

**SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MASTER OF BUSINESS ADMINISTRATION**

**MBA Scheme (2020-2022)(Choice Based Credit System)**

**MBA FIRST YEAR (2YDC) (First Semester)**

S No	Sub. Category	Sub. Code	Subject	L	T	P	Credits		Th	CW	SW	P	Total
							T	P					
1	CC	MBA1006	Fundamentals of Management	3	-	-	3	-	70	30	-	-	100
2	CC	MBA1007	Accounting for Managers	3	-	-	3	-	70	30	-	-	100
3	SSC	MBA1008	Business and Economic Environment	3	-	-	3	-	70	30	-	-	100
4	CC	MBA1009	Organization Behaviour	3	-	-	3	-	70	30	-	-	100
5	CC	MBA1010	Operations Management	3	-	-	3	-	70	30	-	-	100
6	CC	MAA1104	Mathematics & Statistics for Managers	3	-	-	3	-	70	30	-	-	100
7	SSC	HUA1105	Business Communication	3	-	-	3	-	70	30	-	-	100
8	CC	CTA1106	IT for Managers	3	-	-	3	-	70	30	-	-	100
9	EGC	CTA1902	IT Lab	-	-	2	-	2	-	-	20	30	50
10	EGC	MBA1903	GD/PI Lab	-	-	2	-	2	-	-	50	-	50
11		MBA1998	Comprehensive Viva	-	-	-	-	4	-	-	-	100	100
<b>Total</b>				<b>24</b>	<b>-</b>	<b>4</b>	<b>24</b>	<b>8</b>	<b>560</b>	<b>240</b>	<b>70</b>	<b>130</b>	<b>1000</b>

CC - Core Courses, SSC - Soft Skill Courses, EGC - Elective Generic Courses

**CURRICULUM FOR FULL-TIME COURSE**

**(Under Choice Based Credit System)**

**MBA FIRST YEAR**

**FIRST SEMESTER**

<b>SUBJECT CODE</b>	<b>LIST OF SUBJECTS</b>
<b>MBA 1006</b>	<b>FUNDAMENTALS OF MANAGEMENT</b>
<b>MBA 1007</b>	<b>ACCOUNTING FOR MANAGERS</b>
<b>MBA 1008</b>	<b>BUSINESS AND ECONOMIC ENVIRONMENT</b>
<b>MBA 1009</b>	<b>ORGANIZATION BEHAVIOR</b>
<b>MBA 1010</b>	<b>OPERATIONS MANAGEMENT</b>
<b>MAA 1104</b>	<b>MATHEMATICS AND STATISTICS FOR MANAGERS</b>
<b>HUA 1105</b>	<b>BUSINESS COMMUNICATION</b>
<b>CTA 1106</b>	<b>IT FOR MANAGERS</b>
<b>CTA 1902</b>	<b>IT LAB</b>
<b>MBA 1903</b>	<b>GD/PI LAB</b>
<b>MBA 1998</b>	<b>COMPREHENSIVE VIVA</b>

## **MBA1006: FUNDAMENTALS OF MANAGEMENT**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVE:**

The objective of this course is to help the students gain understanding of principles and concepts of Management and functions & responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyze and understand the environment of the organization.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to:

1. Understand the management evolution and demonstrate the roles, skills and functions of managers.
2. Explain the planning process, describe the need of MBO, analyze the role of Policies and strategies in business.
3. Understand the basic aspects of organizing in management and determine the need of decentralization, delegation and optimum span of management in an organization.
4. Identify the importance of control, explain its process and types, illustrate the upcoming issues in management.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA1006 : FUNDAMENTALS OF MANAGEMENT**

## **COURSE CONTENTS:**

**1. Concept of Management:** Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, The Human Relations School, Systems Theory, Contingency Management., Case Studies.

**2. Planning, Concept and Nature of Objectives :** Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning, Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO, Case Studies.

**3. Strategies and Policies:** Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies, The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process , Case Studies.

**4. Organizing:** Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization.

**5. Controlling:** Concept and Process of Control, Control Techniques, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool, Managing in a borderless world, Valuing diversity, its dimensions and attitudes, minority-challenges, glass-ceilings, gender issues in management., Case Studies.

## **TEXT READINGS:**

1. R. D. Agrawal, Organization and Management, New Delhi, Tata McGraw Hill, 1982
2. L.M Prasad, Management, Sultan Chand & Sons, 2007
3. S.K. Mandal, Management: Principles and Practice, Jaico Publishing house, 2011
4. Robbins, Stephens , Fundamentals of Management, Pearson Education,2009

## **SUGGESTED READINGS:**

1. Richard L. Daft, The New Era of Management ,Cengage Learning India Private Limited, 2012
- 2.Griffin Ricky W., Management Principles & Applications,Cengage Publications ,2012
3. Stoner James A.F., Management Principles & Applications, Pearson Education, 2003

## **MBA1007: ACCOUNTING FOR MANAGERS**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVE:**

Objective of this course is to acquaint students with the basic concepts and applications of financial, management and cost accounting.

### **COURSE OUTCOMES:**

At the end of the course, the student will be able to:

1. Understand accounting process and principles and apply it to prepare financial statements as well as emerging dimensions of modern accounting and computerized accounting.
2. Identify cost elements and determine cost of product and services.
3. Prepare budgets and understand key elements of cost control and cost reductions.
4. Take various strategic managerial decisions involving profit and cost considerations.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# MBA1007: ACCOUNTING FOR MANAGERS

## COURSE CONTENTS:

- 1. Introduction to Accounting:** concept and conventions, accounting standards , journalizing the transactions, posting entries in ledger accounts, triple column cash book, preparation of trial balance, trading account, P&L account, balance sheet, adjustment entries, preparation of final accounts, bank reconciliation, depreciation,
- 2. Introduction to Cost Accounting:** Nature, role, scope, concept of cost centers and cost units, classification of cost by nature and behaviors, essentials while establishing a cost system, elements and managerial uses of unit cost, batch cost, job order costs, contract cost, process cost, joint product cost and by-product cost., preparation of cost sheet
- 3. Cost Management:** Understanding difference between cost reduction and control meaning, advantages and limitations of budgetary controls, types of budget, and preparation of budgets.
- 4. Cost Analysis for Decision Making and Standard Costing:** Make or buy decisions, accept or reject decisions, concept of standard costing, concept of variance, calculating material, labor and overhead variance.
- 5. Recent Developments:** Understanding basic difference between GAAP and IFRS, understanding concept and importance of (IA) inflation accounting and (HRA) human resources accounting, Calculation of IA and HRA , computerized accounting : features, creating ledgers & making voucher entries in accounting software package.

