Faculty of Business Management
Syllabus
For
Master of Business Administration
(M.B.A)
Choice Based Credit System

Effective From

JULY – 2019
## Course Structure

### Semester - I

<table>
<thead>
<tr>
<th>No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>C</th>
<th>IM</th>
<th>EM</th>
<th>TM</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>19MBA101</td>
<td>Principles of Management</td>
<td>4</td>
<td>30</td>
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<td>2</td>
<td>19MBA102</td>
<td>Quantitative Techniques in Management</td>
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<td>3</td>
<td>19MBA103</td>
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<td>19MBA105</td>
<td>Accounting for Managers</td>
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<td>6</td>
<td>19MBA106</td>
<td>Managerial Communication</td>
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<td>7</td>
<td>19MBA107</td>
<td>Contemporary Issues in Management</td>
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**Abbreviations:**

C= Credits  IM= Internal Marks  EM= External Marks  TM=Total Marks

CCT = Core Course  SO = Skill Oriented Course  ICT = Interdisciplinary Course  SS = Self Study Course  DP = Dissertation / Project Work  ECT = Elective Course

### Semester II

<table>
<thead>
<tr>
<th>No</th>
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<th>TM</th>
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<tbody>
<tr>
<td>1</td>
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<td>Financial Management</td>
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<td>Human Resource Management</td>
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<td>5</td>
<td>19MBA205</td>
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<td>Cost and Management Accounting</td>
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<td>30</td>
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<td>28</td>
<td>210</td>
<td>490</td>
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</tbody>
</table>
### COURSE OBJECTIVES

The objectives of this paper are to familiarize the student with basic management concepts and processes in the organization.

### COURSE CONTENT

**Unit - 1 Introduction**

- Historical Development, Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics, Introduction to Indian management and its comparison with western management

**Unit - 2 Planning**


**Unit - 3 Organizing**


**Unit - 4 Directing**

- Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment, Communication, Process of Communication, Barriers and Breakdown, Effective Communication, Indian Theories of leadership, Concept of Inspiration.

**Unit - 5 Controlling**

- System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall Performance, Direct and Preventive Control, Reporting.

### TEXT BOOKS

- Stoner, Freeman & Gilbert Jr. - Management (Prentice Hall of India, 6th Edition or later edition)
## REFERENCE BOOKS

COURSE OBJECTIVES

The objective of the course is to make the students familiar with few basic mathematical and linear programming techniques. The main focus is on its application in business decision-making.

COURSE CONTENT

<table>
<thead>
<tr>
<th>Unit</th>
<th>Course Content</th>
</tr>
</thead>
</table>
| Unit - 1 | Decision Making and Quantitative Techniques  
Quantitative Approach to Decision Making: OR/MS - Quantitative Analysis and Computer-based Information Systems |
| Unit – 2 | Linear Programming  
Formulation of Linear Programming Problems - General Statement of Linear Programming Problems - Assumption Underlying Linear - Programming - Graphic Methods - Simplex Method - Two-Phase Method  
Transportation and Transshipment Problems  
Problem Statement - Solution to Transportation Problem-The Simplex Method-The Transportation Method-North-West Corner Rule-Least Cost Method-Vogel’s Approximation Method-Stepping-stone Method-The Modified Distribution Method (MODI)  
Assignment Problem  
Complete Enumeration Method - Transportation Method - Simplex Method - Hungarian Assignment Method (HAM) - Some Special Cases |
| Unit - 3 | PERT and CPM  
PERT/CPM Networks - Network Analysis - Resource Analysis and Allocation - Programme Evaluation and Review Technique (PERT) - Difference between PERT and CPM  
Decision Theory  
One-stage Decision Making Problems - Multi-stage Decision Making Problems: Decision Tree - Utility Theory: Utility as Basis for Decision-making |
| Unit – 4 | Theory of Games  
Game Models - Two-Persons Zero-Sum Games and their Solution - Solution of 2 * n and m * 2 Games - Solution of m * n Games - Formulation and Solution as an LPP - Limitations of the Game Theory  
Simulation  
Process of Simulation – Advantages and Disadvantages of Simulation – Applications of Simulation |
| Unit – 5 | Forecasting  
Forecasting Models - Qualitative Models of Forecasting - Time Series Models of Forecasting - Causal Model of Forecasting |

TEXT BOOKS


REFERENCE BOOKS

MBA 2019 CBCS Syllabus

MANAGERIAL ECONOMICS

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Intern Marks</th>
<th>Extern Marks</th>
<th>External Exam Time Duration</th>
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</thead>
<tbody>
<tr>
<td>M.B.A.</td>
<td>1</td>
<td>19MBA103</td>
<td>Managerial Economics</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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</table>

**COURSE OBJECTIVES**

To acquaint the students with concepts and techniques used in Micro-Economic and Macro-economic theory and to enable them to apply this knowledge in business decision making.

