

## **MBA101 MANAGEMENT CONCEPTS AND ENTREPRENEURSHIP DEVELOPMENT**

*The objective of this course is to provide a fundamental exposure to the students on the basic concepts of management and to familiarize the basics of entrepreneurship and its development process. It also enables the student to learn about project formulation, appraisal and its implementations*

**UNIT I Introduction:** Management – definitions, types of managers - evolution of management thought - principles of management - functions of management - social responsibility of management - challenges of management - managerial ethics.(6 Hrs.)

**UNIT II Planning:** Nature, purpose and importance of planning - types of plans - steps in planning - planning premises and forecasting – process of decision making – decision-tree analysis – organization - principles of organization - formal and informal organization - types of organization structure - line and staff relations – delegation – decentralization - span of control-customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations (9 Hrs.)

**UNIT III Staffing:** Concept, nature, importance – steps- concept of knowledge worker - directing – concept, nature, importance - controlling - concept, nature, importance -process of controlling - control techniques – leadership - concept, nature, importance - attributes of a leader, developing. Case Study - planning, decision making, leadership (15Hrs.)

**UNIT IV Entrepreneur:** Who is an entrepreneur? - functions and classifications of entrepreneurs - characteristics of entrepreneur - nature and importance of entrepreneur - entrepreneur vs. professional manager - women entrepreneurs -concepts of MSME and its growth in India - entrepreneurship and environment - policies governing entrepreneurs - entrepreneurial development programmes - institutions for entrepreneurship development (15Hrs.)

**UNIT V Financial Support to Entrepreneurs:** Role of financial institutions - bank finance to entrepreneurs - role of development financial institutions - concept of project and classification of project – identification and project formulation - project report - project design - project appraisal - profitability appraisal - project planning- budget and planning process - life cycle of an entrepreneurial venture - requirements for successful patent grants - steps in obtaining a patent - registration of trademark - copyright and the concept of fair use - protection of intellectual property - live interactions with entrepreneurs (15Hrs.)

### **REFERENCES**

Koontz & O'Donnel, *Essentials of Management*, Tata McGraw Hill, New Delhi

Louis A Allen, *Management and Organization*, McGrawHill, New York

Peter F Drucker, *The Practice of Management*, McGraw Hill, New York

Peter F. Drucker, *Innovation and Development*, McGraw Hill, New York

Vasanta Desai, *Dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House, Mumbai

## **MBA 102 BUSINESS AND MANAGERIAL COMMUNICATION**

*The objective of this course is to make the students understand the principles and develop the skills necessary for effective oral and written communication in today's workplace and develop/adopt strategies to suit the objectives. The course also seeks to hone the oral, written and interpersonal skills of the students and make them proficient in applying the concepts of communication to a business environment.*

**UNIT I Understanding Business Communication:** Role, need and relevance of communication in business - communicating in organizations - components of communication - skills, principles and effectiveness of oral communication - barriers to communication - conversation control- reflection and empathy - organizational and managerial communication – culture and diversity in communication (Cultural Communication ) - technology in communication (6 Hrs)

**UNIT II Interpersonal Communication:** Interpersonal and intrapersonal communication - interpersonal relationships & interpersonal communication / group communication - non verbal communication - conversations - the art of condensation – precis, summary, abstract, synopsis, paraphrasing -visual communication - designing and delivering oral presentations - speeches / public speaking and debates - managing meetings , seminars and conferences - writing notice, agenda, minutes (6 Hrs)

**UNIT III Effective Written Communication Skills:** Written business communication - fundamentals of good writing , principles of effective writing - the process of writing, writing with style - understanding Business English vocabulary - writing and completing business messages - writing business letters – acknowledgement letter, appreciation letters, apology letter, claim letters , order letter, adjustment letters, sales letters - writing effective memos - crafting effective e-mail messages - making routine requests - routine replies, goodwill messages - writing negative messages (10 Hrs)

**UNIT IV Business Reports and Proposals:** Business Reports and proposals - purpose, kinds , objectives, planning - creating effective reports and proposals - writing reports and proposals - revising reports and proposals (6 Hrs)

**UNIT V Persuasive Communication:** Understanding persuasive communication , objectives of persuasion - the art of persuasion - self-branding, making an impression, communicating effectively - qualities & parts of a good proposal - planning and writing of persuasive proposals - negotiation – characteristics, factors influencing, approaches ,stages ,techniques and skills of negotiation process (6 Hrs)

### **REFERENCES**

*Business Communication Today* - Courtland Bovee, Thill, Dorling Kinderslay, India

*Contemporary Business Communication* - Scott Ober, Biztantra, New Delhi

*Business Communication for Managers :An Advanced Approach* - Penrose, Raspberry, Myers, Cengage Learning, New Delhi