## TEXT READINGS:

1. S. N. Maheshwari, “A textbook of Accounting for managers”, Vikas Publishing House, New Delhi, 2008
2. Jawharlal, Accounting for managers, 5<sup>th</sup> edition , Himalaya publication, New Delhi,2012
3. S. N. Maheshwari, “Cost Accounting, Theory and Problems”, 12<sup>th</sup> edition 2014, Vikas Publications, New Delhi

## SUGGESTED READINGS:

1. Management Accounting / Hansen, Don, R., 8<sup>th</sup> edition 2006, Thomson south western USA
2. Ramachandran, N, Financial Accounting for Management, 3<sup>rd</sup> edition 2013, McGraw Hill Education
3. Tulsian,P.C, Financial Accounting New Delhi, 2<sup>nd</sup> edition 2014, McGraw Hill Education

## **MBA1008: BUSINESS AND ECONOMIC ENVIRONMENT**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				TOTAL MARKS
						THEORY		PRACTICAL		
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVE:**

Objective of this Course is to help the students to analyze and understand economic environment.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to:

- 1 Understand various components of business environment.
- 2 Analyze the impact of environment upon economy.
- 3 Explain role and objectives of international trade organizations.
- 4 Define features of capital and money market in India.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# MBA1008: BUSINESS AND ECONOMIC ENVIRONMENT

## COURSE CONTENTS:

- 1. Business Environment:** Components and Significance of Business Environment, Factors effecting environment of Business, SLEPT analysis – Social environment and its impact on purchasing and consumption; Legal factors influencing business environment; Economic factors and its components; Political stability and sovereignty and its impact on the returns of business; and Technology effects on internationalizing the business activities
- 2. Sectors of Indian Economy and Business Environment:** Sectors of Indian economy, industrial policy and its review, contribution and trends of various sectors in national income and economy, economic institution, public; private; joint; and cooperative sectors, monetary policy, fiscal policy, trends and structure of Indian import and export, FDI, FII, inflation measures, five year plans since independence.
- 3. Global Economic Environment:** International economic integration, international trading blocks, their objectives, WTO ,GATT, G5, G20, BRICS etc, International Vs Inland trade, international trade theories, balance of payments – concept and trends, trade barriers , free trade vs. protection, country evaluation and selection.
- 4. Regulation and Promotion of Business in India:** Indian banking system, tax system in India (VAT,GST,STT,CTT) insurance regulatory and development agency, Telecom regulatory authority of India, SEBI, FMS, FICCI and CII, MSME.
- 5. Money and Capital Markets in India:** Block Chain technology, crypto-currency, money market and capital market of India, non-banking finance companies, special financial institutions –UTI, ICICI; IFCI; IDBI, merchant banking, mutual funds, stock exchanges, Micro-finance.

## TEXT READINGS:

1. Datt Ruddar & Sundaram K.P.M., Indian Economy, S Chand & company Ltd.
2. Cheruneelam Fransis, Business Environment, Himalaya publication
3. Palwar, Economic Environment of Business, PHI, New Delhi

## SUGGESTED READINGS:

1. Sundaram K.P.M., Money Banking and International Trade, S Chand & Sons
2. Avid W. Conklin, Cases in Environment of Business, Sage Response Book



## **MBA 1009: ORGANIZATION BEHAVIOUR**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVE:**

The objective of this course is to introduce the various concepts of organizational behavior to students. The course covers various important concepts related to learning, motivation, leadership, conflict management and organizational change and culture.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to :

- 1 Define the concepts related to Individual, Organizational and Group behavior, Learning, Perception and Motivation.
- 2 Explain and differentiate between various Leadership theories and apply these theories to solve given problems.
- 3 Define the various types of Conflicts, Conflict Process, Conflict Management Techniques and explain the Negotiation process and strategies.
- 4 Explain Organizational Change, Stress management and Organizational Culture.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 1009: ORGANIZATION BEHAVIOUR**

### **COURSE CONTENTS:**

**1. Foundations of Individual, Organizational and Group Behavior:** OB Models, Personality: Determinants and Attributes, Values, Job Attitudes. Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.

**2. Learning, Perception and Motivation** Learning and Learning Theories, Perception- Factors affecting Perception and Cognitive Dissonance theory. Motivation: Needs, Contents and Processes; Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behavior Modification.

**3. Leadership:** Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational leadership theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.

**4. Conflict and Negotiation:** Intra-individual Conflict, Interpersonal Conflict, Intergroup Conflict, Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process , Bargaining strategies ,Global implications

**5. Organizational Change , Stress Management and Organizational Cultures:** forces of Change, Resistance to Change, and Lewin's Three-Step Model, Stress Management—Potential Sources, Consequences and Coping Strategies for Stress, Definition of culture, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture.

### **TEXT READING:**

1. Robbins, Judge , Sanghi —Organizational Behavior, Prentice Hall, New Delhi, 2009
2. K Aswathappa- Organizational Behavior,9<sup>th</sup> Edition, Himalaya Publications, 2012

### **SUGGESTED READINGS:**

1. Newstorm and Davis- Organizational Behaviour, McGraw Hill; 11th Edition, 2004
2. Khanka -Organizational Behavior, S Chand & Co Ltd, 2006
3. Hitt, Miller and Colella- Organisation Behaviour , 3<sup>rd</sup> Edition, Wiley, 2010

## **MBA1010: OPERATIONS MANAGEMENT**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVE:**

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control, purchasing and materials management, and application of technical models and techniques for solving production problems.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to:

1. To acquire an understanding of the basic functions and fundamentals of operations management;
2. To develop analysing skills in solving production management problems such as design of efficient plant location and layout, aggregate planning and master scheduling.
3. To comprehend the significance of production planning, quality control and demand forecasting.
4. To demonstrate an understanding of the concepts of materials management such as MRP, inventory control and stores management.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA1010: OPERATIONS MANAGEMENT**

### **COURSE CONTENTS:**

- 1. Introduction to Production and Operations Management:** Nature of Production / Operations Management, Production Function and Its Environment, Functions of Production/Operations Manager, Organization of Production Function, Evolution of operation management, Types of Production Systems.
- 2. Facilities and Layout Planning:** Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative and Qualitative Models, Product layout, Process Layout, Fixed Position and Group Layout, layout design: Relationship based and Load-Distance cost matrix..
- 3. Resources Requirement Planning and Sequencing:** Capacity Planning, Machines and Labour Planning (Computations of Number of Machines and Workers) and Learning Curve Application. Introduction to PPC, Production Activity Control for Mass Manufacturing. Rules for Batch Processing, Sequencing and Job Shop - n-Jobs on Single Machine, n-Jobs on Two/Three Machines (Johnson's Rule).
- 4. Quality Control:** Quality Control Function, Acceptance Sampling (Single Sampling, Double Sampling and Multiple Sampling), Statistical Process Control, Operating Characteristics Curve and Its Applications (for Attributes and Variables), Application of Control Charts (C-chart, P-chart, X and R charts), Quality Circles, Quality Improvements, Introduction to Six Sigma Quality Concept and Its Role in Quality Management, Cost of Quality .
- 5. Materials Management:** Management in Relation to Materials: Meaning, Definition, Areas, Objectives, Importance, Role of Materials Manager, Integrated Materials Management, Materials Planning, Materials Identification, Codification and Standardization **Maintenance and Replacement Models:** Preventive and break down maintenance, Single Equipment Replacement Model and Group Replacement. Replacement of items which deteriorate with time and items which fails suddenly.

