



**KADI SARVA  
VISHWAVIDYALAYA  
- GANDHINAGAR**

**MASTER OF BUSINESS ADMINISTRATION  
(MBA) PROGRAMME**

**SYLLABUS, TEACHING AND  
EXAMINATION SCHEME  
EFFECTIVE FROM  
ACADEMIC YEAR 2008-09  
FOR MBA I,  
2009-10 FOR MBA II**

# Curriculum

The University follows the syllabus as prescribed. The following is the trimester wise course description for the MBA programme. The MBA programme is spread over two academic years divided into six trimesters of even duration.

The courses in the first year of MBA are as follows:

## **TRIMESTER – I**

M 01. ORGANIZATIONAL BEHAVIOR-I	Full
M 02. MANAGERIAL ACCOUNTING-I	Full
M 03. MANAGERIAL ECONOMICS	Full
M 04. QUANTITATIVE TECHNIQUES-I	Full
M 05. FINANCIAL ACCOUNTING	Full
M 06. INTRODUCTION TO COMMUNICATION-I	Half
M 07. INTRODUCTION TO COMPUTERS	Half

## **TRIMESTER - II**

M 08. OPERATIONS MANAGEMENT-I	Full
M 09. FINANCE-I	Full
M 10. MARKETING-I	Full
M 11. MACRO ECONOMICS	Full
M 12. INTRODUCTION TO COMMUNICATION-II	Half
M 13. RESEARCH METHODOLOGY	Half
M 14. ORGANISATION BEHAVIOUR-II	Half
M 15. MANAGERIAL ACCOUNTING-II	Half
M 16. MANAGING SOCIAL PROJECTS	Half

## **TRIMESTER – III**

M 17. HUMAN RESOURCE MANAGEMENT	Full
M 18. FINANCE-II	Full
M 19. MARKETING-II	Full
M 20. QUANTITATIVE TECHNIQUES-II	Full
M 21. INTRODUCTION TO COMMUNICATION-III	Half
M 22. MANAGEMENT INFORMATION SYSTEMS	Half
M 23. OPERATIONS MANAGEMENT-II	Half
M 24. INTRODUCTION TO STRATEGY	Half
M 25. PROJECT STUDY	Half

**Name of the Course:** ORGANISATION BEHAVIOUR-I  
**Course, Trimester:** MBA I, TRIMESTER I  
**Subject Code and Credit :** M-01, Full

**Learning Outcome:**

- To comprehend details about the basic psychological and sociological processes in understanding human behaviour.
- To inculcate theoretical and practical understanding of personality effectiveness, perceptual processes and motivational processes to determine job satisfaction.
- To understand the importance of effective communication processes in details and the applicability of current issues related to organization communications.
- To understand theoretical and practical understanding of organizational leadership functions
- To develop in depth understanding of organizational culture and climate functions.

**Course Content:**

Nature of Industrial and Organizational Behavior  
Basic Psychological Processes in understanding Human Behavior  
Learning Processes, Personality Development & its Implication for OB  
Perception and Decision- Making  
Personality & Emotions – Effect of Personality on OB  
Motivation – Effect of motivation on job satisfaction  
Effective Communication – Basic Communication Process like Interpersonal communication, organizational communication  
Leadership & Trust – Theories of leadership, contemporary issues in leadership, emotional intelligence and leadership, leadership for tomorrow  
Organization System, Structure, Design, etc.  
Organizational Culture, Societal Culture and Organizational Environment

**Text book:**

Organizational behaviour: Stephen Robbins 12<sup>th</sup> edition, 2007, Pearson education

**Reference books:**

Understanding Organizational Behaviour- Udai Pareek 4<sup>th</sup> edition, 2004, Oxford Press  
Organizational Behaviour- Stephen Robbins, Judge and S. Sanghi, 12<sup>th</sup> Edition, Pearson education  
Management of organizational Behaviour - Hersey, Blanchard, Johnson- 8<sup>th</sup> Edition, 2006.  
Organizational Behaviour- Texts and cases, Suja.S.Nair- 1<sup>st</sup> edition, 2004, Himalayan publishing house.  
Organizational Behaviour- S. L Mc.Shane and Mary Ann- 2<sup>nd</sup> edition, 2003  
Organizational Behaviour –A Comprehensive Manual of Henry I. Tosl, John R. Rizzo, Stephen.J.Carrol, 1998, Beacon Books.  
Organizational Behaviour.-Texts and Cases, IInd Edition,by Uma Sekaran,, Tata McGraw Hill publications

**Name of the Course:**            **MANAGERIAL ACCOUNTING-I**  
**Course, Trimester:**           **MBA I, TRIMESTER I**  
**Subject Code and Credit:**   **M-02, Full**

**Learning Outcome:**

- Describe the cost-benefit and behavioural issues involved in designing an accounting system.
- Explain how cost behaves.
- Describe the purposes of cost management systems.
- Discriminate between relevant and irrelevant information for making decisions.
- Explain the major features and advantages of a master budget.
- Distinguish between master and flexible budget.

**Course Content:**

Introduction: Mgmt. Process & a/c., Cost Drivers, Cost Behaviour, Cost Functions  
Cost allocation and apportionment: Service Dept. Cost, Final Cost Objects, Joint & By costs, Factory Overheads  
Job Costing & Process Costing: Job Costing Basics, Process Costing Basics, Physical Units, Equivalent Units  
Variable Costing & Absorption Costing: Variable Costing & Absorption Costing  
CVP Analysis: Variable Cost, Fixed Cost, Contribution Analysis, P/V Ratio, BEP, Margin of Safety  
Activity Based Costing: Cost Mgmt. Systems, Cost a/c. Systems, Traditional Costing, Activity Based Mgmt.  
Decision Making: Concept of Relevance, Special Sales Order, Optimal use of Resources, Pricing Decisions, Cost – Plus Pricing, Target Costing, Make or Buy Decisions  
Master and Flexible Budgeting: Budgets & Organizations, Master Budget, Sales Forecasting, Financial Planning Models, Static & Flexible Budgets, Variances  
Responsibility Accounting: Mgmt. Control Systems, Controllability, Non Financial Measures of Performance  
Cost Audit in India: Cost a/c. Record Rules, Cost Audit Orders

**Text Book:**

Introduction to Management Accounting, 13<sup>th</sup> Edition by Charles T Horngren, Gary L Sundem and William O Stratton, Pearson Education

**Reference Books:**

Cost Accounting – A Managerial Emphasis; Horngren, Datar, Foster; PHI  
Cost and Management Accounting; Ravi M Kishore; Taxmann  
Management Accounting; M Y Khan and P K Jain; TMH  
Advanced Management Accounting; Kaplan & Atkinson; Pearson Education  
Management and Cost Accounting; Colin Drurly; Thomson

**Name of the Course:**            **MANAGERIAL ECONOMICS**  
**Course, Trimester:**            **MBA I, TRIMESTER I**  
**Subject Code and Credit:**    **M-03, Full**

**Learning Outcome:**

- To apply economic concepts, principles and ideas to decision making in business organizations
- Develop an understanding of the behaviour of various economic agents to help decision-making.
- Become architects of business strategy rather than simply middle managers plodding along the beaten path of others.