*Effective Business Communication* - Herta Murphy, Herbert Hildebrandt, Jane P. Thomas, Tata McGraw Hill, New Delhi

*Business Communication* - P. D. Chaturvedi, Mukesh Chaturvedi, Pearson Education, New Delhi

## **MBA 103 ACCOUNTING FOR MANAGERS**

*The objective of this course is to familiarise the students with the accounting practices and to develop analytical and interpretative skills necessary to take managerial decisions*

**UNIT I Introduction to Accounting:** Origin and growth of Accounting - need for Accounting - Accounting as a Science, Art, Practice and Profession -users of Accounting - functions of Accounting - branches of Accounting - Accounting equation - types of Accounts - Accounting principles - Double Entry System - introduction to Accounting Standards – journal – ledger - Trial Balance.

**UNIT II Final Accounts:** Final accounts of sole trader - Trading and Profit & Loss Accounts, Balance Sheet – adjustments - need for adjusting entries - closing stock – depreciation - Interest on capital and drawings - bad debts - provision for bad debts - format of company final accounts.

**UNIT III Cost Accounting:** Cost Accounting and its objectives - classification of costs - types of costing - cost units /cost centres - preparation of Cost Sheet.

**UNIT IV Marginal Costing Techniques:** Marginal Cost - Marginal Costing - applications of Marginal Costing - advantages of Marginal Costing - break-even analysis - CVP Analysis - margin of safety - key factor.

**UNIT V Management Accounting:** Objectives and tools of Management Accounting - ratios and their uses - types of ratios - importance of ratio analysis - Funds Flow Analysis - Cash Flow Analysis - inter firm comparison and trend analysis.

### **REFERENCES**

Horngreen Charles T., *Introduction to Management Accounting*, Prentice Hall of India, New Delhi

Gupta R. L. and Radhaswamy M., *Advanced Accounting*, Sultan Chand Publishers, New Delhi

Maheswary S. N., *Management Accounting*, Vikas Publishing House, New Delhi

Jain S. P. and Narang K. L., *Advanced Cost Accounting*, Kalyani Publishers, New Delhi

Shashi K. Gupta and R. K. Sharma, *Management Accounting*, Kalyani Publishers, New Delhi

## MBA 104 QUANTITATIVE METHODS FOR MANAGEMENT

*This course aims at familiarizing the students with mathematical models and statistical techniques applied in management. It focuses on offering an overall view of the quantitative methods applicable to management. It also provides essential concepts for practical analysis and develops analytical skills necessary to make decisions.*

**UNIT I Mathematics of Finance:** Concept of EMI - annual percentage yield - discount factor - present value and future value of money – annuities - present value and future value of annuities - permutations and combinations (concepts only) – probability - concept of random experiment – outcomes - sample space – events - disjoint events - definitions of probability (classical, relative frequency, subjective, and axiomatic) - addition rule - conditional probability - multiplication theorem – Bayes’ theorem - managerial applications of these concepts

**UNIT II Descriptive Statistics:** Data presentation using tables & charts - measures of central tendency - measures of dispersion – absolute & relative measures – skewness - Karl Pearson's and moment measures of Skewness - Kurtosis - moment measures of Kurtosis.

**UNIT III Probability Distributions and Estimation:** Discrete and continuous distributions - standard probability distributions - Binomial, Poisson & Normal distributions - managerial applications of these distributions - sampling techniques - sampling distribution of means and proportions - central limit theorem – inferential statistics - estimation - point and interval estimates for population parameters of large sample and small samples – confidence interval - determining the sample size.

**UNIT IV Testing of Hypothesis:** Null & Alternative Hypotheses - level of significance - Type I & Type II errors - small sample & large sample tests - tests for quantitative & qualitative data - Hypothesis tests for difference of means & proportions for large & small samples - one way & two way ANOVA for testing the difference of means of more than two samples – chi-square test for several proportions, association of attributes – goodness of fit test - using statistical packages to test hypothesis.

**UNIT V Correlation and Regression Analysis:** Correlation - different types of correlation – Karl Pearson’s correlation coefficient - Spearman’s Rank correlation coefficient – concurrent deviation method – coefficient of determination - regression analysis - line of best fit - least square method - business applications - multiple regression - using statistical packages in correlation & regression analysis.

## REFERENCES

1. Richard I. Levin, David S. Rubin, *Statistics for Management*, Pearson Education, New Delhi 7th Edition, 2011.

2. Aczel A.D. and Sounderpandian J., *Complete Business Statistics*, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
3. Ken Black, *Applied Business Statistics*, 7th Edition, Wiley India Edition, New Delhi, 2012.
4. Anderson D.R., Sweeney D.J. and Williams T.A., *Statistics for Business and Economics*, 11<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2012.
5. Vohra N. D., *Business Statistics*, Tata McGraw Hill, New Delhi, 2012.

