

**SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) FOR
THE EXAMINATION OF 2012-13**

Note:

1.

Note: -The student has to opt for two functional subjects in the 3rd Semester out of the papers offered.

THIRD SEMESTER

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBAIM-3001	PROJECT PLANNING AND ANALYSIS	4	100
MBAIM-3002	OPERATIONS RESEARCH AND TOTAL QUALITY MANAGEMENT	4	100
SECTORAL SUBJECT – 3			
MBAIM-3003	INFRASTRUCTURE PROJECT DELIVERY, MANAGING CONTRACTS AND NEGOTIATIONS	4	100
SECTORAL SUBJECT – 4			
MBAIM-3004	INFRASTRUCTURE PROJECT FINANCE	4	100
SECTORAL SUBJECT – 5			
MBAIM-3005	PUBLIC PRIVATE PARTICIPATION IN INFRASTRUCTURE SECTORS	4	100
FUNCTIONAL SUBJECT – 1			
MBAIM-M-3006	MARKETING RESEARCH AND CONSUMER BEHAVIOUR	4	100
MBAIM-F-3007	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT		
MBAIM-H-3008	INTERNATIONAL HUMAN RESOURCE MANAGEMENT		
MBAIM-O-3009	SUPPLY CHAIN MANAGEMENT		
FUNCTIONAL SUBJECT – 2			
MBAIM-M-3010	ADVERTISING AND SALES MANAGEMENT	4	100
MBAIM-F-3011	STRATEGIC COST MANAGEMENT		
MBAIM-H-3012	ORGANISATIONAL DEVELOPMENT		
MBAIM-O-3013	ADVANCED PRODUCTION MANAGEMENT		
TOTAL		28	700

Note:- The student has to continue with the functional group opted by him/her in the 3rd Semester and opt for two papers out of the papers offered.

FOURTH SEMESTER

**SUBJECT
CODE**

Paper Code:

Objectives: The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

SECTION – A

Accounting: Accounting and its functions, Accounting as an information system, Basic Accounting Concepts and Accounting Conventions, Accounting Principles, Generally Accepted Accounting Policies (GAAP), Accounting Standards.

Branches of Accounting: Financial Accounting, Cost Accounting, Management Accounting, Accounting Equation, Accounting Structure, Types of Accounts.

Rules regarding Journal Entries, Recording of Journal Entries, Ledger Posting, Cash book, Trial Balance, Preparation of Final Accounts, Trading Account, Profit & Loss Account, Balance Sheet, Treatment of

Objectives: Decision Making is a simple function of Management. Data need to be analyzed, classified and interpreted to facilitate decision making. Statistical Analysis is a fundamental method of quantitative reasoning for managerial decision making. The objective of the course is to equip the students with techniques for data analysis

SECTION - A

Classification of data and construction of Frequency Distribution: Graphic Presentation of Data.

Introduction of Descriptive Statistics: Measures of Central Tendency, Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis.

Index Numbers: Definition and Methods of Construction of Index Numbers, Tests of Consistency, Base shifting, Splicing and Deflation, Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

SECTION - B

Theory of Probability: Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its Mathematical Expectation.

Theoretical Distributions: Binomial, Poisson and Normal Distribution.

SECTION - C

Statistical Inference: Concept of Sampling Distribution, Parameter & Statistics, Standard Error.

Objective: The objective of studying Organizational Behaviour (OB) is to understand what are the underlying assumptions and causation of behavior of the individuals in the organization and its impact on the achievement of the organizational goals.

SECTION – A

Introduction to OB: Contributing fields to OB, OB in the context of globalization.

Learning and Behavior Management: Biographical characteristic, ability, job fit, learning theories, process of behavior modification.

Values, Attitudes and Job Satisfaction: The Nature and Dimensions of Attitudes, Components of Attitude, Sources and types, Cognitive dissonance theory, Values, Job satisfaction.