**COURSE CONTENT**

**Unit - 1**
- **Introduction**

**Unit – 2**
- **Theory of firm**

**Unit - 3**
- **Market structure and Market morphology**

**Unit – 4**
- **National income concepts**

**Unit – 5**
- **Macro-Economic Environment**

**TEXT BOOKS**

- Gupta G. S., Managerial Economics, Tata McGraw Hill Co., New Delhi, 2006
- Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi
- Saleem S., Business Environment, Pearson Education, New Delhi, 2007

**REFERENCE BOOKS**

- Chopra O. P., Managerial Economics, Tata McGraw Hill, New Delhi
- I. C. Dhingra, Essentials of Managerial Economics, Sultan Chand & Sons
- R.L. Varshney and K. L. Maheshwary, Managerial Economics, Sultan Chand & Sons
- Aswathaapp, Business Environment, Himalaya Publishing House, New Delhi
MBA 2019 CBCS Syllabus

MBA INFORMATION SYSTEM

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Course Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<tbody>
<tr>
<td>M.B.A.</td>
<td>19MBA104</td>
<td>Management Information System</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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</table>

**COURSE OBJECTIVES**

To develop basic understanding of Information Systems, IT infrastructure, IS development and its role in Organization and gain insight into Knowledge management and Enterprise applications.

**COURSE CONTENT**

**Unit - 1 Information Systems in Global Business**


**Unit – 2 Information Systems, Organizations, and Strategy**

Organizations and Information Systems, Impact of IS on Organizations and Business Firms, The Business Value Chain Model, achieving competitive advantage with IS, Ethical and social issues in Information Systems.

**Unit - 3 IT Infrastructure**

IT Infrastructure, Components, Emerging Technologies (Cloud computing, Green Computing, High-Performance and Power-Saving Processors), Contemporary Hardware and Software Platform Trends, Management Issues, Databases and Information Management, Telecommunications, the Internet, and Wireless Technology

**Unit – 4 Information Systems Security, Enterprise Applications, E-Commerce**


**Unit – 5 Managing Knowledge, Enhancing Decision Making, Building and Managing Systems**


**TEXT BOOKS**


**REFERENCE BOOKS**

- O’Brien “Management Information Systems” Galgotia, New Delhi
## COURSE OBJECTIVES
The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

## COURSE CONTENT

<table>
<thead>
<tr>
<th>Unit</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit - 3</td>
<td><strong>Internal Control Systems-Cash And Receivables</strong>&lt;br&gt;Concept – Features – Internal Control for Cash, Debtors &amp; Receivables Only theory aspect&lt;br&gt;<strong>Inventories</strong>&lt;br&gt;Concepts – Determining the Physical Inventory – Pricing the Inventory – Estimating Inventory value&lt;br&gt;<strong>Fixed Assets and Depreciation</strong>&lt;br&gt;Depreciation Concept &amp; Methods – Special Problems in Depreciation Accounting - Capital Expenditure &amp; Revenue Expenditure&lt;br&gt;<strong>Liabilities</strong>&lt;br&gt;Concepts – Classification&lt;br&gt;<strong>Shareholder’s Equity</strong>&lt;br&gt;Share Capital – Dividends – Accounting for Share Capital (Only Concept) – Preference Share Capital – Treasury Stock – Bonus Share – EPS – Stock Options – Reserves</td>
</tr>
</tbody>
</table>
## TEXT BOOKS

- Sanjay Dhamija, Financial Accounting for Managers, Pearson, 1st edition

## REFERENCE BOOKS

- Bhattacharya Aashish, Financial Accounting, Prentice Hall of India, New Delhi, 2005
**MANAGERIAL COMMUNICATION**

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<td>Managerial Kommunication</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
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</table>

**COURSE OBJECTIVES**

The course is aimed at equipping the students with the necessary Skills and Techniques of Communication that are useful in developing skills of communicating effectively.