## **MBA 105 ORGANISATIONAL BEHAVIOUR**

*The objective is to equip the students with an essential knowledge base on behavioral dynamics of organizations with necessary models, tools, and techniques, for diagnosing, predicting and controlling human behavior and performance in the organization and to develop the basic human relations skills in the prospective manager. The course focuses on managing individuals at work, managing teams at work, and managing organization system*

**UNIT I Fundamentals of Organisation Behaviour:** Introduction to Organisation Behaviour - contributing disciplines to OB - complementing intuitions with systematic study - challenges and opportunities for OB - developing an OB model (6 Hrs).

**UNIT II Managing Individuals at Work:** Personality - measuring personality - values – types - linking personality and values to work place – attitude - major job attitudes - emotional intelligence – perception - Person perception and its specific application – motivation - early theories and contemporary theories of motivation - learning theories (9 Hrs).

**UNIT III Managing Teams at Work:** Definition of Group - group development- group structure – teams -developing high performance teams - turning individuals into team players - developing interpersonal awareness - Johari Window - Transactional Analysis - leadership – theories – developing leadership skills (9 Hrs).

**UNIT IV Managing Power, Politics and Conflict:** Power – bases of power - power tactics - politics – consequences of political behavior – conflict - different views of conflict – conflict process - levels of conflict - resolution strategies – negotiation - developing negotiating skills (6 Hrs).

**UNIT V Managing the Organization System:** Organisation culture - effects of organization culture on employee performance - creating and sustaining organization culture - organization change – forces for change - resistance to change - planned change - approaches to manage organization change - creating a culture for change - work stress and its management (6 Hrs).

### **REFERENCES**

Stephen P Robins, *Organization Behaviour* , Pearson Education, New Delhi, 2012

Fred Luthans ,*Organisation Behaviour* , McGraw Hill Education, New Delhi, 2011

Green Berg ,*Behaviour in Organistions* , Pearson International edition, New Delhi, 2013

Seema Sanghi , *Essentials of Organisation Behaviour*, Pearson International edition, New Delhi, 2010

## MBA 106 MANAGERIAL ECONOMICS

*Managerial economics is a prerequisite course for acquainting students with the various principles of business decision making. Moreover it will create awareness on the micro and macroeconomic environment.*

**UNIT I Meaning and Basic Concepts in Managerial Economics:** Definitions - concepts - role of managerial economist in business decision making - Demand Analysis - Demand curve and Demand function - laws of demand - elasticity of demand and its estimation - demand forecasting and its methods.

**UNIT II Production and Cost of Production:** Production function – cost and output relationship - cost function in the short run and in the long run- cost concepts- practical applications of cost functions and Cost volume Profit analysis - economies of scale – scope – economies and diseconomies of production, business cycle and its implications

**UNIT III Market Structure and Pricing:** Meaning – perfect competition – monopolistic competition – monopoly – oligopoly – cartel - types of cartels - Limit Price Theories of J.S Bain, Sylos-Labni - Behavioral model of Cyrit and March – managerial theories of firm - Baumol's Sales Revenue Maximisation, O. Williamson's model on managerial enterprise, Marri's model of balanced growth – profit volume analysis - Break even analysis and its implications

**UNIT IV Basic concepts of National Income:** GDP, GNP, NNP - per capita income – economy growth rate – methods of estimating national income – current - constant price – problems of national income estimation in India – role of NSSO and CSO

**UNIT V Budget and Basic Concepts:** Meaning – concepts - plan and non-plan expenditure - fiscal deficit - revenue deficit - inflation and types - bank rate, SLR, CRR, repo, reverse repo - market operations - quantitative credit control - exchange rate management - monetary fiscal policy and practices in India – Quantity theory of money - Fischer – Keynes - Triedman - Tobin Theories.

### REFERENCES

Yogesh, Maheswari ,*Management Economics* , PHI learning, NewDelhi, 2012

D.M. Mithanil , *Money and Banking – International Trade and Public Finance* , Himalaya Publishing House, Mumbai,1992

*Management Economics* – Born Busch and Fischer

Uma Kapila ,*Indian Economy since Independence* , Accademic Foundation, Gaziabadh,2011

*Modern Micro Economics* - Koutynasis

## MBA 107 ENVIRONMENT MANAGEMENT

*This course seeks to sensitize the students to the various micro and macro environmental factors within which they will operate as managers. The course also helps in sensitising the students about ecology, its different aspects and how it plays an important role in business.*

**UNIT I Business Environment:** Concept, significance and factors - environment influence on business - environmental awareness and scanning for business planning - environmental analysis - globalisation, privatisation and liberalisation

**UNIT II Social and Political Environment of Business:** Indian society - demographic trend and social structure in India - significance of growing middle class - social & cultural factors - inter-face between society and management - business - government interface - public policy formulation - implications for business - new forms of businesses & challenges.