**Course Content:**

Introduction: Managers, Profits, and Markets:- Measuring and maximising economic profits; Cost of using resources ; Market structure and managerial decision making ; Globalisation of Market Demand, Supply and Market Equilibrium: Markets and competition ; individual demand; demand schedule and demand curve; Ceteris paribus condition ; Market demand versus individual demand; Shifts in the demand curve; supply (similar topics as in demand); supply and demand together –equilibrium, analyzing changes in equilibrium

Market Demand and Elasticity

The elasticity of demand, the elasticity of supply, factors affecting price elasticity demand Estimation and Forecasting: Specification of empirical demand function ; market determined versus manager determined prices; demand forecasting

Production and Cost Analysis: Costs- total revenue, total cost and profit, costs as opportunity costs; Costs of capital as an opportunity costs; Economist profit versus accounting profit; Production and costs – the production function, from production function to the total costs curve; The various measures of cost –FC, VC, AC, MC; Costs curve and their shape

Managerial Decisions in Competitive Markets:

Definition ; Profit maximization and the competitive firm's supply curve in a competitive market ; implementing profit maximisation

Managerial Decisions for firms with market power: Measurement of market power ; determinants ; profit maximisation under monopoly ; monopolistic competition; Implementing the profit maximisation output and pricing decision

**Reference Books:**

Microeconomics: Theory and Applications, D Salvatore. Oxford University Press

Managerial Economics in a Global, D Salvatore (Thomson South Western )

Managerial Economics-4<sup>th</sup> ed.1999 H. Craig Petersen and W.Cris lewis. Pearson/PHI

Managerial Economics, Christopher S Thomas & S Charles Maurice (TMH)

Economics, Samuelson and Nordhans (McGraw Hill)

**Name of the Course:** QUANTITATIVE TECHNIQUES-I  
**Course, Trimester:** MBA I, TRIMESTER I  
**Subject Code and Credit:** M-04, Full

**Learning Outcome:**

- learn the basic concepts and use of statistical techniques in their business decisions.
- acquire understanding of descriptive and inferential statistics.
- develop skills in structuring and analyzing business problems statistically.
- formulate answers to common business decision problems through statistical analysis

**Course Content:**

Introduction to Statistics; Descriptive Statistics; Probability; Probability Distributions; Estimation; Simple Correlation and Simple Regression Analysis; Time Series and Forecasting; Hypothesis Testing; Chi square and Analysis of Variance (ANOVA); Decision Theory.

**Textbook:**

- *Business Statistics for Contemporary Decision Making*, 4<sup>th</sup> ed., by Ken Black, John Wiley & Sons (Asia) Pte. Ltd., Singapore, 2004.

**Reference books:**

- *Statistics for Management* by Richard Levin and David Rubin

**Name of the Course:** FINANCIAL ACCOUNTING  
**Course, Trimester:** MBA I, TRIMESTER I  
**Subject Code and Credit:** M-05, Full

**Learning Outcome:**

- Develops the students' knowledge and understanding of the Principles, Concepts and Conventions underlying Accounts and Accounting covered as per Indian Accounting Standards.
- Equips students with the enhanced Competence and Skills required for a successful career in Accounting and decision-making responsibilities in Commerce, Industry and Practice.

**Course Content:**

Financial Accounting – Introduction, Purpose, Scope & Coverage, Assumptions, and Definitions  
Measurement of Profit & Financial Position: Accounting Process, Classifying Business Transactions, The Mechanics  
Measurement of Business Income & Financial Position: Trail Balance to BS and PL A/c, Financial Statements of Firms  
Valuation of Fixed Assets: Meaning, Significance, Scope and Coverage, Disclosures  
Valuation of Inventories: Meaning and Significance, Scope & Coverage, Disclosures  
Financial Statement Analysis: Classification, Structure, ROI, Solvency, Liquidity Ratios, etc.  
Core Ratios  
Analysis of Cash Flow Statement: Introduction, Analysis of Cash Flow, Management Discussion  
Generally Accepted Accounting Principles Sources, ICAI's Standard on Accounting Policies, Changes in Policies

**Textbook**

Financial Accounting for Management by: Ambrish Gupta, PhD, FCA, Pearson Education

**Reference Books:**

Accounting For Management (3<sup>rd</sup> Rev. Ed.) by *Bhattacharya & Dearden*  
Financial Accounting by *Maheshwari & Maheshwari*. Vikas Publishing House.  
Financial Accounting (2<sup>nd</sup> Ed.) by *R. Narayanaswamy*  
Accounting For Management by *D.R. Patel*  
Principle of Accountancy by *Gupta & Gupta*. Sultan Chand & Sons.  
Essentials of Financial Accounting by *Leslie Chadwick*. Prentice Hall of India.  
Financial Accounting for Managers by *T. P. Ghosh*. *Taxmann's* (2<sup>nd</sup> Ed)  
Accounting for Managers by *M.E. Thukaram Rao*. New Age International.  
Financial & Managerial Accounting by *Williams, Haka, Bettner, & Meigs*

**Name of the Course:** INTRODUCTION TO COMMUNICATION-I  
**Course, Trimester:** MBA I, TRIMESTER I  
**Subject Code and Credit:** M-06, Half

**Learning Outcome:**

- Ability to understand the importance of communication, its benefits and purposefulness.
- Ability to analyse and plan for a Business Writing Task
- Choose precise and appropriate words to convey the correct meaning and therefore communicate effectively.
- Write clear, correct and concise sentences and paragraph.

**Course Content:**

Introduction to Communication: Functions of Communication, Roles of a Manager, Communications Network and Basics, Informal Communication, Tips for effective Internal Communications, Miscommunication, Effectiveness in Managerial Communication Strategies for Improving Organizational Communication., Case Studies  
Language Skills for Effective Communication: Between Verbs and Subjects, Tenses, Use of Preposition and Conjunctions, Idiomatic Use of Prepositions, Words Followed By Prepositions, Participles and Gerunds, Common Errors in English, Adjectives and Adverbs (Confused), Punctuation and Capitalisation, Assignments  
Non-Verbal Communication: Forms of Non-verbal Communication, Interpreting Non-verbal Messages, Tips for effective use of non-verbal communication, Case Studies

**Text Book:**

Raman, Meenakshi, Singh, Prakash. Business Communication, India, Oxford University Press, 2006.

**Reference Books:**

Sinha, K.K.. Business Communication. India, Galgotia Publishing Company, 2006.  
Murphy, Hildebrandt, Thomas. Effective Business Communication. Mc. Graw Hill, 1997.  
Lesikar, V. Raymond, Pettit. D. John. Business Communication: Theory and Application. Delhi: Irwin,1996.



**Name of the Course:** INTRODUCTION TO COMPUTERS-I  
**Course, Trimester:** MBA I, TRIMESTER I  
**Subject Code and Credit:** M-07, Half

**Learning Outcome:**

- To develop an appreciation of different software and hardware systems available in the industry.
- To understand the latest developments in the wireless technology and its application worldwide.
- To make the students aware about the trends, components, roles of internet their concepts and applications

**Course Content:**

Types of Computers, Information about various hardware like CPU, Memory, its uses, Buses for input and Output, Input and Output devices, Secondary Storage devices etc.