**COURSE CONTENT**

**Unit - 1**
- **Nature and Process of Communication**: Definition, Classification, Purpose, Process (Two-way), Elements, Major Problems in Communication, Barriers to Communication, Seven C’s, Conditions and Characteristics for Successful communication, Universal Elements in Communication, Case-study & Activities
- **Organizational Communication**: Importance, Communication training for Managers, Communication Structures in Organizations, Line and Staff Management, Workplace Communication, Case-study & Activities

**Unit - 2**
- **Writing Skills**: The Art of Writing, Skills required in Written Communication, Purpose, Informatory Writing, Persuasive Writing, Clarity in Writing, Principles of Effective Writing, Case-study & Activities
- **Speaking Skills & Conversation Skills**: The Art of Speaking, Importance, Principles, Guidelines, Barriers, Aspects of Oral Communication, Conversation Meaning, Application of Conversation Control, Case-study & Activities
- **Non-Verbal Skills**: Meaning, Characteristics, Classification, Advantages, Guidelines, Case-study & Activities
- **Listening Skills**: Meaning, Anatomy of Poor Listening, Features of a Good Listener, Guidelines to improve it, Role Play, Case-study & Activities

**Unit - 3**
- **Presentation Skills**: Meaning, Difference between Presentation & Lecture, Designing Your Presentation, Delivering the presentation, Essentials of Presentation, Role of Technology in Presentation, Case-study & Activities
- **Negotiation Skills**: Meaning, Nature, Need, Factors Affecting, Process, Strategies, Case-study & Activities

**Unit - 4**
- **Business Letters, Memos, and E-mails**: Writing Routine Pleasant Letters, Writing a ‘Persuasive Letter’, Writing Memos, essentials of Good Business letters and Memos, Form and Layout of Business letters, Writing E-mails, Case-study & Activities
- **Business Reports**: Meaning, Difference between Essays & Reports & Journals, Purpose, Kinds of Reports, Objectives of a Report, Writing Reports, Basic and Subsidiary Parts of Report, Short and Long Formal Reports format, Visual aids in reports, Case-study & Activities
- **Summer Project Reports**: Meaning, Difference between SPR & Business/Technical Reports, Guidelines for Writing Summer Project Report, Writing the Project Proposal, Components, Project Presentation, Case-study & Activities
## Unit – 5

- **CVs, Personal Interviews, and Group:**
  - Writing a CV, Importance of Resume and Application Letter, Writing a Resume, Essentials of Drafting Effective Resume & CV, Drafting an Application Letter, Interviews, Participating in a Group Discussion, Case-study & Activities
- **Business Etiquette:**
  - Meaning, Introductions, Telephone Etiquette, Business Dining, Interaction with foreign Visitors, Business Manners of Different Countries, Case-study & Activities

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### TEXT BOOKS


### REFERENCE BOOKS

## CONTEMPORARY ISSUES IN MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<tbody>
<tr>
<td>M.B.A.</td>
<td>I</td>
<td>19MBA107</td>
<td>Contemporary issues in management</td>
<td>4</td>
<td>-</td>
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</table>

### COURSE OBJECTIVES
The objective of the course is to create awareness among the students towards the various contemporary issues in management and develop self-learning skills.

### GUIDELINES
- In the beginning of the semester various contemporary topics related to the field of management will be announced in the classroom.
- Each student will be allotted one topic.
- During the semester all the students will collect material on the topic and prepare a write-up under the guidance of faculty.
- At the end of the semester all the students will present the written report and a panel of experts appointed by the university will evaluate them on the basis of write-up and viva voce.
- This will be evaluated for 100 marks.
MBA SEMESTER – II
(Effective from November – 2019)

ORGANISATIONAL BEHAVIOUR

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<th>Name of Course</th>
<th>Semester</th>
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<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
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<th>External Exam Time Duration</th>
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<tr>
<td>M.B.A.</td>
<td>II</td>
<td>19MBA201</td>
<td>Organisational Behaviour</td>
<td>4</td>
<td>30</td>
<td>70</td>
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**COURSE OBJECTIVES**
To familiarize the students with basic organisation process to bring about organisational behaviour. Develop ability to observe, understand and analyse the behaviour within the organisation. Helpful in developing basic skills to deal with the ongoing behavioural dynamics and contribute to organisational effectiveness.

**COURSE CONTENT**

Unit - 1  Fundamentals of Organizational Behavior
- Organization, Management and Organisational Behaviour, Theories of Management leading to Organisational Behaviour. Role of culture in Management, Challenges of the changing world of the work, Current concerns for Organisations.