Perception: Factors Influencing Perception, Perceptual Selectivity, Attribution Theory, Errors in Perception, Rational decision making model, Linkage between Perception and Individual Decision Making.

SECTION – B

Personality: The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence.

Motivation: Meaning of Motivation, Primary, General Motives and Secondary Motives, Motivation and Productivity, Content and process theories of Motivation.

Group Dynamics: Types of Groups, Stages of Group Development: The Five-Stage Model, The Punctuated Equilibrium Model, Teams in the Modern Workplace, Teams vs Groups - Types of Teams, Group decision, making.

Communication: Role of Communication, Objectives, Barriers to Effective Communication, Communication Processes, Types of communication, Interactive Communication in Organizations.

SECTION – C

Leadership: Understanding Leadership, Leadership Theories - Trait Theories, Behavioral Theories, Contingency Theories, Leadership Styles - Level 5 leadership, Transactional and Transformational Leadership.

Power & Politics: Definitions of Power, Bases of Power, Power Structure and Blocs, Impression Management, Factors that influence political behavior in organizations.

Conflict & Collaboration: Sources of Conflict, Types of conflict, Process of Conflict, Individual, Interpersonal, group level conflict, Organizational Conflict, Approaches to Conflict Management.

SECTION – D

Stress Management: Concept of stress, Sources of stress, Effects of stress on humans, Management of Stress.

Management of Change: Importance, Forces responsible for change, Resistance to change, Overcoming resistance to change, Introduction of change in the organization, Organizational Development as a toll for introduction of change.

Organizational Design: Various organizational structures and their effects on human behavior, Organizational Climate, Organizational Culture, Organizational Effectiveness.

Suggested Readings:

1. S.P. Robbins: India Organizational Behavior, Prentice Hall.
2. Keith Davis: Human Behaviour at work, Tata McGraw Hill.
3. Hersey Blanchard: Management of Organizational Behaviour, Prentice Hall India
4. K. Ashwatappa: Organizational Behaviour , Himalaya Publishing House.
5. F. Luthans: Organizational Behaviour, McGraw Hill.
6. U. Pareek: Understanding Organizational Behaviour, Oxford University Press.
7. P. Weiss: Organizational Behaviour and Change, West Group Publication.

Objectives: This course offers a good understanding of basics of Information Technology. The students will develop proficiency in the use of personal computers. The curriculum designed to provide required expertise in the use of personal computer.

SECTION – A

Introduction to Computers: Classification of computers, Components of Computer System, Introduction to High level and low level languages. **Software:** System Software and Application Software, Networking concepts and Classification, Internet and intranet, Practical on Internet using emails, Use of search engines.

SECTION – B

MS Word: Introduction to MS Word, Basic Formatting, Legal Numbering, Understanding Styles, Sections, Section Breaks, Headers and Footers, Complex Legal Documents, Tables in the Legal Environment, Track Changes, Compare & Merge Documents, Send for Review and Comments, Troubleshooting Track Changes , Mail Merge Tool.

SECTION – C

MS Excel: Spreadsheets and their uses in business, Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions.

Data Structures and Descriptive Statistics: Data Tables, Built-In Functions available from the AutoSum Tool, Additional Statistical Functions, The Analysis ToolPack, Frequency Distributions, Charts, Graphs, and Tables, Pivot Tables and Charts, One-Sample *t*-Test, One-Way Between-Groups ANOVA, Correlation and Regression, Chi-Square Tests

SECTION – D

MS Power Point: Introduction to MS Power Point, Navigation, Views, Design Templates, Clip art, images, diagrams, Charts and Graphs, Drawing Tools, Layouts, Color Palettes, Multimedia Elements, Slide Transitions, Animations.