### **TEXT READINGS:**

1. Chase Aquilino Operations Management, Tata MC Hills, India
2. Norman Gaither , Operations Management, Cengage publications, India
3. P. Gopalkrishnan and M. Sundaresan, Materials Management: Integrated Approach, Prentice Hall, New Delhi

### **SUGGESTED READINGS:**

1. Donald W. Dobler, Lamer Lee Jr. & David N. Burt, Purchasing & Materials Management, Tata Mc Graw Hill, New Delhi
2. B. Mahadevan , Operations Management, Himalaya publications, India

## MAA 1104: MATHEMATICS AND STATISTICS FOR MANAGERS

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### COURSE OBJECTIVE:

The objective of the course is to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

### COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Apply the probability theory and distribution for taking business decisions.
2. Solve business problems using the concept of determinants and matrices.
3. Apply the tools and techniques of statistics for taking managerial decisions.
4. Understand the components of time series to identify various types of trends.

### COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# MAA 1104: MATHEMATICS AND STATISTICS FOR MANAGERS

## COURSE CONTENTS:

- 1. Sets theory and probability:** Sets, Subsets, Types of Sets, Operations on Sets, Cartesian Product of Sets, Applications. Probability Theory: Concepts, Additive, Multiplicative, Conditional Probability Rules, Baye's Theorem
- 2. Determinants and Matrices with Business Application:** Types of Matrices, Operations on Matrices, Adjoint Matrix, Inverse Matrix, Elementary Row Operations. Solution of Simultaneous Linear Equations using Matrices, Input/ Output Analysis.
- 3. Introduction to Statistics:** Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions, Measures of Central Tendency and Dispersion. Correlation and Regression
- 4. Probability Distributions:** Theoretical distributions - Binomial, Poisson and Normal Distributions. Their characteristics and applications.
- 5. Time Series and Statistical Decision Theory:** Time Series and Its Components, Analysis, Models of Time Series, Measurement of Trend, Seasonal Variations and Cyclic Variations. Introduction to Statistical Decision Theory, Decision Making Process, Decisions under Uncertainty and Risk, Decision tree.

## TEXT READINGS:

1. J.K. Sharma, Mathematics for Management and Computer Applications, Galgotia Publication
2. D.N. Elhance, Veena Elhance , Fundamentals of Statistics, Kitab Mahal, 1964
3. R. K. Ghosh and S. Saha, Business Mathematics and Statistics, Calcutta, New Central Book Agency, 2012

## SUGGESTED READINGS:

1. J. N. Kapur and H. C. Saxena, Mathematical Statistics, S Chand and Company Ltd., 2013
2. Jayprakash Reddy and M. Reddy, A Text Book of Business Mathematics, Ashish Publishing House, 2004
3. K. B. Dutta, Matrix and Linear Algebra, Printice Hall of India, 2004

## **HUA 1105: BUSINESS COMMUNICATION**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVES:**

The objectives of the course are to help the students acquire the basics of interpersonal communication and public speaking, so as to improve their communication skills and ability to understand others.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to:

1. Understand key elements of a communication process and types of communications.
2. Understand key requirements of effective communication and effective listening.
3. Develop interpersonal communication skills in the light of communication etiquettes and ethics.
4. Draft concise and precise business letters, mails, memos, business plans reports etc. and develop public speaking and demonstration skills like presentations etc.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## HUA 1105: BUSINESS COMMUNICATION

### COURSE CONTENTS:

**1. Basics of Communication:** Defining Communication, Process of Communication, Objectives of Communication, Communication Model. Principles of Effective Communication, Difference between Business and General Communication, and Importance of Feedback. Introduction to Corporate Communication. Channels and Types of Communication: Verbal, Non-verbal, Formal, Informal, Internal, External and Communication Networks.

**2. Factors Affecting Communication:** Barriers to Effective Communication: Physical, Organizational, Psychological and Socio-cultural Barriers and ways to overcome them. Effective Listening: Importance of Listening. Types and Essentials of effective listening. Barriers to Effective Listening. Developing Listening Skills.

**3. Interpersonal Communication:** Understanding Communication through Transactional Analysis. Contemporary Trends: Technology enabled Communication, Online etiquettes, Cell phone etiquettes, Ethics in Business communication, Meeting Etiquettes.

**4. Mechanism of Business Writing:** Basic patterns of Business Letters. Approaches to writing-Direct, Indirect and Persuasive Styles. Cover Letters, Résumés, Applications, Sales and Credit Letters. Reports and Proposals, Drafting e-mails and Memos.

**5. Presentation Strategies:** Techniques of Oral Presentations, Defining the Purpose, Analyzing the Audience, Establishing the main idea, Selecting the Appropriate Channel and Medium. Public speaking. Communication approaches during Interviews. Group Discussions.

**Practicals:** Group Discussion □ Role plays. □ Case analyses, □ Presentation. Comprehension skills based on reading and listening using audio-visual media.

### TEXT READINGS:

1. Chaturvedi, P.D. *Business Communication Concepts Cases and Application*. New Delhi: Pearson Edu., 2010.
2. Raman, M. and P. Singh. *Business Communication*. New Delhi: Oxford University Press, 2012.

### UGGESTED READINGS:

1. Lehman. *Business Communication*. New Delhi: Cengage publication, 2012.
2. Nawal. *Business Communication*. New Delhi: Cengage publication, 2012.
3. Pal, Rajendra. *Essentials of Business Communication*. New Delhi: Sultan Chand, 2010.
4. Rai and Rai. *Business Communication*. New Delhi: Himalaya publication, 2014.
5. Sharma, R.C and Krishna Mohan. *Business correspondence and report writing*. New Delhi: Tata Mc Hills, 2010.
6. Sinha, K. K. *Business communication*. New Delhi: Galgotia publication, 2010.



## CTA 1106: IT FOR MANAGERS

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### COURSE OBJECTIVE:

The objective of this course is to help students to understand the basics of Information Technology, Computer Hardware, Software, Applications, Databases, Internet and issues related to Design and Development of Information Systems.

### COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Understand basics of computer hardware, software and computer languages.
2. Understand the process of creating spreadsheets, word documents, presentation slides and database using various application software packages.
3. Explain role, types and security aspect of E-business and E-payment system.
4. Understand various types of management information and office Automation system.

### COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# CTA 1106: IT FOR MANAGERS

## COURSE CONTENTS:

**1. Introduction to Computer:** Hardware-input/ output devices; Software-System and application software, Computer Languages

## **2. Application Software**

### **Word processing**

Formatting (Index, Tab, bullet, numbering, etc.); Adding images, comments, symbols, diagrams

Adding header and footer, Changing Case, Text Direction, Rearranging Text into Columns; Mail Merge

Columns text (Tables, pictures, etc.); Importing and exporting data and files

### **Spreadsheets**

Entering data (numeric, text, date, time, comments)

Editing (update values, copying, moving, drag & drop, delete / insert rows & columns)

Formatting (text style, text orientation, increase/decrease width of columns and rows)

Changing Chart and Data Series; Charts (bar, pie, line, etc)

Value Axis Scaling and Formatting Lines; Consolidating Data; Creating Automatic Subtotals.