**UNIT III Economic, Technological & Legal Environment of Business:** Structural changes in the economy - agriculture, industry, service sectors - policy, structure and performance of various sectors - new technologies - choice of technologies - appropriate technology - economic effects of technology - social consequences of technological change - management's responsibility for technological change - legal environment - patents, trademarks & copyrights.

**UNIT IV Natural Resources and Energy Management:** Depletion of natural resources - fossil fuels - energy sources - conventional sources - renewable sources - energy management - definition - energy management techniques - energy audit - population growth - global warming - ozone depletion - carbon credit - climate change - implementation - impact of industrial and business activities on the environment - environmental degradation - industrial pollution - types and impacts - managing industrial pollution - waste management - developing recycling technologies

**UNIT V Sustainable Development:** Definition - elements - indicators - principles - guidelines for sustainable development - concern for environment - eco-friendly manufacturing & packaging - institutional support for establishing and maintaining environment friendly business - environmental audit - Environment Management System

### REFERENCES

- Bala Krishnamurthy, *Environmental Management: Text and Cases*, PHI, New Delhi.  
Arindita Basak, *Environmental Studies*, Pearson Education, New Delhi.  
Kaushik, Anubha, *Environmental Studies*, New Age International, New Delhi, 2009.  
Cherunilam Francis, *Business Environment -Text and Cases*, New Delhi: Himalaya Publishing House Pvt Ltd.  
Justin Paul, *Business Environment -Text and Cases*, Tata McGraw Hill Education, New Delhi, 2010



## **MBA 108 EMPLOYMENT AND VALUE ORIENTED LEARNING VANTAGE (EVOLV)**

*The course fundamentally aims at developing and honing soft skills that are highly sought after by employers while recruiting entry level professionals. Along with effective communication skills, the course also encompasses skills like collaboration and team work, time management, problem solving and self management skills, developing a societal awareness and an attitude to work and learn by being resourceful and dependable.*

**UNIT I Self Regulation and Improving Academic Performance:** Know oneself - personal SWOT analysis - empowering self by developing self esteem, self efficacy, self control and self monitoring - enhancing adaptability and coping with change - enhancing emotional intelligence - developing sound study habits - improving reading skills – comprehension - reading newspapers - reviewing a book, a research article, management movie - improving personal memory - mind mapping - systematic problem solving - developing the skills of observation - managing time.

**UNIT II Interpersonal Relationships and Group Dynamics:** Attitude - learning attitude - influence of attitude - coping with negative attitude - co-ordination in groups (co-operation and conflicts) - group performance and group decision making - team building - assertive communication - nature of emotions and stress - coping with emotions and stress - coping strategies - handling presentations - participating in group discussions – debates - planning a talk.

**UNIT III Communication and Standards of Conduct:** Non-verbal communication - interpreting non-verbal messages - barriers to effective communication - managing conflicts - developing an assertive communication style - perspectives on relationships - basics of etiquette - general etiquette to be followed by a student - mobile phone etiquette - telephone etiquette - e-mail etiquette - dressing etiquette - interview etiquette - people etiquette - office etiquette - dining etiquette - personal grooming.

**UNIT IV Employment Communication:** Developing an openness and eagerness to learn - willingness to work, showing initiative, being proactive, responsible, dependable, and conscientious - understanding the changing world of work - understanding employer expectations - crafting a good CV - cover letters - thank you/follow-up letters - acceptance letter - rejection letters - resignation letters - managing conflicts - taking the big leap - risk taking .

**UNIT V Essential Skills for Getting Hired:** Develop thinking skills and thinking strategies - critical and creative thinking – evaluation - planning and organizing - being resourceful - decision making and problem solving - successful career planning and development - transferring CV - job searching - preparing for the interview - the interview process - follow-up - keeping the job.

**UNIT VI Responsible Citizenship and Principle Centred Business Growth:** Social contribution of an individual - going beyond CSR - universal values and business - principles of

responsible management education (PRME) of United Nations - regional and social relevance of management professionals - principle-based business and sustainability - individual initiatives for eco-consciousness - business and human rights - relevance of business history and the way forward.