Internet technology and services Standards and connectivity for digital Integration, Intranets and Extranets and the wireless web

Network Applications –Foundations of modern networks- Band width, Introduction to Local Area Networks, Wide Area Networks, Links between Networks, Devices and wireless networks, M.S.Office I- M.S.Word, MS Excel- Functions; MS Powerpoint and MS Access

**Text Book:**

PC Software – R.K.Taxali, TMH Publishing

Introduction to IT- V.Rajaraman, PHI Publishing

**Reference Books:**

Introduction to Computers-ITL Education Solutions Limited.

Mastering Microsoft Office .Professionals for Window 2000-Lonnie E .Moseley, David M.Boodey ( BPB publications )

Jawadekar W.S: Management Information Systems, Second Edition (TMH Publishing )

Information Systems, the Manager's View, Fourth Edition ( TMH Publishing )

**Name of the Course:** OPERATIONS MANAGEMENT-I  
**Course, Trimester:** MBA I, TRIMESTER II  
**Subject Code and Credit:** M-08, Full

**Learning Outcome:**

- Apply principles of project management in real life
- Develop an understanding of the nature of the process and layout to be adopted, keeping in mind, current demand pattern and future of the industry.
- Understand the location dynamics and operational issues in products and services

**Course Content:**

Introduction to Operations Management: Definition, Fields covered, Difference between Products and Services

Operations Strategy: Operations Framework, Kaplan & Norton Generic Map, strategic variables and making of strategy

Processes and Technologies-Manufacturing: Types of processes with applications, differences between them, Quality Function deployment, Value Analysis, Product-Process matrix

Operations Management in Services: Nature and environment, bottlenecks, Service system matrix with applications, management of professional services

Process Analysis: Types of processes with their applications, Process performance

Facility Location: Factors affecting location, choice of urban and other areas, methods of location with problems

Facility Layout: Types of layout- manufacturing and services with applications, Assembly line balancing with problems, layout planning

Project Management: Meaning and types of projects with differences and applications, work breakdown structure, Gantt Chart, network models, time-cost model with problems

**Reference Books:**

Operations management for Competitive Advantage by Chase, Aquilano and Jacobs, 11<sup>th</sup> Edition, TMH Publications

Operations Management by Russell and Taylor, 4<sup>th</sup> Edition, PHI Publication

Operations Management by Norman Gaither & G. Fraizer, 9<sup>th</sup> Edition, Thomas South-west Publication

Productions and Operations Management by Ashwathappa & Bhatt, Himalaya Publications

**Name of the Course:** FINANCE-I  
**Course, Trimester:** MBA I, TRIMESTER II  
**Subject Code and Credit:** M-09, Full

**Learning Outcome:**

- Learn the concept of financial management
- Develop skills in financial decision making for a corporate business/firm
- Analyze the solution to financial problems in the corporate through financial techniques.
- Learn how to maximize the shareholders wealth

**Course Content:**

Introduction to Financial Management: *Evolution; Finance Function; The Financial System, Financial Forecasting, Planning and Budgeting,*  
Fundamental Valuation Concepts: Time Value of Money; Bond & Stock Valuation; Risk & Return  
Capital Budgeting: Techniques; Risk Analysis; Cost of Capital  
Long-Term Financing: Sources of Long Term Finance; Raising Long Term Finance  
Introduction to Warrants, Convertibles, Options and Futures

**Textbook:**

Financial Management Theory and Practice, 6<sup>th</sup> Edition BY Prasanna Chandra

**Reference Books:**

1. Financial Management by I.M. Pandey 9<sup>th</sup> Edition
2. Financial Management – Khan and Jain
3. Financial Management and Policy – V.K. Bhalla
4. Financial Management and Policy – James C. Van Horne
5. Financial Management– Ravi M. Kishore

**Name of the Course:**           **MARKETING-I**  
**Course, Trimester:**           **MBA I, TRIMESTER II**  
**Subject Code and Credit:**   **M-10, Full**

**Learning Outcome:**

- To orient the students towards the functional clarity of the subject of marketing
- To prepare them for the second year specialization of marketing

**Course Content:**

Marketing in the 21st Century: Importance & Scope, Definition/s Exchange & Transactions, New Trends, Different Concepts, Holistic Marketing, Summary

Marketing Strategies and Plans: Marketing and Customer Value, The Value Chain, Strategic Market Planning, Corporate Planning, Business Unit Strategic Planning, Marketing Plan, Summary

MIS and External Market Environment: Marketing Information System, Macro Environments, Analysis, Summary

Marketing Research: The MR System, The MR Process, Advantages and Disadvantages of MR, Marketing Accountability, Forecasting and Demand Measurement, Summary

Customer Value, Loyalty and Satisfaction: Concepts, Customer Lifetime Value, Database Marketing, CRM

Consumer and Business Markets: Factors, Motivation, Perception, Learning, Buying Decision Process, Consumer Decision Making Theories, Organizational Buyers, Business Buying Process

Business to Business Customer Relationships, Segmentation in Business Markets, Target Markets

Market Segmentation and Target Market: Segment, Niche and Local Marketing, Experiential Marketing, Customerization, Segmentation of Consumer Markets, Behavioural Segmentation. Market Targeting

Brand Equity: The Concept, Role of Brands, Brand Equity Models, Building Brand Equity. Measuring Brand Equity, Managing Brand Equity, Brand Reinforcement & Revitalization, Brand Crisis, Branding Strategies, Brand Extension Advantages and Disadvantages

Brand Positioning and Competitor Analysis: Concept, Differentiation, POP and POD, PLC, Marketing Strategies in different stages of PLC, Positioning Strategies

Understanding Competitors: Identifying and analyzing Competition, Competitive Strategies  
The Contribution of Sun Tzu and Jack Trout, Importance of Marketing Network

**Textbook :**

Marketing Management - Philip Kotler & Jha & Kevin Lane & Koshy & Keller, Prentice Hall of India (ltd.), twelfth edition

**Name of the Course:** MACRO ECONOMICS  
**Course, Trimester:** MBA I, TRIMESTER II  
**Subject Code and Credit:** M-11, Full

**Learning Outcome:**

- To identify the factors affecting the overall level of output and employment
- Develop an understanding of how the business cycles and inflation can be controlled.
- To manage the forces of globalisation so that benefits from openness can be maximised.

**Course Content:**

**Introduction :** Nature of macroeconomics, Major macroeconomic issues, Macroeconomic stability and business environment in India, Macro theory for India

**Measuring the economy's performance:** National income accounting, Methods of measuring national income

**The Supply of money:** Functions of money, Types of money, Indian currency system , Sources of broad money

**Price Stability:** Introduction, The price level, Types, Measures of inflation, Inflation in India & its economic effect, Global economics and price stability

**Banking:** Evolution, Commercial banks and their functions, Credit creation, Control of credit, Progress of banking in India since 1969, RBI and its functions

**Monetary policy:** Introduction, Goals of monetary policy, Instruments of monetary policy, Monetary policy of India, Working of India monetary system

**Fiscal Policy:** The role of government budgeting, Fiscal policy and macroeconomic goals, Instruments of fiscal policy, The Union budget, The Finance commission, Fiscal imbalance & the new Fiscal approach, Importance of budget

**Balance of payment:** Meaning and purpose, Balance of payment accounts, India's BOP situation, BOP and new Economic Reforms of 1991

**Text Book:**

Business Environment –; Shaikh Saleem; Pearson Education

**Reference Books:**

Economic Survey, Government of India (Latest edition)

Indian Economy, Mishra & Puri, HPH

Indian Economy, Ruddar Datt & Sundharam, Sultan Chand

Business Environment – Text and Cases; Francis Cherunilam; HPH

India Development Report (latest), IGIDR

World Development Report (latest), World Bank

Human Development Report (latest), World Bank

RBI Annual Report on Currency and Finance

Government and Business, N K Sengupta, Vikas

Money, Banking, International Trade and Finance, K P M Sundharam, S Chand & Sons

**Name of the Course:** INTRODUCTION TO COMMUNICATION-II  
**Course, Trimester:** MBA I, TRIMESTER II  
**Subject Code and Credit:** M-12, Half

**Learning Outcome:**

- Ability to understand the importance of communication.
- Ability to analyse and plan for a Business Writing Task.
- Choose precise and appropriate words to convey the correct meaning and therefore communicate effectively.
- Write clear, correct and concise sentences and paragraphs.