Using Pivot Tables and Pivot Charts; 11.Using Analysis Tool – Goal Seek and Solver

### **Presentations**

Creating presentations using Wizards

Creating blank presentation; Various type of views and their uses

Applying templates on presentations; Applying color schemes on presentations

Implementing Slide Transactions and Custom Animations; OLE Concepts

### **Database Creation**

Creating tables (Understanding fields, data types, range etc.) ; Establishing relationships

Creating Tables using Wizard; Creating Tables using Data View

Creating Select Queries; Designing queries with QBE Grid

Creating other types of queries (Cross tab, update etc.); Creating forms using wizards and Toolbar

Inserting data in tables using forms; Validating Forms; Creating Reports for table data

**3. E- Business Fundamentals and Electronic Payment System:** E-Business Framework, E-Business Application, Network Infrastructure for E-Business. Implementation issues of E-Business, E-Business models. (B2B, B2C), Type of E-payment, Digital Token-Based E-payment, Smart Card, Credit Card Payment Systems, Risk on E-payment, Designing E-payment System, Role of Banking in Electronic Payment.

**4. Inter-Organization Management and E-business Standards :** EDI Application in Business, Standardization and EDI, EDI Software Implementation, VANs (Value Added Network), Internet Based EDI, Cyber Laws, Cyber Crimes and Frauds, Types and Tools of Hacking. Security and E-business: Client-server Security, Data and Message Security, Document Security, Firewalls.

**5. Introduction to Information Systems and Future of Electronic-Business:** Definition, Types of Information Processing Systems Transaction Processing Systems, Office Automation Systems, Knowledge Work Systems, Management Information Systems, Decision Support Systems, and Executive Support Systems, Mobile and Wireless Computing Fundamentals and Applications, Virtual Factory, Strategies for Electronic Business.

#### **TEXT READING:**

1. P.K. Sinha, "Computer Fundamentals", BPB Publications, New Delhi.
2. Kalakotta, Ravi, Whinston, B., Frontiers of E-Commerce, New Delhi, Addison- Wesley
3. James A. O'Brien, "Management Information Systems", Galgotia Publications Pvt. Ltd., New Delhi.

#### **SUGGESTED READINGS:**

1. Muneesh Kumar, "Business Information Systems", Vikas Publishing House Pvt. Ltd., New Delhi
2. Arora, Ashok. Management Information Systems–New Delhi

## CTA 1902: IT LABORATORY

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
-	2	-	-	2	-	-	-	20	30	50

### COURSE OBJECTIVE:

The objective of this course is to help students to understand the basics of Information Technology, Computer Hardware, Software, Applications, Databases, Internet and issues related to Design and Development of Information Systems.

### COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Create and design spreadsheets, word documents, presentation slides and database using various application software packages.
2. Apply various formulas in spreadsheets.
3. Create Charts, pivot tables and Graphics in various application software packages.
4. Create ,design and validate forms and tables using wizards to enter data

### COURSE ASSESSMENT:

Students will be assessed on-

- 1.Continuous assessment in the form class attendance- regularity, quiz, and assignments / presentations (20 marks)
- 2.An end-term Viva-voce examination (30 marks).

# CTA 1902: IT LABORATORY

## COURSE CONTENTS:

### Application Software

#### 1. Word processing

Formatting (Index, Tab, bullet, numbering, etc.); Adding images, comments, symbols, diagrams

Adding header and footer, adding, Changing Case, Text Direction, Rearranging Text into Columns; Mail Merge

Columns text (Tables, pictures, etc.); Importing and exporting data and files

#### 2. Spreadsheets

Entering data (numeric, text, date, time, comments)

Editing (update values, copying, moving, drag & drop, delete / insert rows & columns)

Formatting (text style, text orientation, increase/decrease width of columns and rows)

Changing Chart and Data Series; Charts (bar, pie, line, etc)

Value Axis Scaling and Formatting Lines; Consolidating Data; Creating Automatic Subtotals.

Using Pivot Tables and Pivot Charts; 11.Using Analysis Tool – Goal Seek and Solver

#### 3. Presentations

Creating presentations using Wizards

Creating blank presentation; Various type of views and their uses

Applying templates on presentations; Applying color schemes on presentations

Implementing Slide Transactions and Custom Animations; OLE Concepts

#### 4. Database Creation

Creating tables (Understanding fields, data types, range etc.) ; Establishing relationships

Creating Tables using Wizard; Creating Tables using Data View

Creating Select Queries; Designing queries with QBE Grid

Creating other types of queries (Cross tab, update etc.); Creating forms using wizards and Toolbar

Inserting data in tables using forms; Validating Forms; Creating Reports for table data

## TEXT READING:

1. P.K. Sinha, “**Computer Fundamentals**”, BPB Publications, New Delhi.

2. James A. O’Brien, “**Management Information Systems**”, Galgotia Publications Pvt. Ltd., New Delhi

## MBA 1903: GD/PI Lab

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
-	2	-	-	2	-	-	-	50	-	50

### COURSE OBJECTIVE:

The objective of this course is to help students to develop soft skills and understand the basics of Communication. The course aims at enhancing oral and written expression ability of students. Analyze communication situations and audiences to make choices about the most effective and efficient way to communicate and deliver messages.

### COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Deliver effective business presentations in contexts that may require either extemporaneous or impromptu oral presentations.
2. Provide feedback, accept feedback, and use feedback to improve communication skills.
3. Develop effective interpersonal communication skills.
4. Use communication technology appropriately and effectively.

### COURSE ASSESSMENT:

Students will be assessed on-

Continuous assessment in the form of Group Discussions, Personal Interviews, class attendance- regularity, and assignments /presentations (50 marks)

## MBA 1903: GD/PI Lab

### COURSE CONTENTS:

1. **Reading Ability:** Reading of Management Literature, Business magazines and Newspaper. Analysing from managerial perspective. Summary/ Synopsis writing.
2. **Listening Ability:** Listening Business news and Speeches from business People. Analysing their views and writing summary and synopsis.
3. **Group Discussions:** Involvement of students in group discussions, awareness of current topics. Enhance their oral communication skills. Etiquettes of group discussion.
4. **Personal interview:** Conducting mock interviews to prepare students for placement. Personal Interview ethics and etiquettes.
5. **Presentation Skills:** Preparing a presentation using LCD. Integrating graphs, figures and Videos for effective presentation.
6. **Written Communication:** Students write letters, memos, proposals, formal and informal reports, work plans, email evaluation, and progress reports.

### TEXT READING: LATEST EDITION

1. Courtland L. Bovee's ,Business Communication Today, tenth edition, 2010, Pearson.
2. Pushp Lata, Kumar, Sanjay. Communication or collapse, PHI
3. Kaul Asha, Effective Business Communication, PHI

## **MBA 1998: COMPREHENSIVE VIVA**

### **COURSE OBJECTIVE:**

The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Programme.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to:

1. Face interview both at the academic and the industrial level.
2. Prepare comprehensively to answer questions from all subjects.
3. Attain Oral Presentation skills by answering questions in precise and concise manner.

### **COURSE ASSESSMENT:**

Students will be assessed on-

An end-term examination through a comprehensive viva (100 Marks).