Computer Security: Introduction, Malicious Programs, Cryptography, Digital Signature, Firewall, Users Identification and Authentication, Security Awareness and Policies

Suggested Readings:

1. P.K.Sinha: Computer Fundamentals, BPB Publications.
2. A. Leon & A. Leon: Internet for Everyone, Vikas Publishing House.
3. Curtin, Foley, Sen & Morin: Information Technology, Breaking New Wave.
4. Ron Mansfield: Compact guide to MS-Office, BPB Publication.
5. V.K. Jain: Information Technology, Atlantis.
6. D. Anfinson & K. Quamme: Information Technology Essentials, Pearson Education.

Paper Code:

Objectives: The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

SECTION - A

Introduction to Financial Management: Meaning, Scope, Finance Function, Financial Goals, Agency Problem, Relationship of Finance with Accounts and Economics.

Sources of Finance: Features, Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR.

Cost of Capital: Meaning, Calculation of Cost of Debt Capital, Equity Capital, Preference Capital, Retained Earnings, Weighted Average Cost of Capital.

SECTION - B

Capital Structure: Meaning, Determinants, Assumptions, Net Income and Operating Income Approach, Traditional Position, M-M Position, EBIT and EPS Analysis, Capital Structure and Taxation.

Leverage Analysis: Meaning, Types, Estimation of Financial, Operating and Combined Leverage, Relation of Financial Leverage with Risk and Return.

Management of Working Capital: Meaning of WC, Need of WC Management, Determinants of WC, Operating Cycle, Estimation of WC, Working Capital Financing: Trade credit, bank finance, commercial paper, factoring, money market instruments.

SECTION - C

Cash Management: Meaning, Facets of Cash Management, Motives for Holding Cash, Optimal Cash Balance, Short-Term and Long-Term Cash Forecasting.

Receivable Management: Meaning, Credit Policy Variable, Credit Evaluation, Credit Decisions, Control of Account Receivable.

Inventory Management: Meaning, Need to hold Inventory, Objective of Inventory Management, Inventory Investment Analysis, Inventory Control System.

SECTION - D

Capital Budgeting: Meaning, Basic Principles of Costs and Benefits, Investment Criteria, Pay back Method, Accounting Rate of Return Method, Net Present Value Method, Benefit-Cost Ratio, Internal Rate of Return, Capital Rationing, Introduction to Basic Techniques of Risk Analysis in Capital Budgeting.

Dividend Decisions: Meaning and Types of Dividend, Issues in Dividend Policy, Traditional Model, Walter Model, Gordon Model, Miller and Modigliani Model, Bonus Shares and Stock Splits.

Corporate Restructuring: Meaning and forms of corporate restructuring, merger and amalgamation, takeover and acquisition, types or forms of mergers and takeovers, their benefits and motives.

Suggested Readings:

1. I.M. Pandey: Financial Management, Vikas Publishing House
2. Prasanna Chandra: Financial Management, Tata McGraw-Hill Publishing.
3. M.Y. Khan and P.K. Jain: Financial Management-Text and Problems, McGraw-Hill.
4. James C. Van Horne: Financial Management, Pearson Education.
5. Richard A. Brearley and Stewart C. Myres: Principles of Corporate Finance, McGraw Hill.
6. John J. Hampton: Financial Decision Making-Concepts, Problems and Cases, Prentice Hall India
7. P.V. Kulkarni and B.G. Satyaprasad: Financial Management, Himalaya Publishing House
8. Lawrence J. Gitman: Principles of Management, Pearson Education.
9. Jonathan Berk, Peter De marzo, Ashok Thampy: Financial Management, Pearson Education.
10. Vyuptakesh Sharan: Fundamentals of Financial Management, Pearson Education.