**Course Content:**

Effective Listening: Meaning of EL, Poor Listening Habits, Types of Listening, Listening Skills, Strategies, Payoffs of, Barriers to Effective Listening, Case Studies

Business Presentations, Public Speaking, Conversations: Business Presentations, Speeches, Controlling Nervousness and Stage Fright, Conversation Management, Non-Verbal Cues in Conversations, Stressful Conversations, Case Studies

Business Writing: Basic Principles, Kinds of Business Letters, Writing Effective Memos., Case Studies

**Text Book:**

1. Raman, Meenakshi, Singh Prakash. *Business Communication*. India, Oxford University Press, 2006.

**Reference Books:**

1. Chaturvedi, P.D., Chaturvedi, Mukesh. *Business Communication : Concepts, Cases and Applications*. Pearson Education, 2004.
2. Murphy, Hildebrandt, Thomas. *Effective Business Communication*. Mc. Graw Hill, 1997.
3. Lesikar, V. Raymond, Pettit. D. John. *Business Communication: Theory and Application*. Delhi: Irwin: 1996.

**Name of the Course:** RESEARCH METHODOLOGY  
**Course, Trimester:** MBA I, TRIMESTER II  
**Subject Code and Credit:** M-13, Half

**Learning Outcome:**

- To introduce the participants basic tools of business research by explaining the various research methods and techniques

**Course Content:**

*Research Formulation: Role of Qualitative Research, Formulation of the Research Problem and Research Object, Development of the Working Hypotheses, Formulation of the Research Proposal, Research Designs for Management Decisions-Exploratory, Descriptive and Conclusive Research Designs, Sampling Techniques and Sampling Decisions*

Data Collection: Secondary Data, Primary Data Collection Techniques-Observation, Interviews, FGD etc., Questionnaire Formulation

Structure and Design of the Instrument

Measurement and Scaling Techniques

Establishing reliability and validity of the instrument

Data Analysis and Interpretation: Processing and Analysis of Data, Hypotheses Testing Techniques-Parametric and Non Parametric Methods (SPSS Applications), Multi Variate Analysis of Data-Basic Techniques (SPSS) Applications), Interpretation and Presentation of Research Results

Report Writing

**Text Book:**

Business Research Methods by William G Zikmund; Dryden Press

**Reference Books:**

Business Research Methods –; Cooper & Schindler; TMH

Research Methods; by William M K Trochin; Biztantra

**Name of the Course:** ORGANISATION BEHAVIOUR-II  
**Course, Trimester:** MBA I, TRIMESTER II  
**Subject Code and Credit:** M-14, Half

**Learning Outcome:**

- . To comprehend details about the basic psychological processes in understanding human behaviour in the Organizations.
- To understand the importance of attitudes, learning processes, emotion, job satisfaction, work team behaviours & turning individuals into team players in the organizational context.
- To understand theoretical and practical understanding of organizational power & politics, organization culture in detail.
- To develop in depth understanding of organizational conflict & its management with conflict negotiation techniques in organizational context.

**Course Content:**

Foundations of Individual & Group Behavior, Value, Attitudes, Emotions & Job Satisfaction  
Understanding Work Teams, Creation of effective teams, Turning Individual into team players, etc.  
Organizational Power and Politics – Functional and Dysfunctional Power, etc;  
Organizational Change  
Organizational Conflict and its Management, Conflict Negotiation Techniques  
Organisation Structure and Design, Organisation Culture

**Text book:**

Organizational behaviour: Stephen Robbins 12<sup>th</sup> edition, 2007, Pearson education

**Reference Books:**

Understanding Organisational Behaviour by Uday Pareek, 2<sup>nd</sup> Edition, Oxford Publications, 2007  
Organisational Behaviour by Hell Riegel and Slocum, Cengage Learning, 2005  
Organizational Behaviour –A Comprehensive Manual of Henry I. Tosl, John R. Rizzo, Stephen.J.Carrol, 1998, Beacon Books.  
Organizational Behaviour.-Texts and Cases, IInd Edition,by Uma Sekaran,, Tata McGraw Hill publications



**Name of the Course:**           **MANAGERIAL ACCOUNTING-II**  
**Course, Trimester:**           **MBA I, TRIMESTER II**  
**Subject Code and Credit:**   **M-15, Half**

**Learning Outcome:**

- To develop and enhance the knowledge and understanding of the principles and concepts of Managerial Accounting.
- To equip students with the enhanced Competence and Skills required for a successful career in Management and decision-making responsibilities in Commerce, Industry and Practice.

**Course Content:**

Joint & By Products  
Methods of Costing:  
Specific order costing – Job, Batch and Contract  
Service costing  
Budgeting Control and Standard Costing  
Strategic Cost Management

**Text Book:**

Introduction to Management Accounting, 13<sup>th</sup> Edition by Charles T Horngren, Gary L Sundem and William O Stratton, Pearson Education

**Reference Books:**

Cost Accounting – A Managerial Emphasis; Horngren, Datar, Foster; PHI  
Cost and Management Accounting; Ravi M Kishore; Taxmann  
Management Accounting; M Y Khan and P K Jain; TMH  
Management and Cost Accounting; Colin Drurly; Thomson

**Name of the Course:**           **MANAGING SOCIAL PROJECTS**  
**Course, Trimester:**           **MBA I, TRIMESTER II**  
**Subject Code and Credit:**   **M-16, Half**

**Learning Outcome:**

- To create awareness regarding activities in social service organizations.
- To understand working of NGOs along with intricacies in management and control.
- Making students aware regarding their role in terms of fulfilling social responsibility.
- Help students in making students socially responsible students of the country.

**Name of the Course:** HUMAN RESOURCE MANAGEMENT  
**Course, Trimester:** MBA I, TRIMESTER III  
**Subject Code and Credit:** M-17, Full

**Learning Outcome:**

- To develop the understanding regarding the acquaintance of students to the various facts of managing people and to create an understanding of the various practices and policies of Human Resource Management.
- To help the students to strengthen the understanding of learning of concepts required for utilization and development of Human Resources.

