial planning
- D. Concept of asset, liabilities and net worth
- E. Financial Planning process
- F. Financial advisory and execution
- G. Importance of cash flow management in personal finance
- H. Preparing Household Budget
- I. Cash inflows and outflows
- J. Budgeting and forecasting

### **MODULE 2: INTRODUCTION TO THE INDIAN FINANCIAL MARKETS**

- A. The Indian Economy
- B. The Indian Financial Markets
- C. Regulators of Financial Markets

- D. Structure of Financial Markets in India
- E. Role of Participants in the Financial Markets
- F. Overview of portfolio managers in India
- G. Types of portfolio management services
- H. Structure of PMS in India
- I. Registration requirements of a Portfolio Manager
- I. Responsibilities of a Portfolio Manager

**Reference:**

NISM study materials

## **ADD-ON COURSE**

**Subject: Technical Analysis**

**Full Marks: 50      Credit: 2**

**Course objectives:** The course helps you understand the profit target but also aware you of risk involved in the trade. This course teaches the secrets of successful traders, unique ideas to trade in Intraday, Swing trade, Short term delivery, Futures & Options.

**Course outcomes:**

The Complete Technical Analysis Trading Course is designed to bring you from knowing nothing about technical analysis to knowing just about everything on what it takes to become a highly profitable trader.

In this course, you will learn how to determine the next market directions as easy as counting 1... 2... 3... by using the most profitable technical indicators on earth.

**Module I**

Introduction to Technical Analysis - Support and resistance in the practice market, Classical Chart Patterns & Gap Theory, Position sizing and Money Management Techniques, Trend line Systems and Candlestick Patterns - Understand how Chart Patterns & Heiken Ashi

**Module II**

Trading Edge with Stock Edge, Various Chart Patterns and Moving Average Systems - Types of Indicators, Use of Indicators in the application - Stop Loss, Risk-Reward Ratio and Risk Management.

**Reference:**

1. NSE Study materials
2. Publication Fact book of NSE