Paper Code: MBAIM-2005

**WORKSHOP ON MANAGEMENT
INFORMATION SYSTEMS**

**Credit = 2
Marks = 50**

Objectives: This course offers a good understanding of basics of Information Systems. It has been designed to acquaint the students about the evolution of computer-based information systems, basic computer software, types of information systems that are needed to support t

Paper Code: MBAIM-2006 SEMINAR ON RESEARCH METHODOLOGY Credit = 2
Marks = 50

Objectives: The main objective of this subject is to help the students to understand the nature, scope,

Paper Code: MBAIM-2007

**INTRODUCTION TO INFRASTRUCTURAL
MANAGEMENT**

**Credit = 4
Marks = 100**

Objective: To introduce various policies of the Government to boost infrastructure in different sub-sectors such as government investment and promotional policies that includes PPP, FDI cap, attracting investments etc. To become aware of the legal and regulatory framework in different subsectors- FIPB, SEBI, Environment Impact Assessment (EIA) etc.

SECTION – A

Transportation Sector: Highways- National, State, Expressways and Toll roads; Government policy to develop the highways and other roads; Mass Transit Systems, Airports, Ports and Inland waterways; Investment policies and regulatory issues in the development of the transport infrastructure.

SECTION – B

Energy Sector: Oil and Gas Exploration, Conventional and Non Conventional Resources of Energy; Recent Government Initiatives and Policies in Allowing Private Sector Participation in Exploration and Refining of Oil and Gas; Deregulation of Oil Retail Markets; Initiatives and Policies in Energy Sector Such as Private Sector Participation.

SECTION – C

Telecommunication Sector: Government telecommunication policy, launching of 2G and 3G services and connected issues with respect to allocation of Spectrum e

Paper Code: MBAIM-3002

**OPERATIONS RESEARCH AND
TOTAL QUALITY MANAGEMENT**

**Credit = 4
Marks = 100**

Objective: To understand the basic concepts of operations research and its usage for business managers. The paper also deals with understanding Total Quality Management concept and principles and the various tools available to achieve Total Quality Management and to create awareness about the ISO and QS certification process and its need for the industries.

SECTION – A

Paper Code: MBAIM-3003

**INFRASTRUCTURE PROJECT DELIVERY,
MANAGING CONTRACTS AND
NEGOTIATIONS**

**Credit = 4
Marks = 100**

Objective:

Paper Code:

Paper Code: MBAIM-F-3007

**INVESTMENT ANALYSIS AND PORTFOLIO
MANAGEMENT**

Credit = 4

Paper Code: MBAIM-H-3008

**INTERNATIONAL HUMAN RESOURCE
MANAGEMENT**

Credit = 4

Marks = 100

Objective: The objective of this course is to give students a complete exposure to all aspects of International

Objectives: This Module offers better and more practical understanding of Supply Chain Management.

SECTION – A

Introduction to Supply Chain Management: Definition, Scope & Importance of Supply Chain Management, Key drivers Of the SCM, Features of Supply Chain Management, Supply Chain Network – 1st Tier , 2nd Tier, Network decisions in SCM, Suppliers and Customers, Customer Service Dimension (Seven “R” Principles, Service after sale, Customer delight)

SECTION – B

Role of Logistics in Supply Chains: Definition of Logistics Management, Scope and role of Transportation, Traffic & transportation, Relationship between transportation and other business functions, Transport Economics: Distance – volume-density, Freight Cost, Handling, Liability, Market factors, Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment, Reverse Logistics, Government rule & regulations related to Logistics, Purchase Cycle, Make or Buy, Price analysis, Negotiations.

SECTION – C

Inventory Management: Inventory Control, Planning & Managing Inventories, Warehouse Management (Receipt, issue, storage and preservation, stock verification, In bound and out bound distribution operations), Order Management, Competitive advantage through logistics and supply chain management, Responsive Supply Chain, Supply chain process integration, performance measurement, Value Chain, Value System and Supply Chain.

SECTION – D

Planning demand and supply: Planning & Sourcing in Supply Chain, Demand forecasting, Type and Time horizon of forecast and category of forecasting, aggregate planning, Financial issues in Supply Chain - Macro and micro view, Asset management, Du Pont Model, Supply Chain Costing, Decision environment in SCM, Global supply chain perspectives - New business models, Role of IT in SCM.