**Course Content:**

The Strategic Role of HRM: Job Analysis, HR Planning and Recruiting, Employee Testing & Selection

Interviewing candidates: Training & Development, Appraising & Managing Performance, Managing Careers

Establishment of Strategic Pay Plans: Performance and Financial Incentives, Managing Global Human Resources

Industrial Relations – Definitions & Main Aspects, Methods & Legislations of Settling Industrial Disputes, Collective Bargaining

Labour Management cooperation / Workers Participation in Management, International Labour Organization, Trade Union Organizations, Payment of Wage Legislation, Minimum Wage Legislation, Equal Remuneration Legislation

**Textbook:**

Human Resource Management by Gary Dessler, 10<sup>th</sup> Edition, Pearson Education

**Reference Books:**

Human Resource Management by Snell/Bohlander, Cengage Publications, 2007

Human Resource Management by R. Wayne Mondy and Robert M. Noe, Pearson Education

**Name of the Course:** FINANCE-II  
**Course, Trimester:** MBA I, TRIMESTER III  
**Subject Code and Credit:** M-18, Full

**Learning Outcomes**

- Learn the techniques of financial management.
- Develop skills in financial decision making for a corporate business/firm
- Analyze the solution to financial problems in the corporate through financial techniques.
- Learn how to take capital structure decisions and Dividend Decisions.

**Course Content:**

Cash Flow Analysis: Statement of Cash Flow  
Estimation of project cash flow Elements of the cash flow stream, Basis Principles of Cash Flow Estimation, Cash Illustrations, Cash Flows For Replacement Projects, Biases in Cash Flow Estimation, Risk Analyses in Capital Budgeting Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Decision Tree Analysis,  
Capital Structure and Dividend Policies: Capital Structure and Firm Value Assumptions and Definitions, Net Income Approach, Net Operating Income, Traditional Position, MM Approach, Taxation and Capital Structure,  
Capital Structure Decision: EBIT – EPS Analysis, ROI – ROE Analysis, Leverage Analysis, Ratio Analysis, Cash Flow Analysis, Dividend Policy and Firm Value: Traditional Position, MM Position, Radical Position, Dividend Decision: Introduction, Dividend Policy, Legal Aspects, Bonus Share and share buybacks  
Working Capital Management: Working Capital Policy  
Introduction, Requirement of WCP, Current Assets Policy, Operating Cycle and Cash Cycle  
Cash and Liquidity Management: Cash Budgeting , Long term cash forecasting , Cash Collection and Disbursement, Optimal Cash Balance  
Credit Management: Terms of Payment, Credit Policy and Evaluation, Credit Granting Decisions and Account Receivables  
Inventory Management; Introduction, EOQ Model  
Working Capital Financing: introduction, Trade Credit, Sources of WC Financing  
Fundamentals of Financial Derivatives

**Textbook:**

Financial Management Theory and Practice, 7<sup>th</sup> Edition BY Prasanna Chandra

**Reference Books:**

1. Financial Management by I.M. Pandey 9<sup>th</sup> Edition
2. Financial Management – Khan and Jain
3. Financial Management and Policy – V.K. Bhalla
4. Financial Management and Policy – James C. Van Horne
5. Financial Management– Ravi M. Kishore

**Name of the Course:**           **MARKETING-II**  
**Course, Trimester:**           **MBA I, TRIMESTER III**  
**Subject Code and Credit:**   **M-19, Full**

### **Learning Outcomes**

- Learn the practical aspect of marketing
- Learn the topical issues in marketing which give a practical flavor
- The main aim would be to develop skill sets to tackle marketing applications under different business situations.

### **Course Content:**

**Product Strategy:** Levels of Product, Classifications, Product and Services Differentiation, Product Hierarchy, Product Mix & Product Line, Co-Branding and Ingredient Branding, Packaging as 5th P of Marketing, Labeling, Warranties and Guarantees

**Services Management:** The classification of services, Service Quality Model, Service Quality Management, Managing Service Brands, Branding Strategies for Services, A special word of Product Support Services

**Pricing Strategies:** The Concept of Price, Consumer Psychology, Setting the Price, Pricing Strategies, Competitor Pricing, Responding to Price Changes

**Managing Value Networks and Channels:** Marketing Channels and Value Networks, The Role

of Marketing Channels, Decisions related to Channel Design, Decisions related to Channel Management, Channel Integration and Systems, Conflict Management and Competition  
Pure Click Companies versus Brick and Mortar Companies

**Retail Marketing Management:** Types of Retailers, Trends in Indian and Global Retailing, Private Labels, Wholesaling and Unorganized Retailing, Market Logistics

**Managing Integrated Marketing Communications:** The Role of IMC, Effective Communications Strategy, Buzz Marketing, IMC Mix, Managing IMC

**Managing Communication Mix:** Advertising & Advertising Strategy, 5 Ms of Advertising, Media and Measurement, Sales Promotion Events, PR Trends in Advertising and Sales Promotion

**Direct Marketing and Personal Selling:** Direct Marketing, Interacting Marketing, Personal Selling Personal Selling Process, Sales Force Management, Managing the Sales Force, Conflict Management & Negotiation Skills, Relationship Marketing, Sales Force

Automation

Trends in Personal Selling

**Introducing New Products in the Market Place:** New Product Development Process, The Consumer Adoption Process, Competing in Global Markets, Ansoffs Matrix, Products for New Markets, Market Entry Strategies

**Managing Holistic Marketing Effort:** Trends in Marketing Practices, 4 Components of Holistic

Marketing, Internal Marketing , Socially Responsible Marketing, Cause Marketing, Marketing

Audit Process and Instrument, The Future of Marketing

**Text book:**

- 1) Marketing Management - Philip Kotler & Jha & Kevin Lane & Koshy & Keller, Prentice Hall of India (ltd.), twelfth edition

**References:**

- 1) Positioning - Al Ries and Jack Trout
- 2) Marketing Warfare - Al Ries and Jack Trout
- 3) Marketing management – Rajan Saxena, 3<sup>rd</sup> edition, Tata mcgraw hill publishers

**Name of the Course:** QUANTITATIVE TECHNIQUES-II  
**Course, Trimester:** MBA I, TRIMESTER III  
**Subject Code and Credit:** M-20, Full

**Learning Outcomes**

- learn the basic concepts and use statistical and operations research techniques in their business decisions.
- acquire understanding of descriptive and inferential statistics.
- develop skills in structuring and analyzing business problems.
- analyze the solution to common business decision problems.

**Course Content:**

Introduction to the Course & Course requirements

Presenting Data in Tables and Charts, Descriptive Statistics- Measures of Central Tendency, Dispersion, Skewness, Kurtosis, Box Plots

**Introduction to Probability:** Permutations & Combinations Basic Definitions, Types of Probability Rules / Conditions of Probability, Conditions under Statistical Independence dependence, Bayes' Theorem

**Probability Distributions – Discrete:** Binomial Distribution • Poisson Distribution

**Probability Distributions – Continuous:** Normal Distribution

**Sampling and Sampling Distributions & Confidence Intervals**

Types of Sampling, Standard Error, The Central Limit Theorem

**Hypothesis Testing:** Concepts Basic to the HT Procedure • Type I and Type II Errors • Power of the Test • Level of Significance

**Hypothesis Testing for Single and Two Populations:** Testing for Mean and Proportion (Large Samples), Testing for Mean (Small Samples)

**Nonparametric Inference: The Chi-square Distribution and Analysis of Variance (ANOVA)**

Testing for Difference between Proportions, Test of Independence • Test of Goodness of Fit  
Problem Structuring, Linear Programming - Graphical Method, Linear Programming –  
Computer output, Duality and its applications, **Transportation Models**

**Textbook:**

- Render Barry and Stair Ralph M., Jr., 'Quantitative Analysis for Management', seventh edition, Dec 2002, Prentice Hall of India Pvt. Ltd., New Delhi.