## **REFERENCES**

Wallace & Masters, *Personal Development for Life and Work*, Thomson, Bangalore

Gopalaswamy Ramesh & Mahadevan Ramesh, *The ACE of Soft Skills*, Pearson Education, New Delhi

Meenakshi Raman & Prakash Singh, *Business Communication*, Oxford Press, New Delhi

T. Kalayana Chakravarthi & Latha Chakravarthi, *Soft skills for Managers*, Biztantra, New Delhi

Rao, M. S., *Soft Skills – Enhancing Employability*, IK Publishing House, New Delhi

## **MBA 201 BUSINESS LAW**

*The objective of the course is to familiarize the students with important features of law relating to business like Administrative Law, Contract Law, Company Law etc. It will also give them an exposure to laws like Civil and Criminal Procedure, and their relationship to business.*

**UNIT I Introduction:** Sources of law - classification of law - civil and criminal procedure relating to business - welfare state and administrative law - delegated legislation - principles of natural justice - judicial review - suits against government - torts and contracts.

**UNIT II Law of Contract:** Essential features of contract - offer - acceptance - considerations - different types of contracts - performance of contract - discharges of contracts - breach of contract and remedies - Sale of Goods Act 1930 - conditions and warranties - rights of an unpaid seller.

**UNIT III Company Law:** Types of companies – incorporation – Memorandum of Association - Articles of Association - Prospectus - kinds of shares – directors - meetings - winding up of companies - different modes.

**UNIT IV Negotiable Instruments Act 1881:** Cheques - bills of exchange - promissory notes.

**UNIT V Consumer Protection Act 1986:** Consumer redressal mechanism - Foreign Exchange Management Act 1999 - cyber laws - Law of Intellectual Property Rights - Copy Rights Act 195 - Patents - Trade Marks and Design.

### **REFERENCES**

Gulshan S. S. & Kapoor G. K. (2006), *Business Law Including Company Law*, Twelfth Edn., New Age International (P) Ltd

Kuchchal M. C. (2009), *Business Law*, Fifth Edn., Vikas Publishing House, NewDelhi

Moshal B. S. (2012), *Modern Business Law*, Second Edn., Ane Books Pvt Ltd

Bagrial A. K. (2007), *Company Law*, Twelfth Edn., Vikas Publishing House, NewDelhi

Pylee M V (2007), *An Introduction to the Constitution of India*, Fifth Edn., Vikas Publishing House, NewDelhi

## MBA 202 RESEARCH METHODS

*The course objective is to familiarize the research methods used in decision making by managers. The course is also intended to help the students in their project work during the fourth semester.*

**UNIT I Introduction to Business Research:** Definition – need for business research - research and managers - types of research – exploratory and conclusive – basic and applied research – qualitative research - general research process - identifying and defining research problem – formulating research hypothesis – formulation of research design – sampling design – data collection and data editing – data analysis and interpretation – preparation of research report - research proposal – framework - business research applications in marketing – human resource management – financial and accounting decisions – production and operations management – cross-functional areas - case studies

**UNIT II Research Variables:** Identifying and defining research problem - deductive and inductive reasoning –problem identification process – identification of key research variables and probable influencing variables – theoretical framework - research hypotheses - propositions and testable research hypotheses - research design - exploratory research designs – descriptive research designs – cross sectional studies – longitudinal studies – experimental research design - sampling design - secondary and primary methods of data collection - measurement and scaling - concepts and operational definitions - nominal, ordinal, interval and ratio scales – comparative scales – paired comparison scales - rank order scaling - constant sum scaling - Q sort technique - non-comparative scales – Likert, Semantic Differential - Staple – criteria for good measurement – reliability – validity – sensitivity - literature survey - need – searching literature – documenting literature review - case studies

**UNIT III Data Collection:** Sampling design - probability sampling design - merits and demerits – simple random sampling - stratified sampling - systematic sampling - cluster sampling – Non-probability sampling design - merits and demerits –convenience sampling – judgement sampling - snowball sampling - quota sampling – determination of sample size - data collection and data editing - primary and secondary sources of data – questionnaire construction –type of questions - guidelines for questionnaire designing - questionnaire structure – questionnaire testing - other methods of data collection - observation - projective methods - data editing - field level editing – handling unsatisfactory responses and missing values – coding – categorization – preparation of data for analysis using statistical software packages – goodness of fit of data - reliability and consistency - Cronbach's Alpha

**UNIT IV Data Analysis and Reporting:** Data analysis - descriptive analysis of univariate and bivariate data – parametric tests for hypotheses testing - z test - t test - ANOVA - non-parametric tests for hypotheses testing - Chi-square - run test for randomness - one and two-sample sign tests - Mann-Whitney U tes - Wilcoxon signed-rank test - Kruskal-Wallis test - Correlation and regression analysis - Multivariate analysis - dependency techniques - multiple regression - discriminant analysis - MANOVA - Structural Equation Modeling - Conjoint Analysis – interdependency techniques - Factor Analysis - Cluster Analysis - Multidimensional scaling - format of research reports and research proposals – software applications for documentation - MS Word – Latex - case studies

**UNIT V Project Work:** Group Project (Group size not above 5): Carry out a research project by measuring any qualitative concept by conducting a survey – justify the variables selected to measure the concept, justify the research design, justify the sampling design and sample size, conduct data analysis using a statistical software package, justify the choice of tools, prepare a research report.