Suggested Readings:

1. Harald Dyckhoff et al, Ed.: Supply Chain Management and Reverse Logistics, Springer (India).
2. Jayashree Dubey and M.L. Saikumar Ed.: Supply Chain Management, IPE Hyderabad and New Century Publication.
3. Sarika Kulkarni, Ashok Sharma: Supply Chain Management-Creating Linkages for Faster Business Turnaround, McGraw Hill.
4. RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.
5. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.
6. Ronald H. Ballou, Samir K. Srivastava: Business Logistics/Supply Chain Management, Pearson Education.
7. John Mentzer: Supply Chain Management, Response Books.

Paper Code: MBAIM-F-3011

STRATEGIC COST MANAGEMENT

Credit = 4

Marks = 100

Objective:

Objective: The aim of this course is to provide valuable insight in managing change in such a way that knowledge and skills are transferred to build the organization's capability to achieve goals and solve problems. It provides a critical assessment of the symptoms, mechanisms and dynamics of Organizational Development (OD) and evaluate the range of OD Interventions.

SECTION – A

Introduction to OD: Definitions of Organizational Development (OD), Growth and Relevance of OD.

History of OD: The Laboratory Training, Survey Research and Feedback, Action Research, Socio-technical and Socio-clinical Parallels, Second Generation OD.

Underlying Assumptions and Values: Assumptions about people as individuals, Assumptions about people in groups and about leadership, Assumptions about people in organizational systems, Assumptions that relate to values in the client organization, Values and belief system of behavioral scientist change agents.

Foundations of OD: Models and Theories of Planned Change, Systems Theory, Participation and Empowerment, Teams and Teamwork, Parallel Learning Structures, Normative Re-educative Strategy of changing, Applied Behavioural Science, Action Research and Varieties of Action Research.

SECTION – B

OD Interventions - An Overview: A definition of OD interventions, nature of OD interventions, the major families of OD interventions, classification schemata for OD interventions.

Team Interventions: Teams and Work Groups - Strategic Units of Organizations, Team Building Interventions, the Family Group Diagnostic Meeting, The Family Group Team-Building Meeting, Role Analysis Technique Intervention, Role Negotiation Technique, Responsibility Charting, the Force Field Analysis Technique, Gestalt Orientation to Team Building.

Intergroup Interventions and Third- Party Peacemaking Interventions: Intergroup Team-Building Interventions, Third-Party Peacemaking Interventions, Organization Mirror Interventions, Partnering.

SECTION – C

Personal, Interpersonal and Group Process Interventions: Employee Empowerment, Sensitivity Training Laboratories, The Johari Window Model, Transactional Analysis, Behavior Modeling, Life and Career Planning Interventions, Stress Management Interventions.

Comprehensive Interventions: The Confrontation Meeting, Strategic Management Activities, Survey Feedback, Rensis Likert's System & Management, Grid Organization Development, The Contingency Theory of Lawrence and Lorsch.

SECTION – D

Structural Interventions and OD: Suggested Criteria for Congruency-incongruency with OD, Job Design, Quality Circles, MBO and Appraisal, Socio technical Systems and Work Restructuring, Quality of Work Life Projects.

The Collateral Organizationfactiti

Objective: The objective of this course is to create indepth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable students to appraise various strategies issues.

SECTION – A

Introduction: Conceptual framework of strategic management, Strategic formation process, Approaches to strategies decision making, Pitfalls, Techniques for improvement, Mission.

Objectives a027177(n)2ve.

Objectives: The prime focus of this workshop is on developing entrepreneurship skills in participants by sensitizing them of the competencies required and institutional framework promoting entrepreneurial spirits in India. The course also aims at giving insights into the Management of Small Family Business.

SECTION – A

Entrepreneurship: Concept and Definitions, Entrepreneurship and Economic Development, Classification and Types of Entrepreneurs, Entrepreneurial Competencies, Factor Affecting Entrepreneurial Growth - Economic, Non-Economic Factors, EDP Programmes, Entrepreneurial Training, Traits/Qualities of an Entrepreneurs, Entrepreneur, Manager Vs. Entrepreneur.