### **EXAMINATION SCHEME:**

Every student will be required to undergo comprehensive viva-voce at the end of first semester of MBA. A panel of examiners will conduct the comprehensive viva-voce examination. Comprehensive viva-voce will be of four virtual credits. The panel will award credit to the students.

### **COURSE CONTENT:**

The viva-voce shall normally cover all the subjects taught in the first semester of MBA Program



**SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE**  
**DEPARTMENT OF MANAGEMENT STUDIES**

**MBA Scheme (2020-2022)(Choice Based Credit System)**

**MBA FIRST YEAR (2YDC) (Second Semester)**

S No	Sub. Category	Sub. Code	Subject	L	T	P	Credits		Th	CW	SW	P	Total
							T	P					
1	CC	MBA2008	Human Resource Management	3	-	-	3	-	70	30	-	-	100
2	CC	MBA2009	Research Methodology	3	-	-	3	-	70	30	-	-	100
3	CC	MBA2010	Marketing Management	3	-	-	3	-	70	30	-	-	100
4	CC	MBA2011	Financial Management	3	-	-	3	-	70	30	-	-	100
5	CC	MBA2012	Managerial Economics	3	-	-	3	-	70	30	-	-	100
6	CC	MBA2014	Business Legislation	3	-	-	3	-	70	30	-	-	100
7	SSC	MBA2015	Entrepreneurship and Ethics	3	-	-	3	-	70	30	-	-	100
8	CC	MAA2102	Quantitative Decision Making	3	-	-	3	-	70	30	-	-	100
9	EGC	MBA2902	Research Methodology Lab	-	-	2	-	2	-	-	20	30	50
10	EGC	MBA2903	Excel Lab	-	-	2	-	2	-	-	50	-	50
11		MBA2998	Comprehensive Viva	-	-	-	-	4	-	-	-	100	100
<b>Total</b>				<b>24</b>	<b>-</b>	<b>4</b>	<b>24</b>	<b>8</b>	<b>560</b>	<b>240</b>	<b>70</b>	<b>130</b>	<b>1000</b>

CC - Core Courses, SSC - Soft Skill Courses, EGC - Elective Generic Courses

**MBA FIRST YEAR  
SECOND SEMESTER**

<b>SUBJECT CODE</b>	<b>LIST OF SUBJECTS</b>
<b>MBA 2008</b>	<b>HUMAN RESOURCE MANAGEMENT</b>
<b>MBA 2009</b>	<b>RESEARCH METHODOLOGY</b>
<b>MBA 2010</b>	<b>MARKETING MANAGEMENT</b>
<b>MBA 2011</b>	<b>FINANCIAL MANAGEMENT</b>
<b>MBA 2012</b>	<b>MANAGERIAL ECONOMICS</b>
<b>MBA 2014</b>	<b>BUSINESS LEGISLATION</b>
<b>MBA 2015</b>	<b>ENTREPRENEURSHIP AND ETHICS</b>
<b>MAA 2102</b>	<b>QUANTITATIVE DECISION MAKING</b>
<b>MBA2902</b>	<b>RESEARCH METHODOLOGY LAB</b>
<b>MBA2903</b>	<b>EXCEL LAB</b>
<b>MBA 2998</b>	<b>COMPREHENSIVE VIVA</b>

## **MBA 2008: HUMAN RESOURCE MANAGEMENT**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVES:**

The objective of this course is to introduce the various concepts of human resource management to students. It provides an understanding of the fundamental concepts and importance of human resource management, with particular reference to HRM policies and practices in India.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to :

- 1 Explain the Concept, Functions, Structure, Roles and Responsibilities of the HR department and acquisition of Human Resources.
- 2 Write sample HR policies and describe the Administrative, Operational and Strategic Role of HR.
- 3 Explain the process, method and evaluation of Training and Development, Performance Appraisal, Career and Succession Planning.
- 4 Explain the maintenance and separation process for the human resources.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 2008: HUMAN RESOURCE MANAGEMENT**

### **COURSE CONTENTS:**

- 1. The Field of HRM:** An Overview of HRM, Concept, Functions of the HR department, Personnel to Human Resource shift, ASTD HRM Model, Structure of Human Resource Management, Role and Responsibilities of the Human Resource
- 2. Acquisition of Human Resources:** Objectives, Policies and Process of Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design (Nature , Job Characteristics, Reengineering Jobs, Advantages and Disadvantages, Consequences), Recruitment, Selection, Induction, Promotion and Transfer.
- 3. Human Resource Policies:** Administrative, Operational and Strategic Role of Human Resource, Formulation and Essentials of Sound Human Resource Policies, Concept of virtual organization , Flexi timings at work place. Case Studies
- 4. Development of Human Resources:** Concept of Training and Development, Evaluation of Training and Performance Appraisal (Appraising Individual and Team Performance), Introduction to Career and Succession Planning. Case Studies
- 5. Maintenance and Separation Processes:** Job Evaluation, Designing and Administering the Wage and Salary Structure, Compensation, Grievance Handling Procedure, Turnover, Retirement, Layoff, Retrenchment and Discharge, Mechanism of VRS, VRS in Public Sector and Private Sector. Case Studies

### **TEXT READINGS:**

1. DeCenzo, Robbins, Verhulst-Fundamentals of Human Resource Management, 11<sup>th</sup> edition, Wiley, 2012
2. Haldar Uday Kumar, Human Resources Management, Oxford University Press, 2013
3. Dessler, Gary, Varkkey, Biju, Fundamentals of HRM, 11<sup>th</sup> Edition, Pearson - Prentice Hall, India, 2009

### **SUGGESTED READINGS:**

1. Rao V S P, Human Resource Management, 3<sup>rd</sup> Edition, Excel Books India, 2007
2. P.Subba Rao, Essentials of Human Resource Management ,Himalaya Publications, India, 2010
3. Ashwathapa K, International Human Resources Management, Tata Mc-graw hill India, 2007

## **MBA2009 RESEARCH METHODOLOGY**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVES:**

The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to :

- 1 Develop an understanding of business research, and explain the basic framework of research process and different research designs.
- 2 Identify the sources of information for literature review and describe the sampling techniques in research.
- 3 Illustrate the techniques of data collection, understand the measurement scales in research, test the hypothesis by applying data analysis tools and techniques.
- 4 Prepare the report, explain the results and develop an understanding of ethical dimensions of conducting research.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# MBA2009 RESEARCH METHODOLOGY

## COURSE CONTENTS

**Prerequisites:** Student are suppose to have knowledge of Measures of Central Tendency, Measures of Dispersion, Simple Correlation and Regression Analysis. These concepts are taught to them in earlier semesters. **There will be no questions in examination from Prerequisites.**

- 1. Introduction to Research Methods:** Role and objectives of business research, types of research and various research design (exploratory, descriptive, experimental and diagnostic research), research process: Overview, Problems encountered by researcher. Experimental research design will comprise of Completely Randomized Design, Latin Square Design and Factorial Design.
- 2. Literature Review and Sampling:** Purpose of LR, LR methodology, Sources and Outcomes of LR. Theory and Design of Sample Survey, Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors
- 3. Data Collection and Questionnaire:** Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data. Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews
- 4. Hypothesis testing and Data Analysis :** Parametric & Non-Parametric Tests, Testing and Interpretation sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test, ANOVA, chi square test, Introduction and Applications of Multiple Regression, Factor Analysis, Cluster Analysis, Multidimensional Scaling, Discriminate, Canonical Analysis, Conjoint Analysis.
- 5. Interpretations and Report Writing:** Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports, Limitations of RM, Philosophical issues in Research, Ethics and Research.