## **REFERENCES**

*Research Methodology – Concepts and Cases*, by Deepak Chawla and NeenaSondhi, Vikas Publishing House Pvt. Ltd., New Delhi

*Marketing Research – An Applied Orientation*, by Naresh K Malhotra, Pearson Education, New Delhi.

*Statistics for Management* – Levin

Donald R Cooper, Pamela S Schindler and J K Sharma, *Business Research Methods* , McGraw Hill Education Pvt.Ltd, Newyork,2012.

Krishnaswamy O R,*Methodology of research in social sciences*, Mumbai,2003.

## MBA 203 OPERATIONS RESEARCH

*The objective of this course is to acquaint the students with scope and applications of operations research in business and industry. This course exposes the students to the various scientific tools and models that are available in operations research for making better decisions. Use of software in solving problems is expected.*

**UNIT I Introduction to Operations Research:** Origin and growth of OR – definitions - OR and decision making - scope & applications of OR - models and modeling in OR - linear programming problem - formulation of the problem - methods of solution - graphical method - simplex algorithm – degeneracy - concept of duality - sensitivity analysis.

**UNIT II Transportation and Assignment Problems:** Mathematical formulation - methods of finding initial solution (North West Corner Method, Least Cost Method, & Vogel's Approximation Method) - test for optimality (MODI Method) - unbalanced transportation problem - maximization in transportation problem – degeneracy - assignment problem – formulation - methods of solution - Hungarian method - multiple optimal solutions - restrictions on assignments - unbalanced problems - travelling salesman problem - airline-crew problem.

**UNIT III Project Management:** Concepts of network analysis - Critical Path Method – PERT - project time-cost trade off - resource scheduling.

**UNIT IV Queuing Theory:** Concepts - structure of queuing system – Kendall Lee notation - M/M/1 queue - standard problems - simple inventory problems - deterministic inventory with and without shortages – newsboy problem - Game Theory - two person zero-sum game - principle of dominance – graphical solution - linear programming solution.

**UNIT V Simulation:** Introduction to Simulation and modeling - decision theory - concepts of decision making - decision making environments - decision under uncertainty - maximin criterion - minimax criterion - Laplace criterion - Hurwicz criterion – Savage regret criterion - decision making under risk - expected monetary value - expected opportunity loss - expected value of perfect information – decision tree analysis

### REFERENCES

Hamdy A.Taha ,*Operations Research*, Pearson Education, New Delhi, 2012

J.K. Sharma,*Operations Research*, MacMillan Publishers India Ltd, New Delhi,2011.

*Operations Research*, Philips and Raveendran, Wiley Eastern Ltd

*Quantitative Techniques for Management*, N.D. Vohra, Tata McGraw Hill, New Delhi.

Andrew W. Shogan ,*Management Science*, Prentice hall, New Delhi,1988.

## **MBA 204 FINANCIAL MANAGEMENT**

*The objective of this course is to make the students understand various concepts in corporate finance and techniques in financial management*

**UNIT I Business Finance:** Meaning and scope - objectives of financial management - finance function – approaches of financial management - role of finance manager - financial forecasting - financial planning - steps in financial planning - estimating financial requirements.

**UNIT II Source of Funds:** Long term, short term, and medium term funds - equity shares - preference shares - debentures and bonds - retained earnings - institutional borrowings - public deposits - lease financing - venture capital - commercial paper - factoring – SPV

**UNIT III Capital Structure:** Meaning - structure planning - optimum capital structure – capital structure theories - net income approach - net operating income approach – MM approach - traditional approach - cost of capital - meaning - methods of computing cost of debt, equity, and preference shares - weighted average cost of capital.

**UNIT IV Investment Decisions:** Working capital management - management of cash - management of the receivables and inventory - inventory management - bank financing of working capital - capital budgeting process - selection of projects - estimation of cash flows - project evaluation techniques - payback period - accounting rate of return - NPV method - IRR - capital rationing - project selection under rationing.

**UNIT V Dividend Policy:** Factors influencing dividend policy - stable dividend policy – cash dividend - stock dividend - stock split - dividend models - Walter’s model - Gordon’s Model - MM Irrelevance Approach.