**Reference books:**

- *An Introduction to Operations Research* by Hamdy Taha
- *Introduction to Operations Research* by Hillier and Liberman
- *Data Analysis & Decision Making with Microsoft Excel: 2<sup>nd</sup> edition*, by Albright, Winston and Zappe.

**Name of the Course:** INTRODUCTION TO COMMUNICATION-III  
**Course, Trimester:** MBA I, TRIMESTER III  
**Subject Code and Credit:** M-21, Half

**Learning Outcomes**

- Ability to use technology for communication.
- Ability to analyze and plan for a Business Writing Task.
- To be more creative and active by learning to design effective advertisements.
- To learn Conflict Management, Negotiations and Intercultural Negotiation.

**Course Content:**

Technology-enabled Business Communication: Technology based Communication Tools, Positive and Negative Impact of Technology-enabled Communication, Selection of appropriate Communication Technology, Tips for Effectiveness in Technology based Communication

Communication across Functional Areas: Marketing Communication: Direct v/s Indirect Selling, Project Management Communication, Human Resource Communication, Financial, Corporate Governance, Management Information systems, Case Studies.

Persuasive Strategies in Business Communication: Advertising, AIDA: Master Formula, Planning Advertisements for Results, Effective Online Advertising, Conflict Management, Negotiation, Intercultural Negotiation, Case Studies

**Text Book:**

Raman, Meenakshi, Singh Prakash. *Business Communication*. India, Oxford University Press, 2006.

**Reference Books:**

1. Chaturvedi, P.D., Chaturvedi, Mukesh. *Business Communication : Concepts, Cases and Applications*. Pearson Education, 2004.
2. Murphy, Hildebrandt, Thomas. *Effective Business Communication*. Mc. Graw Hill, 1997.
3. Lesikar, V. Raymond, Pettit. D. John. *Business Communication: Theory and Application*. Delhi: Irwin: 1996.



**Name of the Course:** MANAGEMENT INFORMATION SYSTEM  
**Course, Trimester:** MBA I, TRIMESTER III  
**Subject Code and Credit:** M-22, Half

### **Learning Outcomes**

- Learn how to design MIS for different departments of an organization.
- Device security management techniques for the organization.
- Learn about latest technologies in the field of telecommunication, networks and database

### **Course Content:**

The challenge of Information Systems: Why information systems, contemporary approaches to information system, The strategic role of information systems: Information systems and organizations, Major types of systems, systems from a functional perspective  
Information, management and decision making: Information systems and business strategy, e-commerce, challenges and opportunities, Ethical and social impact of information systems: Understanding ethical and social issues related to system, Computers and information processing: Types of software, and managing assets, Managing data resources: The database approach to data management, database trends, Telecommunications: Communications networks, electronic business and electronic commerce technologies, enterprise-wide computing and Networking, Redesigning the Organization with Information systems, Alternative systems- Building methods, overview of system development, Ensuring Quality with Information Systems, Systems Success and Failure: Implementation  
Information and Knowledge Work Systems, Artificial Intelligence, Enhancing Management Decision Making-DSS, GDSS, Executive support in the enterprise, Controlling Information Systems, Managing International Information Systems- Growth of MIS, managing global systems, and technology issues

### **Textbook:**

Management Information Systems, Oxford University Press, Mahadeo Jaiswal & Monica Mital

### **Reference Books:**

1. *Management Information Systems, S Sadagopan, PHI*
2. *Management Information Systems: Text and Cases (3 Edi.), TMH ;Woman S Jawadekar*
3. *Management Information Systems: Managing the digital world (9 Edi), Pearson Education; Kenneth C Laudon & Jane P Laudon*
4. *Management Information Systems (6 Edi.); Prentice Hall; Raymond McLeod*

**Name of the Course:** OPERATIONS MANAGEMENT-II  
**Course, Trimester:** MBA I, TRIMESTER III  
**Subject Code and Credit:** M-23, Half

**Learning Outcomes**

- Understand Supply chain management as an enabler for operational decisions
- Apply statistical quality control to organizational problems
- Apply work-study based concepts to understand real-life issues.

**Course Content:**

Workstudy: Meaning of workstudy, method study and work measurement with applications, Job Design, Problems of Standard time and incentives,  
Quality Control: Statistical quality control charts, quality control tools, Six sigma, benchmarking, culture change models like quality circles and kaizen, ISO 9000, ISO 14000 and ISO 22000, Problems in quality,  
Aggregate Planning: Demand management, Aggregate planning in services-yield management, Supply Chain Management: meaning of supply chain, outsourcing with issues affecting it, measuring performance, design strategy with types of supply chain, different modes of supply chain like transportation, distribution; e-procurement, global sourcing.  
Just-in-time (JIT) and lean management: meaning of JIT and lean management, its applications in organizations, Toyota production system, Kanban system,  
Business Process Reengineering: Principles of re-engineering and applications  
Total Productive Maintenance and Material Requirement Planning

**Reference Books:**

Operations management for Competitive Advantage by Chase, Aquilano and Jacobs, 11<sup>th</sup> Edition, TMH Publications  
Operations Management by Russell and Taylor, 4<sup>th</sup> Edition, PHI Publication  
Operations Management by Norman Gaither & G. Fraizer, 9<sup>th</sup> Edition, Thomas South-west Publication  
Production and Operations management by Adam & Ebert, PHI Publication

**Name of the Course:** INTRODUCTION TO STRATEGY  
**Course, Trimester:** MBA I, TRIMESTER III  
**Subject Code and Credit:** M-24, Half

**Learning Outcomes**

- To introduce the student to competitive strategy and competitive advantage

**Course Content:**

**What is Strategy?**

Why do we study Business Strategy? ,How Important Is Strategy, Really?  
The Origins of strategy , Strategy Over Time: Growth and Innovation  
Strategy Execution and Strategic Planning ,Strategy in single and Multibusiness Firms  
Definitions of Business Performance  
Summary

**Building Competitive Advantage**

Introduction , Competitive Positioning with Customers  
The value-cost Framework , Values versus Cost Advantage  
Value and cost Drivers, Value Drivers , Cost Drivers  
Defending against Competitors, Preventing the Imitation of Resources and Capabilities  
Increasing Customer Retention  
Summary

**Industry Analysis**

Introduction ,Defining Industry Boundaries, How Industry Forces Influence Profitability  
Industry Forces That Drive Profits Down:, The Five Forces Competition  
Entrants and Entry Barriers Buyers Suppliers Substitutes  
Industry Forces Driving Profits Up: The value Net  
Overview , Complementary Products ,Cooperation with Buyers and suppliers  
Coordination among Competitors ,Strategic Groups, Summary

**Competing Over Time: Industry and Firm Evolution**

Introduction ,The Stages of Industry Evolution  
Stage One – Growth ,Dynamic Capabilities and the Growth of the Firm  
Growth of the Firm Developing Scalable Value and Cost Drivers, Early Mover Advantage  
Strategic Pricing, State Two – Shakeout, The Maturation of the Product Life Cycle  
The Emergence of a Dominant Design, Shakeout Duration and Severity  
Stage Three - Maturity, Decline in the Market Growth Rate, An Increase in Buyer Experience  
The Persistence of Niche Markets  
Industry Disruption ,Technological Substitution  
Sustaining and Disruptive Technologies, Disruption by Regulatory Change  
Summary

**Textbook:**

Modern Competitive Strategy by Gordon Walker, 2<sup>nd</sup> Edition, TMH Publications

**Reference book:**

Competitive Advantage by Michael Porter, Free Press

**Name of the Course:** PROJECT STUDY  
**Course, Trimester:** MBA I, TRIMESTER III  
**Subject Code and Credit:** M-25, Half

**Learning Outcome:**

- To make students aware of Business groups.
- To understand three Cs i.e. company, competitors and customers of the concerned business group
- To make student aware about the functioning/working of the company.