## Text Readings: LATEST EDITION

1. C. R. Kothari, "Research Methodology: Methods and techniques", Vishwa Prakashan, New Delhi
2. William G. Zikmund, "Business Research Methods", Dryden Press, Orlando.
3. Hair Anderson, Tatham and black, Multivariate data analysis, Pearson publications

## Suggested Readings: LATEST EDITION

1. Asthana & Braj Bhushan, statics for social science, Prentice hall, India

## **MBA 2010: MARKETING MANAGEMENT**

<b>PERIOD PER WEEK</b>			<b>CREDITS</b>			<b>MAXIMUM MARKS</b>				
						<b>THEORY</b>		<b>PRACTICAL</b>		<b>TOTAL MARKS</b>
<b>T</b>	<b>P</b>	<b>Tu</b>	<b>CW</b>	<b>SW</b>	<b>Tu</b>	<b>CW</b>	<b>End Sem</b>	<b>SW</b>	<b>End Sem</b>	
<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>70</b>	<b>-</b>	<b>-</b>	<b>100</b>

### **COURSE OBJECTIVE:**

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to: -

- 1 Describe Philosophies of Marketing Management, Marketing Environment and , Marketing Mix Elements.
- 2 Explain Market Segmentations, Differentiation and Positioning Strategy.
- 3 Discuss Product Classification, Product Diffusion Process, Repositioning and Pricing.
- 4 Identify the importance and concept of Distribution Channel, CRM, Green Marketing, E-Marketing, and Tools of IMC.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# **MBA 2010: MARKETING MANAGEMENT**

## **COURSE CONTENTS**

**1 Marketing Concepts:** Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between Marketing and Selling, Marketing and Corporate Strategy.

**2. Market Segmentation, Targeting, Positioning:** Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Differentiation, ways of differentiation, Tool for Competitive Differentiation, Developing a Positioning Strategy.

**3. Product Decision:** Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, Product Diffusion Process, Equity, Challenges, Repositioning, Branding, Packaging, Introduction of Labeling. New Product Development Process. Pricing Decision: Pricing Objectives, Demand Estimating, Pricing Decision framework, Pricing Methods and Strategies, Pricing Practices, Internet and Transfer Pricing.

**4. Distribution Decisions:** Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, VMS and HMS, Wholesaling, Retailing, Promotion Decisions: Effective Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Direct and Indirect Marketing,

**5. Emerging Trends in Marketing:** An Introduction to Internet Marketing, Multi Level Marketing, Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

## **TEXT READINGS:**

1. Kotler, Philip, Principles of Marketing Management, New Delhi, Prentice Hall, India, 13 edn
2. Jain subash, Marketing Strategy: Planning, control, Cengage publication, India 2004
3. Pradhan, Marketing Management: A Case Book, Cengage publication, India, 2012

## **SUGGESTED READINGS:**

1. William L. Pride and O.C. Ferrell, Marketing Concepts and Strategies, Houghton Mifflin Co., Boston 8th Edition, 1993
2. Czinkota, Michael R. Marketing Management, -Australia, 2005



## MBA 2011: FINANCIAL MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVE:**

The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business

### **COURSE OUTCOMES:**

At the end of the course, the student will be able to:

1. Understand the nature, scope and objectives of financial management
2. Analyze financial statements using ratio analysis technique.
3. Apply techniques of capital budgeting to evaluate investment proposals.
4. Design capital structure of a firm.
5. Determine working capital requirements of a firm.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 2011: FINANCIAL MANAGEMENT**

### **COURSE CONTENTS:**

- 1. Introduction:** Concept, nature, scope, and objective of financial management, finance functions, long term and short term, sources of finance, concepts of profit and wealth maximization.
- 2. Ratio Analysis:** Liquidity, activity, profitability, solvency, leverage: operating, financial and combined leverages, leverage ratio analysis, interpretation of ratios with cases.
- 3. Capital Budgeting:** Time value of money, DCF and Non DCF methods for evaluating projects (PBP, ARR, NPV, IRR, PI)
- 4. Cost of Capital:** Cost of long term sources of finance, weighted average cost of capital., capital structure theories and significance of dividend, dividend policy, dividend theories.
- 5. Working capital Management and Statement of Changes In Financial Position:** Need, determinants and computation of working capital bank regulations, funds flow statement; total resource method, working capital method and cash method, concept of cash flow.

### **TEXT READINGS:**

1. Pandey, I.M., "Financial Management", Vikas Publication House, New Delhi, 9<sup>th</sup> edition 2009
2. Khan, M.Y., Jain, P.K., "Financial Management", Tata Mc Graw Hill, New Delhi, 5<sup>th</sup> edition 2012
3. K Shashi Gupta, Financial Management, Kalyani Publisher, In dia, 3<sup>rd</sup> edition 2010

### **SUGGESTED READINGS:**

1. Chandra, Prasanna, "Financial Management", Tata McGraw Hill, New Delhi, 7<sup>th</sup> edition 2008
2. P.V Kulkarni, Financial Management, New Delhi, 2006
3. Kishore, Ravi M., "Financial Management", Taxmann Publications, New Delhi, 7<sup>th</sup> edition 2009
4. Damodaran Aswath, "Corporate Finance", John Wiley Publication, 4<sup>th</sup> edition 2014

## **MBA2012: MANAGERIAL ECONOMICS**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVE:**

Objective of this Subject is to help the students in establishing general principle behind managerial theories.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to :

1. Understand nature and scope, characteristics and significance of managerial economics.
2. Identify and analyze determinants of demand and supply.
3. Explain features of various types of competitive markets.
4. Define and determine various types of production function equation, law of variable proportion, national income and macro economic factors.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## MBA2012 MANAGERIAL ECONOMICS

### COURSE CONTENTS:

- 1. Introduction:** Nature and scope, characteristics and significance of managerial economics. Relationship of managerial economics with distinguishing disciplines, micro and macro economics and their interdependency, economic systems, central economic problems, production possibility curve, Incremental and marginal analysis. **Consumer Behaviour:** laws of demand and supply, determinants of demand and supply, demand analysis through utility analysis, law of DMU and EMU, consumer's equilibrium and its relations with price and income, indifference curve approach to consumer's equilibrium, elasticity of Demand and its various concepts, determinants and significance of demand elasticity.
- 2. Production:** Production function, Laws of return to variable proportions, Stages of production, Law of returns to scale, Producer's equilibrium and expansion path, Economies of scale. **Cost and profit:** Cost and its various concepts – economic; opportunity; private; and social costs, Cost function, Short run and long run costs, Cost interrelations, Break even analysis and its applications, Profit concepts and theories.
- 3. Pricings and markets:** Equilibrium price, Perfect competition, Monopoly, Monopolistic, and Oligopoly competition, Price discrimination, Kinked demand curve, Cartel formation, Price leadership.
- 4. National income and employment:** Concepts and measurement of national income, Money supply measures, Functions of money, Theories of value of money, Central and commercial banks and their functions.
- 5. Macro economics:** Business cycles, inflation – causes and effects, Philips curve, Monetary Policy, Fiscal Policy, monetary and fiscal measures of controlling inflation and unemployment. **Economics of development:** Economic development and economic growth, Factors of economic growth, Rostow's stages of economic growth, Keynesian theory and its application to underdeveloped countries.