### **REFERENCES**

Pandey I M, *Financial Management*, Sulthan Chand Publication, New Delhi

Khan M Y, Jain P K, *Basic Financial Management*, Tata McGraw Hill, New Delhi

Chandra Prasanna, *Financial Management*, Tata McGraw Hill, New Delhi

Singh Preeti, *Fundamentals of Financial Management*, Ane Books Pvt Ltd. New Delhi

Maheswari S N, *Financial Management*, Vikas Publication, New Delhi

## **MBA 205 Human Resources Management**

*The objective of this course is to provide the students basic knowledge about the management of human resources and industrial relations*

**UNIT I Evolution of HR:** Personnel Management – HRM - human capital management - strategic HRM - functions of HRM - recent trends in HRM - models of HRM - HR analytics (6 Hrs)

**UNIT II Human Resource Acquisition:** Analysis & designing of jobs - human resource planning – process - recruitment – process/plans - selection – process - placement & induction (9 Hrs)

**UNIT III Human Resource Development:** Performance appraisal – process & methods - developing people in organizations - training – process - types & methods – management development - career management (9 Hrs).

**UNIT IV Compensation:** Basics of compensation - supplementary compensation & executive compensation - job evaluation – process. (6hrs)

**UNIT V Employee Relations:** Industrial relations – parties to industrial relations - trade union and collective bargaining – discipline - grievances - participative management. (6 Hrs)

### **REFERENCES**

Dessler; *Human Resource Management*, Prentice Hall, 10<sup>th</sup> Ed.

Bernardi; *Human Resource Management*, Tata McGraw Hill, New Delhi, 4<sup>th</sup> Ed.

Bratton & Gold ; *Human Resource Management – Theory & Practice*, 4<sup>th</sup> Edition, Palgrave Macmillan

Aswathappa.K; *Human Resource and Personnel Management*, Tata McGraw Hill, New Delhi, 5<sup>th</sup> Ed.

Rao, *Human Resource Management, Text and Cases* (Excel Books, 2<sup>nd</sup> Ed.),



## MBA 206 MARKETING MANAGEMENT

*The objective of this course is to enable the students to analyse, apply and synthesise the fundamental concepts and theories in the area of marketing for better decision making.*

**UNIT I Introduction to Marketing Management:** Concept - nature and importance of marketing - evolution of marketing concept - marketing environment - micro environment of marketing and macro environment of marketing – domestic marketing and international marketing - fundamentals of strategic marketing planning - marketing organization - customer lifetime value - marketing organization and control systems - organizing marketing department - marketing control techniques - annual plan control - profitability control - strategic control (13 Hrs)

**UNIT II Consumer Behaviour:** Consumer and business markets - buying roles - steps involved in buying process - factors influencing buying decision - consumer adoption process - changing pattern of consumer behaviour (7 Hrs)

**UNIT III Marketing Research and Selecting the Target Markets:** Marketing Information System and Research - demand estimation and sales forecasting - market segmentation - targeting and positioning – levels and patterns of segmentation - effective segmentation - market targeting - positioning methods and strategies (10 Hrs)

**UNIT IV Product and Pricing Decisions:** Concept of product - product line and product mix - new product development - packaging and branding - brand extensions - product life cycle stages and strategic marketing decisions - product Vs. services - pricing decisions - factors influencing price decisions - pricing strategies (10 Hrs)

**UNIT V Promotion and Distribution Decisions:** Promotion mix - integrated marketing communication – advertising - sales promotion - personal selling – publicity - public relations - direct marketing - distribution channels - physical distribution systems - channel intermediaries - channel management - wholesaling and retailing - retail marketing - emerging trends in marketing - social marketing - digital marketing - green marketing - marketing analytics (10 Hrs)

### REFERENCES

Kotler, Philip and Gary Armstrong: *Principles of Marketing*, Pearson Education, New Delhi 2004. Stanton, W.J., *Fundamentals of Marketing*, McGraw Hill, New York 1994.

Chandrasekhar K.S. *Marketing Management: Text & Cases*, Tata McGraw Hill, New Delhi

Saxena, Rajan: *Marketing Management*, Tata McGraw Hill, New Delhi 2004.

Kotler, Keller, Jha & Koshy: *Marketing Management - A South Asian Perspective*, Pearson Education, New Delhi 2014.

Ramaswamy, V.S. and Namakumari S: *Marketing Management*, MacMillan, New Delhi, 2003.

## MBA 207 OPERATIONS MANAGEMENT

*The purpose of the course is to introduce the students to the production and operations management function and stress its importance to the organisation in the context of the increasingly competitive situation and new advancements in operations management practices.*

**UNIT I Production Economy:** Production as a value addition process - its ingredients - mass, lean and craft production - 5 P's and 9 m's of operations management - material, man and machinery - design function - plant location - plant layout - economy of size - make/buy mix - flexible manufacturing - productivity issues - work methods - work measurement techniques - capacity measurements.