Unit – 2 Understanding Dynamics of Individual Behaviour
- **Personality predispositions and managerial effectiveness**
  Personality - Values, Attitudes and Beliefs - Argyris’s Maturity-Immaturity Continuum - Managerial Relevance
- **Perception**
  Perceptual Process - Factors Influencing the Perceptual Process - Factors Affecting Perceptual Throughput Process
- **Motivation and work performance**
  Motive, Motivation, Motivating - Theories of Motivation in Brief Overview (Need Hierarchy, Theory X and Y, Hygiene Theory, Achievement Motivation Theory, ERG Theory) - Is Motivation Culture-Bound and How Can Indian Managers Motivate Employees?
- **Reinforcement**

Unit - 3 Understanding Dynamics of Behaviour in Group
- **Group dynamics in organization**
  Synergy Through Groups, Group Dynamics, Different Modes of Decision making in Groups, Group Effectiveness, Stages of Group Development, The manager’s Role in Group and the Decision making Processes, teams, how managers can tap in to groups and make them an organisational Resources
- **Management of Stress**
  Impact of Stress on Individuals - Personality Prepositions and Experiences Stress - Sources of Stress - Stress Management
- **Conflict Management an Negotiation**
  Nature of Conflict- Dynamics of Conflict- Conflict resolution Modes- Approaches to Conflict Management- Sources of Conflict in Organisation
- **Leadership and Managerial Effectiveness**
  Leadership as an Influencing Process - Theories of Leadership - Leader Behaviour Theories
<table>
<thead>
<tr>
<th>Unit</th>
<th>Topics</th>
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<tbody>
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<td>4</td>
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<tr>
<td>5</td>
<td>Emerging aspects of Organisational Behaviour</td>
</tr>
</tbody>
</table>

**TEXT BOOKS**

**REFERENCE BOOKS**
- Debra L. Nelson and James Campbell Quick, Organizational Behaviour, Cengage Learning India Private Limited, 2009
Name of Course | Semester | Course/Paper Code | Course/Paper Title | Credit | Internal Marks | External Marks | External Exam Time Duration
---|---|---|---|---|---|---|---
M.B.A. | II | MBA202 | Marketing Management | 4 | 30 | 70 | 3 Hours

**COURSE OBJECTIVES**
To acquaint students with the fundamentals of marketing and various marketing strategies.

**COURSE CONTENT**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Introduction to Marketing Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit - 1</td>
<td>Defining Marketing, Core concepts of marketing, New Marketing realities, Marketing and customer value, Corporate and Division Strategic planning, Marketing plan, Creating long term loyalty relationships</td>
</tr>
<tr>
<td>Unit – 2</td>
<td>Capturing Marketing insights, Marketing Research, Connecting with customers Components of modern marketing information system, Marketing intelligence, scope of marketing research, marketing research process, analyzing consumer markets</td>
</tr>
<tr>
<td>Unit - 3</td>
<td>Designing and managing services, new market offerings, pricing strategies Nature of service, services marketing, new product development, understanding pricing and strategies</td>
</tr>
<tr>
<td>Unit – 4</td>
<td>Building strong brands and creating value Market segmentation, Brand positioning, creating brand equity, addressing competition, setting product strategy</td>
</tr>
<tr>
<td>Unit – 5</td>
<td>Managing digital communications and personal communications Online marketing, Database marketing, direct marketing, Designing and managing the sales force</td>
</tr>
</tbody>
</table>

**TEXT BOOKS**
- Kotler and Kevin lane keller, Marketing Management, A South Asian Perspective, Pearson Education, New Delhi, 15/e

**REFERENCE BOOKS**
- Kotler, Philip, Marketing Management, Pearson Education, New Delhi
- Arun Kumar and N. Meenakshi, Marketing Management, Vikas Publishing house, New Delhi, 2007
MBA 2019 CBCS Syllabus

FINANCIAL MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>External Exam Time Duration</th>
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<tbody>
<tr>
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<td>II</td>
<td>19MBA203</td>
<td>Financial Management</td>
<td>4</td>
<td>30</td>
<td>70</td>
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</table>

### COURSE OBJECTIVES
The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

### COURSE CONTENT

#### Unit - 1

- Financial Management: Definition, Scope, Goal, Function, Agency Theory; Financial System; Functions, Structure, Players, Role. Concepts of Time Value, Compounding & Discounting, Annuities; Valuation of Bonds and Shares

#### Unit – 2
Understanding Working Capital Management as a Decision to Create Value for the Business

- Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of Components of Working Capital; Cash, Receivables, Inventory and Sources of Working Capital Finance

#### Unit - 3
Understanding Investment Decision and Various Steps Involved

- Nature of Investment Decision, Techniques of Investment Decision; Discounted and Non-Discounted Techniques, Estimation of Discount Rate (Cost of Capital), Determination of Cash Flows and Complex Investment Decisions

#### Unit – 4
Understanding Financing Decision and Various Sources of Finance

- Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital

#### Unit – 5
Understanding Dividend Decision, Theory and Practice

- Contemporary Issues and Projects by Students
- Various Models of Relevance and Irrelevance, Approaches towards Dividend Theory.