### TEXT BOOKS:

1. P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.
2. Jhingan M.L– Micro Economic theory, Vrinda Publication
3. Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi.

### SUGGESTED BOOKS:

1. A. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
2. Dr. Atmanand – Managerial Economics, Excel books, New Delhi
3. Howard Davis – Managerial Economics, Macmillan Press, New Delhi
4. Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi

## **MBA 2015: ENTREPRENEURSHIP AND ETHICS**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### **COURSE OBJECTIVE:**

The Objective of this course is to acquaint the students with the basic concept of Entrepreneurship and the support system provided for the entrepreneurial development in India. It also aims to help students gain an understanding of Business Ethics and application of Indian Values in Managerial Decision making.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to :

- 1 Understand the concept of entrepreneurship and sources of innovation for an entrepreneur.
- 2 Describe the business planning process, explain its feasibility and identify the role of government, banks and different agencies in entrepreneurship development.
- 3 Illustrate the importance of ethical conduct in business, describe the importance of corporate social responsibilities,
- 4 Understand the management teachings from varied Indian Ethos and their implications for future managers.

### **COURSE ASSESSMENT:**

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 2015: ENTREPRENEURSHIP AND ETHICS**

### **COURSE CONTENTS:**

- 1. The Entrepreneurial Development Perspective:** Concept of Entrepreneurship Development, Entrepreneur, Intrapreneur and Manager, Innovation and creativity, Attributes and characteristics of a successful entrepreneur, Role of Entrepreneur in economy, Problems faced by an entrepreneur, Introduction to Intellectual Property Rights
- 2. Creating Entrepreneurial Venture:** Business Planning process, Concept of Entrepreneurial Strategies, Need and types of business strategies, Technical, Financial, Marketing and Management Feasibility, Estimating and Financing Funds requirement – Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Introduction to Venture Capital Financing
- 3. Entrepreneurship Development Institutes:** Role of Central Government and the State Governments in promoting Entrepreneurship, Introduction to various incentives, subsidies and grants, Export oriented Units, Fiscal and Tax Concessions available, Role of following agencies in the Entrepreneurship development - Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), MSME
- 4. Ethical Perspective :** Concept of Ethics, Moral Behavior, Business Ethics, Role of Ethics in Business, Public Accountability , Corporate Responsibility, Utilitarian Views on Business Ethics, Duty Ethics in the Business Environment , Case Studies
- 5. Ethical reflections through Indian Ethos:** Teachings of Mahabharata, Valmikee Ramayana, Gurugranth Sahib, Quran, and Bible, Teachings of Buddha and Mahaveer, The Models of Leadership and Motivation in Indian Thoughts, The Guna Theory, The Karma Theory, The Sanskara Theory, Nishkam Karma Yoga, Productive Efficiency and Spirituality, Applications of Indian Ethos in Business Environment, Case Studies

### **TEXT READINGS:**

1. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai. 2000
2. Stim Richard, Intellectual Property 2e, Cengage Learning
3. Donald F. Kuratko, Richard M. Hodgetts (Entrepreneurship Theory, Process and Practice, South Western, Delhi 2007.
4. S.K. Mandal, Ethics in Business and Corporate Governance, Tata McGraw Hills Education, 2010
5. S. S. Khanka, Business Ethics and Corporate Governance, S. Chand, 2014

### **SUGGESTED READINGS:**

1. Dr. Aruna Kaulgud, Entrepreneurship Management, Thompson Publishing
2. Prof. Satish Taneja, Dr. S.L. Gupta, Entrepreneurship Development – New Venture Creation, Galgotia Publishing Co., New Delhi, 2001
3. S S Khanka, Entrepreneurial Development, S. Chand & Co. Ltd., New Delhi, 2006
4. Peter Pratley, The Essence of Business Ethics, New Delhi, Prentice Hall of India, 1997.
5. Murthy C.S.V., Business Ethics, APH Publishing Corporations, 2003

## MBA 2014: BUSINESS LEGISLATION

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### COURSE OBJECTIVE:

The objective of this course is to acquaint the students with various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

### Course Outcomes:

At the end of the course, the student will be able to:

1. Understand essential elements of a valid contract and consequences of its breach.
2. Understand legal framework relating to partnership business and sale of goods contracts.
3. Draft various types of valid negotiable instruments and understand law relating to filing complaint under consumer protection act.
4. Understand different kinds of companies and major provisions of companies act 2013 relating to constitution, prospectus and winding up.
5. Understand law relating to competition in India and Indian banking structure.

### COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

## **MBA 2014: BUSINESS LEGISLATION**

### **COURSE CONTENTS:**

- 1. The Indian Contract Act 1872:-** Essentials of a valid Contract, void & voidable agreements, Contingent Contracts, Performance of Contracts, Quasi Contracts, Breach of Contracts & its Remedies, Indemnity, Guarantee, Bailment & Pledge
- 2. Indian Partnership Act 1932:-** Nature of Partnership, Relations of Partners and with third Persons, Minor as a partners, Incoming and outgoing partners, Dissolution. Indian Sales of goods Act 1930 (Essentials only).
- 3. The Negotiable Instruments Act 1881:-** Nature & Types, Negotiation & liability, Presentment, Discharge from liability, Dishonor of Negotiable Instruments, Crossed Cheques, Penalties. CPA 1986 Consumer, Protection of Consumers, Central consumer Protection Council, Consumer Dispute Redressal Agencies.
- 4. The Companies Act:-** Nature & types of Companies, Memorandum of Association, Article of Association, Prospectus, Shares, types of shares, Shareholders & Debenture Holders, Minority Protection, Winding Up of company.
- 5. Competition Act 2002:-** CCI, Powers, Functions & Duties of Commission, Prohibition of certain Agreements, abuse of Dominant Position, Penalties. Banking Law:- History, nature & development of Banking in India, Kinds of Banks and functions, RBI, functions of RBI, FEMA Features, Contravention and Penalties, Evaluation.

### **TEXT READING:**

1. Kumar Ravinder, Legal Aspects of Business, Cengage publication, 3e
2. Pathak Akhileshwar, Legal Aspects of Business, 6e Mc Graw Hill education, 6e
3. Chawala and Garg, Mercantile and Industrial Law, New Delhi, Kalyani Publications
4. Chopra,R.K. , Business Laws, Himalaya publications
5. Albuquerque Daniel, Legal aspects of business, Oxford Higher Education. 2013

### **SUGGESTED READINGS:**

1. Tulsani P.C, Business and Corporate Laws, New Delhi, S. Chand & Co. Ltd. 1 edn, 2011
2. Stim Richard, Intellectual Property, Cengage Learning, 2e.
3. Francis Cherunilam, Business Environment, New Delhi, Himalaya Publishing House.