**UNIT II Quality Management:** Vertical integration - quality management - quality control - statistical quality control (including process control) TQM - ISO 9000, 14000 and SA 8000 and other international standards - quality circles – six sigma

**UNIT III Production Planning:** Production planning and control - value engineering - forecasting – aggregate planning - development of MPS - capacity planning - shop floor control - master and detailed schedules, work orders, route sheets, Job cards etc. – JIT

**UNIT IV Materials Management:** Materials management - stores management - maintenance management (including reliability concepts) - MRP-I - MRP II - ERP- inventory control - inventory systems for deterministic demand - EOQ Computation - ABC, VED, MUSIC based inventory management - safety stocks - spare parts management - inventory records - computerization in inventory management - managing supply chain - vendor selection and rating.

**UNIT V Newer Trends in Operations Management:** Computer Based Integrated Manufacturing Systems - specific management tools in production and operations management - world class manufacturing - challenges due to globalisation – lessons from Japanese and Chinese manufacturing.

### REFERENCES

William J Stevenson, *Operations Management*, McGraw Hill, New York

Norman Gaither and Gregory Frazier, *Operations Management*, South Western Cengage Learning, 2002.

Pannerselvam R, *Production and Operations Management*, Prentice Hall of India, New Delhi 2nd Edition, 2008.

## **MBA 208 INTERNSHIP**

### ***GUIDELINES***

#### **I INTERNSHIP BACKGROUND**

During the Second Semester, MBA students of the University of Kerala are required to complete four weeks of internship as part of the course curriculum programme. The basic premise of an internship is that management students should work outside the traditional campus environment to gain practical job experience.

#### **II OBJECTIVES OF INTERNSHIP**

1. To sensitise the nuances of the workplace and to understand the group process and dynamics in organisations in first person perspective.
2. To apply concepts learned in classrooms and make the students move out of the comfort zone and experience real life learning.
3. To develop a network of corporate contacts for future career enhancements.

#### **III RESPONSIBILITIES OF THE STUDENTS**

1. Recognising that participation in internship is mandatory and is an integral part of the course curriculum.
2. Students should take initiative in finding out an organisation to carry out the internship in time.
3. The intern has to document his experience through submission of written report to the faculty guide and is expected to follow the rules and regulations in the respective organisation.
4. Student should be willing to accept any respectable work assignment given by the organisation.
5. Work hours and schedules are to be determined by the respective organisation and the student has to organise herself /himself to meet those requirements.
6. Timely submission of the Internship report (3 Copies – One copy to the University, One to the Institute, One copy - Personal) is mandatory.
7. Each student must have at least two internship meetings with the Faculty Guides before commencement of the work.
8. Details of daily activities and observation notes should be recorded by each intern in their Diaries/Log Books, signed by the Company Guide. This log-journal of efforts of the intern will be a component for evaluation.

### What kind of work the intern will be doing?

The idea is to get a first hand experience. Hence it is suggested to do any work generally done by entry level management graduates in organisations.

### Is the internship connected to specialisation?

No. Internship tests and enhances the ability of the participant to adapt with initial work settings. Though it is not aimed at improving the specialisation and functional knowledge of the participant, such a value addition is natural in any good internship.

### What are the reports to be filed before during and after internship?

The reporting process is kept as simple as possible because reporting is only a tool.

- a) Initial report *before internship* with a one page proposal on the assignment. This can be based on secondary data sources and resembles an organisation study based on desk sources. This will reduce the dependence of intern on company for widely available information regarding the company and sector. Hence the intern can focus more on the target driven field work from the initial days of the internship itself.
- b) Final Report *on the completion of internship*.
- c) Diary/Log Book maintained by the student as a log-journal for recording the daily activities *during internship*.

### **SOME INDICATIVE WORK ASSIGNMENTS PARTICIPANTS CAN UNDERTAKE**

- Developing a database. Example: Prospects database
- Selling of mutual funds/ insurance etc.
- Selling of Demat Accounts or bank products
- Specific job roles in advertisements campaign of the company
- Accounting/ Financial works which can be used by the company
- Customer handling and front office assignments
- Business analysis
- Presentations in client's premises
- Assisting managers and handle presentations on their behalf.
- Data analysis /spreadsheet applications using excel or any other softwares
- Survey or research for a company requirements
- Event management and related programmes
- Product launches

- Advertisement /kiosks operations
- Designing, planning and execution of promotional programmes
- Catchment analysis
- Subscription drive for magazines and newspapers
- Assisting senior managers in any of their daily business
- Any work given by the organisation officials which meets the objectives of internship.
- Work Study
- Works aimed at improving logistics, current practices etc.

## **INDICATIVE FORMAT FOR FINAL REPORT**

Format of final report is similar to that of initial one except the changes in the Internship details. The intern should make corrections and fill gaps that were previously there in the initial report. Under internship details, following should be added.

- a) Nature of works undertaken
- b) An average day
- c) Target Vs Achievements
- c) Learning summarisation