SECTION – B

Identification and Product Selection

Paper Code: MBAIM-4006

**ENVIRONMENTAL IMPACT ASSESSMENT
AND SUSTAINABLE DEVELOPMENT**

Credit = 4

Marks = 100

Objective: The purpose of the subject is to support the goals of environmental protection, sustainable development, and economic decisions at the earliest stages, assess plans to mitigate any adverse impacts, involvement of the public, department of the Government and Government

Paper Code: MBAIM-4007

**EMERGING TRENDS IN
INFRASTRUCTURAL MANAGEMENT**

**Credit = 4
Marks = 100**

Objectives: This course has been designed to give students an in-depth understanding through Law of the Land, Constitutional directives' principles and the case studies in various Urban Bodies.

SECTION – A

Introduction to Urban and Rural Infrastructure: Role and Function of Local Self Government, 74th Amendment, Urban Local Bodies, its organization structure, constraints & challenges, IDSMT, Assessment at the ULB Level, Urban Morphology & Investment Needs in Urban India and Financing: Urban Growth, Levels of Urbanization, Urban Morphology, Million-plus cities of India, Role of Urban India in Indian Economy, Legislation and Policies, urban challenges and opportunities in India, JNNURM, Opportunities and key constraints, National Urban Renewal Mission to Improve Civic Amenities in Mega Cities & efforts to alleviate Water Stressed situation in India.

SECTION – B

Introduction to Social Infrastructure: Social Infrastructures and their penetration in Rural & Urban India, Health Education Night Shelters, Old Age Homes, City Development Projects, Education Problem and reforms including policy, right to education enrolment in higher education, Permitting global university to operate in India, developing New International standard Universities, Health Care Services in India and need to improve Health care in Rural Areas through PPP financing mode

SECTION – C

Water and Waste Water Infrastructure Management: S4-246.72 -12.48 Td (91(I))-

Paper Code: MBAIM-M-4009

**INTERNATIONAL BUSINESS
MANAGEMENT**

**Credit = 4
Marks = 100**

Objective: The objective of the course is to acquaint the students with the opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production. The course is designed to develop the basic understanding of the various tools, techniques and processes of International Financial Management.

SECTION – A

Internationalization of financial function: International financial management, An overview, Objectives of international firm and impact of risk, Financial function in multinational corporation.

Foreign Exchange Risk: Foreign exchange market, Foreign exchange risk and Exposure, exposure information system, Strategies for exposure management and techniques for foreign exchange rate projections, Devices for foreign exchange risk and Exposure devices.

SECTION – B

Managing Short-term Assets and Liabilities: International working capital management, Investment of international money market, Euro currency and other important international money market, International ranking and Payment Settlement Mechanism.

SECTION – C

International Investment and Financing: International Financial Instruments and Markets, Count

Paper Code: MBAIM-H-4011

**INDUSTRIAL RELATIONS
AND LABOUR LAWS**

Credit = 4

Marks = 100

Objectives: The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and legal aspects of employee relations at the macro and micro levels.

SECTION – A

Overview of Industrial Relations: Concept of IR, Nature of IR, Objectives of IR, Evolution of IR in India, Theories of IR, Systems approach to IR.

Paper Code: MBAIM-O-4012

ENTERPRISE RESOURCE PLANNING

Credit = 4

Marks = 100

Paper Code: MBAIM-M-4013

INDUSTRIAL AND RURAL MARKETING

Credit = 4

Marks = 100

Objectives:

Objective: The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

SECTION – A

Financial Services: Introduction of Financial Intermediaries and Financial Services, Organisation of the

Objectives: This course integrates concepts and current day practices to provide insight into Performance Management systems and models and to understand and appreciate the intricacies of Reward Management in organizations.