## MAA2102 QUANTITATIVE DECISION MAKING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

### COURSE OBJECTIVE:

The objectives of this course are to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

### COURSE OUTCOMES:

At the end of the semester, the students will be able to :

- 1 Formulate and solve linear programming problems.
- 2 Apply algorithm of transportation model to solve minimization as well as maximization problems.
- 3 Solve Queuing problems using different waiting line models.
- 4 Forecast using simulation and markov chain analysis.

### COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

# MAA2102 QUANTITATIVE DECISION MAKING

## COURSE CONTENTS:

- 1. Quantitative Techniques and Operations Research:** Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques/Operation Research, Operation Research Process.
- 2. Linear Programming:** Meaning of Linear programming, General Mathematical Formulation of LPP, Graphical Analysis, Solution of LPP: Simplex Method, Big-M Method, Advantage and limitations of LPP.
- 3. Transportation Model:** Transportation Problem as a particular case of LPP Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method.
- 4. Waiting Line Models and Game Theory:** Introduction, Scope in Management Decisions, Queuing Models – Single Server, Multi server with infinite capacity. Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Rule of dominance, Solutions of Games using –Algebraic and Graphical Methods, Game Theory and Linear Programming,
- 5. Markov Chain Analysis and Simulation:** Computation of sequential probability of states for different periods, Steady State Probability of states and application of Markov Chain. Introduction to simulation, Monte Carlo Technique and its applications, single stage and multi stage simulation.

## TEXT READING:

1. N.D Vohra “Quantities techniques” New Delhi, Tata McGraw Hill, India
2. V.K Kapoor, “Problems and solution in operation research, India
3. P. K. Gupta and D. S. Hira, “Operations Research”, Sultan Chand Publications, New Delhi

## SUGGESTING READINGS:

1. S. D. Sharma, “Operations Research”, Kedar Nath Ram Nath and Co. Meerut, India
2. Rathindra P Sen Operation Research, PHI publications, India
3. Winston, Wayne L., Operation Research applications and algorithms, Wadsworth Publishing Company Australia.

## **MBA 2902: RESEARCH METHODOLOGY LAB**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
-	2	-	-	2	-	-	-	20	30	50

### **COURSE OBJECTIVES**

The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to:

- 1 Understand distinguished features of various software like SPSS, SYSTAT, Excel etc.
- 2 Apply parametric and non-parametric test upon a given data set.
- 3 Collect compile and categories data in to statistical software packages.
- 4 Identify significant factors using regression analysis.

### **COURSE ASSESSMENT:**

Students will be assessed on-

- a. Continuous assessment in the form class attendance- regularity, quiz, and assignments / presentations (20 marks)
- b. An end-term Viva-voce examination (30 marks).

## **COURSE CONTENTS**

- 1. Data pruning or missing data values:** Mean/Average/Frequency/Ratio/Mod Value/Null/Log Function/ Recoding and decoding of variables in case change of language in the questionnaire.
- 2. Reliability tests:** Cronbach alpha /Guttman/Split-half/Parallel tests/ Durbin–Watson statistic.
- 3. Validity:** : Content/Face/Discriminant/Convergent/Divergent validity, KMO Barlett test/Anderson rubin/determinants/rotation of matrix (orthogonal/varimax/equamax).
- 4. Tests:** Parametric tests and non parametric tests, Factor analysis/Correspondence analysis/ Optimal scaling/ ANOVA/MANOVA tests.
- 5. Higher order tests to check or perform impact analysis :** Regression (linear/mediation/moderation), Simple Regression/Multiple regression, Partial least square modeling (more than onedegree: multi level mediation and moderation).

## **TEXT READINGS:**

1. C. R. Kothari, Research Methodology: Methods and techniques, New Age International Publishers,2004
2. William G. Zikmund, Business Research Methods, Cengage Learning,2012
3. Deepak Chawla ,Research Methodology, Vikas Publishing House,2011
4. Hair Anderson, Tatham and black, Multivariate data analysis, Pearson publications,2013

## **SUGGESTED READINGS:**

1. K.N Krishnaswamy, Management Research methodology,Pearson Education,2009
2. Karunakaran K.,Business Research Methods, Himalaya Publishing House, 2013
3. J.K Sachdeva, Business Research Methodology, Himalayan Books, 2009
4. Mark Garderner, Beginning the Statistical Programming Language, Wiley, 2012

## **MBA2903: Excel Lab**

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
-	2	-	-	2	-	-	-	50	-	50

### **COURSE OBJECTIVE:**

The objective of this course is to help students to develop application of computing skills for Quantitative Decision Making.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to:

- 1 Apply excel to solve linear programming problems of maximization and minimization.
- 2 Apply and creating Formulas for Financial Applications.
- 3 Apply excel to solve transportation and assignment model problems subject to some constraints.
- 4 Apply excel to solve inventory and queuing.

### **COURSE ASSESSMENT:**

Students will be assessed on-

Continuous assessment in the form of class attendance- regularity, quiz, and assignments /presentations (50 marks).

### **EXAMINATION SCHEME:**

The faculty member will award marks out of a maximum of 50 marks for the lab performance.

## **MBA2903: EXCEL LAB**

### **COURSE CONTENTS:**

- 1.Transportation Model:** Solving Complex Transportation and Assignment model problems of all types and constraints using excel.
- 2.Linear Programming Model:** Application of excel in solving multivariable linear programming problems of maximization and minimization.
- 3.Integer Programming:** Solving Integer linear programmes using excel.
- 4.LINGO/ TORA:** Application of the softwares for Queuing Model, Inventory Model
- 5.Finance Function:** Computation of various capital budgeting methods using excel. It includes NPV, IRR, Annuity etc..

### **TEXT READING:**

1. Barlow John F, Excel Models for Business and Operation Mgmt.,Wiley
2. Gottlieb Lssac D, Next Generation ExcelWiley

### **SUGGESTED READINGS:**

- 1.Jeffrey Camm, James Cochran, David Anderson et.al.Essentials of Business Analytics, Cengage Learning
- 2.Taha ,Operations Research: An Introduction, 8/E, Pearson Education

## **MBA 2998: COMPREHENSIVE VIVA**

### **COURSE OBJECTIVE:**

The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Programme.

### **COURSE OUTCOMES:**

At the end of the semester, the students will be able to :

- 1 Face interview both at the academic and the industrial level.
- 2 Prepare comprehensively to answer questions from all subjects.
- 3 Attain Oral Presentation skills by answering questions in precise and concise manner.

### **COURSE ASSESSMENT:**

Students will be assessed on-

An end-term examination through a comprehensive viva (100 Marks ).

### **EXAMINATION SCHEME:**

Every student will be required to undergo comprehensive viva-voce at the end of first semester of MBA. A panel of examiners will conduct the comprehensive viva-voce examination. Comprehensive viva-voce will be of four virtual credits. The panel will award credit to the students.

### **COURSE CONTENT:**

The viva-voce shall normally cover all the subjects taught in all the semesters of MBA Program