The courses in the second year of MBA shall be divided into three trimesters with compulsory subjects and Electives.

The following electives shall be offered to the students:

- 1) General Management
- 2) Finance
- 3) Marketing
- 4) Information Systems
- 5) Human Resource Management

The student will be undergoing a major project and minor project during the course of study of the second year in a subject of his/her choice.

## EVALUATION, STANDARD OF PASSING AND AWARD OF DEGREE

The new curriculum and examination pattern will be implemented from the batches starting June, 2007.

### 1. Objective of Evaluation:

The objective of evaluation is not only to measure the performance of students, but also to motivate them for better performance. Students are evaluated on the basis of class test, quizzes, class participation, home assignments, project reports, presentation, mid-Trimester, end-Trimester examinations, etc.

### 2. Method of Evaluation:

The methods of evaluation as well as weightage assigned to different types of tests are determined by the faculty within the framework of the University's policy. The evaluation scheme will be internal as well as external examinations.

a) For Full Credit courses, the following will be the framework for evaluation:

Mid-Trimester examination	: 30%
End-Trimester examination (University)	: 40%
Quizzes, assignments, projects	: 30%
Class participation and presentation	

(Out of these five, minimum three components should be used)

b) For Half Credit courses, the following will be the framework for evaluation:

End-Trimester examination (University)	: 60%
Quizzes, assignments, project	: 40%
Class participation and presentation	

(Out of these five, minimum two components should be used)

c) For Project Study, the following will be the framework for evaluation:

Internal Examination (Report and Presentations)	: 50%
External Examination (University)	: 50%

The project study evaluation will be equally divided between internal and external evaluation. There will be a viva voce for project study for all the students. The viva voce, which will be conducted by a committee appointed by the university. One of the members of the committee will be the project guide. Against the remaining 50%, the

grade will be given by the project guide based on the performance of the student's project

In the beginning of the Trimester each faculty will circulate to the students

(i) Session wise schedule of the complete course (ii) evaluation components such as quiz, mid-sem, etc., with weightages keeping in view the above guidelines. One copy of the same should be there with concerned office. All the question papers of internal examinations should be filed in the respective school/center. Each instructor of the respective center/school will submit the component-wise grade to the Director; will send it to the University for final grading. The final evaluation of each student will be given in terms of grades and equivalent grade points.

### **3. Calculating of grade point.**

(a) It is required to give a letter grade (as explained below) for every component of the course. The grade point for the course will be based on the weighted average of the grades obtained and their respective weightages.

(b) At the end of each Trimester, the performance of students will be evaluated in terms of letter grades which have the following equivalent grade points

A+	4.3
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F	0.0
I	Incomplete

(c) Every faculty in every course will submit the letter grade, weightages and the equivalent grade point.

(d) Suppose a student gets the following grades in an internal examination:

Weightage	Grade	Grade Points
30%	B	3
40%	A-	3.7
30%	A+	4.3

In the above case the final grade will be  $.30 \times 3 + .40 \times 3.7 + .30 \times 4.3 = 3.67$ .

Therefore the grade will be A- and the grade point average will be 3.67 (see item 6 for guidance). The above grade point average will be carried forward for accumulation.

- (e) In order to give the cumulative grade point average (CGPA), the respective course grade will be multiplied by the respective credit of the course and divided by the sum of weights, i.e., weighted average is taken into account.

Example 1:

Course 1-B (full credit); course 2-A (full credit); Course 3-B (half credit) and course 4-C (half credit). Then the CGP will be  $3 \times 1 + 4 \times 1 + 3 \times .5 + 2 \times .5 = 9.5$ . This will be divided by divided by 3 (the total sum of credits) which will give 3.17 (rounded off to two decimal accuracy) – CGPA.

Example 2:

Course 1 - 3.2 (full credit); course 2 - 4.1 (full credit); Course 3 - 1.9 (half credit) and course 4 – 1.85 (half credit). Then the CGP will be  $3.2 \times 1 + 4.1 \times 1 + 1.9 \times .5 + 1.85 \times .5 = 9.175$ . This will be divided by divided by 3 (the total sum of credits) which will give 3.06 (rounded off to two decimal accuracy) – CGPA.

- (f) A student is required to maintain an average grade point of 2.0. If he/she has not been able to complete Internal and External Component of any Course, he/she will be given “I” grade, implying “incomplete”. The “I” grade will have to be removed by completing the course requirements within specified period, from time to time.

If this is not done, the student will be treated as failed in that component of the course and will be given an “F” in that component.

- (g) The grades and grade points of all internal examination/assessment should be submitted to the University within two weeks after completing of the University examination.



#### **4. Promotion from I year to II year:**

The promotion will be from year I to year II of MBA and not on Trimester to Trimester basis. To qualify for promotion to the second year, the student's grade point average in the first year must not be less than 2.0 in internal and external examinations taken together. In addition, the student should fulfill the following conditions:

- Should not obtain more than one 'F' in a year including full credit and half credit courses taken together
- Should not obtain 'D' in more than four courses, provided he/she does not get 'F' in any course in the year including full credit and half credit courses taken together.
- Should not obtain 'D' in more than two courses if he/she obtains 'F' in one course in the year including full credit and half credit courses taken together.

Besides a satisfactory performance in various courses during the first year, the student will also have to complete satisfactorily the summer Training Project.

#### **5. Award of the Degree :**

After the successful completion of the two years in the programme, a student is awarded the degree of Master of Business Administration (MBA).

The following rules are laid down for successful completion of the programme:

- A Student is required to earn a minimum grade point average of 2.0 taking into account all the courses offered during the second year including half credit and full credit courses taken together.
- He must not have earned more than one 'F' in the second year including half credit and full credit courses taken together.
- During the Second Year, he should not have more than three Ds' without 'F' in course or 2 Ds' with 'F' in one course.
- There should be no 'I' in any of the courses.

## 6 Guideline regarding equivalence between grade and mark:

Grade	Marks	GPA
A+	75 or above	$\geq 4.16$
A	70 to Less than 75	3.86 - 4.15
A-	65 to less than 70	3.51 – 3.85
B+	60 to less than 65	3.16 – 3.50
B	55 to less than 60	2.86 – 3.15
B-	50 to less than 55	2.51 – 2.85
C+	48 to less than 50	2.16 – 2.50
C	45 to less than 48	1.86 – 2.15
C-	40 to less than 45	1.51 – 1.85
D+	35 to less than 40	1.16 – 1.50
D	30 to less than 35	0.86 – 1.15
D-	20 to less than 30	0.5 - 0.85
F	Less than 20	Less than 0.5

Minimum passing for GPA	=	2.00
Second Class	=	B- , B
First Class	=	B+, A-
First Class with Distinction	=	A, A+

## 7. Meaning of the Grades

A	:	Excellent
B	:	Good
C	:	Fair
D	:	Poor
F	:	Fail
I	:	Incomplete
+ & -	:	These symbols indicate the carination above and below the above description.

**MASTER OF BUSINESS ADMINISTRATION PROGRAMME**  
**Academic Rules & Regulations and Teaching & Assessment Scheme**

**TEACHING SCHEME**

**Learning Outcomes**

After going through the programme, the students should be able to:

- a) scan socio-economic-technical-legal environment at national and global levels affecting organizations;
- b) use relevant conceptual frameworks and best management practices;
- c) make effective decisions;
- d) demonstrate leadership, team working and entrepreneurial/intrapreneurial skills;
- e) act as socially responsible management professionals; and,
- f) learn how to learn.

**Programme Structure**

Duration	:	2 Years
Credit Requirement	:	Total 35 Full Credit papers (32 Full credit papers + 3 Field Work Full credit papers)
One Credit Hour	:	10 sessions of 75 Minutes each
Summer Project Duration	:	8-10 Weeks
Major Specialisation	:	At least 5 Full credit papers of electives
Minor Specialisation (Optional):	:	At least 3 Full credit papers of electives

**Course Structure**

Most courses shall be of 3 credit hours, while a few courses shall be of 1.5 credit hours. There can be deviation of 10% sessions in a course with consent of the Coordinator, MBA.

**Core Courses**

Core courses are the foundation courses of management education. They are compulsory for all students. Some courses provide perspective on management, while other courses focus on functional knowledge. Some courses, on the other hand, are related to self-development and skill building. A few core courses are offered in the second year also.

**Elective Courses**

Elective courses shall be offered in the second year of the programme. The Institute shall announce a list of elective courses every year after considering the career needs of the students. However, the listing of a course as an elective does not guarantee that it will necessarily always be available. For additional elective courses, a student shall be required to pay fee that will be decided by the Institute from time to time.

### Field Courses

There are Five field courses: Managing Social Projects, Project Study, Summer Placement Project, Capstone Project (Major Elective) and Capstone Project (Minor Elective). These projects are spread over two years.

### Audit Courses

An audit course is not meant for earning academic credit. A student selects a course as a matter of personal interest and knowledge enhancement. Audit students are not entitled for assessment. For audit courses, a student shall be required to pay fee that will be decided by the Institute from time to time. An audit course by a student has to be approved by the Coordinator, MBA. An appropriate mention of audit course will be made in the transcript subject to satisfying the attendance requirements.

## Teaching Scheme

### First Year Courses

Term I		
Course Code	Course	Credit
M01	Organisation Behaviour - I	Full
M02	Managerial Accounting - I	Full
M03	Managerial Economics	Full
M04	Quantitative Techniques – I	Full
M05	Financial Accounting	Half
M06	Introduction to Communication – I	Half
M07	Introduction to Computers	Half
	<b>Total</b>	

Term II		
Course Code	Course	Credit Hours
M08	Operations Management - I	Full
M09	Finance - I	Full
M10	Marketing - I	Full
M11	Macro Economics	Full
M12	Introduction to Communication – II	Half
M13	Research Methodology	Half
M14	Organisation Behaviour - II	Half
M15	Managerial Accounting - II	Half
M16	Managing Social Projects	Half
	<b>Term II Total</b>	

<b>Term III</b>		
<b>Course Code</b>	<b>Course</b>	<b>Credit Hours</b>
M17	Human Resource Management	Full
M18	Finance - II	Full
M19	Marketing - II	Full
M20	Quantitative Techniques - II	Full
M21	Introduction to Communication – III	Half
M22	Management Information Systems	Half
M23	Operations Management - II	Half
M24	Introduction to Strategy	Half
M25	Project Study – I	Half
<b>Term III Total</b>		

### **Summer Project/Internship**

At the end of the third term, all students will have to do summer project/internship of 8-10 weeks with an industrial, business or service organisation. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student does summer project/internship. Each student shall be required to submit a project report to the Institute for the work undertaken by him/her during this period within two weeks of the commencement of the fourth term. He/she will also have to submit a copy of the report to the organisation guide. The report will be assessed by both organization guide and internal advisor in terms of grading which will be added as part of Term IV.

### **Specialisations**

There shall be FIVE specialisations in the areas of Marketing, Finance, Human Resource Management, Information Technology and General Management. The actual number of specialisations offered in the programme shall depend on registration and available resources.

### **Second Year Courses**

#### **Compulsory Courses**

<b>Course Code</b>	<b>Course</b>	<b>Credit Hours</b>
C 26	Strategic Management	Full
C 27	Business Laws	Full
C 28	Vedic Management	Full
C 29	Capstone (major elective)	Full
C 30	Capstone (minor elective)	Half
C 31	Summer Placement Project	Half

## Elective Courses

Given below is the list of elective courses. The courses shall be offered in the different terms of the II<sup>nd</sup> year. The actual number of courses offered in a particular term shall depend on registration.

### Specialization Elective Courses

Course Code	Courses in Marketing	Credit Hours
M41	Advertising and Sales Promotion	Full
M42	Marketing Research	Full
M43	Consumer Behaviour	Full
M44	International Marketing	Full
M45	Product and Brand Management	Full
M46	Retail Marketing	Full
M47	Services Marketing	Full
M48	Rural Marketing	Full
M49	Customer Relationship Management	Full
M50	Contemporary issues in Marketing	Full
Course Code	Courses in Finance	Credit Hours
F 51	Banking and Insurance Management	Full
F 52	Management of Direct and Indirect Taxes	Full
F 53	Management of Financial Services	Full
F 54	International Finance	Full
F 55	Management Control Systems	Full
F 56	Project Planning and Control	Full
F 57	Corporate Finance	Full
F 58	Investment and Portfolio Management	Full
F 59	Derivatives and Risk Management	Full
F 60	Mergers and Acquisitions	Full

Course Code	Courses in Human Resource Management	Credit Hours
H 61	Conflict Management	Full
H 62	Industrial Relations & Labour Laws	Full
H 63	International Human Resource Management	Full
H 64	Organization Development & Change Management	Full
H 65	Performance and Compensation Management	Full
H 66	Strategic Human Resource Management	Full
H 67	Human Resource Planning	Full
H 68	Human Resource Development	Full
H 69	Contemporary issues in HRM	Full

<b>Course Code</b>	<b>Courses in Information Technology</b>	<b>Credit Hours</b>
I 71	Client Server Application Management	Full
I 72	Data Warehousing and Data Mining	Full
I 73	Enterprise Resource Planning	Full
I 74	Information Technology Strategy for Business	Full
I 75	Managing Electronic Business	Full
I 76	Relational Database Management Systems	Full
I 77	Software Project Management	Full
I 78	Telecommunication and Networking for Business	Full
I 79	Security and Control of Information Systems	Full
I 80	Business Process Reengineering	Full

<b>Course Code</b>	<b>Courses in General Management</b>	<b>Credit Hours</b>
G 81	Knowledge Management	Full
G 82	Entrepreneurship Development	Full
G 83	Global Business management	Full
G 84	Project Management	Full
G 85	Contemporary issues in Management	Full
G 86	Infrastructure and Environment Management	Full
G 87	Total Quality Management	Full
G 88	Management Consulting	Full
G 89	Social Entrepreneurship	Full