### TEXT BOOKS
- Chauhan P.L., Financial Management, Saurashtra University, Rajkot, 2010

### REFERENCE BOOKS
HUMAN RESOURCE MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
<th>Course/Paper Code</th>
<th>Course/Paper Title</th>
<th>Credit</th>
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<th>Duration</th>
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<tbody>
<tr>
<td>M.B.A.</td>
<td>II</td>
<td>19MBA204</td>
<td>Human Resource Managemen t</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td></td>
<td>3 Hours</td>
</tr>
</tbody>
</table>

COURSE OBJECTIVES
The Objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

COURSE CONTENT

Unit - 1
- Understanding Human Resource Management
- Context of Human Resource Management

Unit – 2
- Strategic Human Resource Management
- Human Resource Planning

Unit - 3
- Analyzing Work and Designing Jobs
- Recruitment, Selection and Induction
- Training, Development and Career Advancement
- Performance Appraisal and Performance Evaluation

Unit – 4
- Remuneration, Incentive and Performance-based Payments
- Managing employee benefits and services
- Employee Empowerment
- Dispute Resolving & Grievance Management

Unit – 5
- Trade Unions- Functions and its role
- Evaluating HRM effectiveness

TEXT BOOKS

REFERENCE BOOKS
# OPERATIONS MANAGEMENT

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Semester</th>
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<tbody>
<tr>
<td>M.B.A.</td>
<td>II</td>
<td>19MBA205</td>
<td>Operations Management</td>
<td>4</td>
<td>30</td>
<td>70</td>
<td>3 Hours</td>
</tr>
</tbody>
</table>

## COURSE OBJECTIVES

The Course is designed to acquaint the students with decision making in: Planning, schedule and control of Production and Operation functions in both manufacturing and service organization.

## COURSE CONTENT

### Unit - 1
- **Operations Management : Trends and Issues**
- **Operations Strategy**

### Unit - 2
- **Design of Processes**
- **Product Development Process**

### Unit - 3
- **Capacity and Aggregate Planning**

### Unit - 4
- **Plant Location**
- **Plant Layout**

### Unit - 5
- **Supply Chain Management**
- **Inventory Management**
- **Total Quality Management**

## TEXT BOOKS
MBA 2019 CBCS Syllabus


REFERENCE BOOKS

## Name of Course
M.B.A.

## Semester
II

## Course/Paper Code
19MBA206

## Course/Paper Title
Cost and Management Accounting

## Credits
4

## Internal Marks
30

## External Marks
70

## External Exam Time Duration
3 Hours

### COURSE OBJECTIVES
The objective of this course is to acquaint students with various concepts of costing and highlight the decision-making and control focus of managerial accounting. Simple to gradually difficult case situations are taken up to illustrate concepts to the students.

### COURSE CONTENT

<table>
<thead>
<tr>
<th>Unit</th>
<th>Topic</th>
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| Unit - 1 | Nature and Scope of Cost and Managerial Accounting  
Cost Concepts and Classification  
Concept of Cost – Cost Centre and Cost Unit – Methods and techniques of Costing – Classification of Costs – Elements of Costs – Cost Control and Cost Reduction  
Single or Output Costing  
Cost Sheet and Production Statement – Treatment of Stocks – Preparation of Cost Sheet including Tender. |
| Unit - 2 | Activity Based Costing  
Problems of Traditional Costing - ABC and Cost analysis Under ABC - Full Costs as the Product Costs under ABC - Benefits and Weakness of ABC - Factors Influencing Application of ABC - Installation of ABC - Activity Based Management  
Job Costing  
Meaning - Objectives – Procedure  
Process Costing and Joint Products  
| Unit - 3 | Marginal Costing and Cost Volume Profit Analysis  
Meaning of Marginal Cost and Marginal Costing – Distinction between Absorption and Marginal Costing – CVP analysis and Break Even Analysis – Margin of Safety – Key Factors – Managerial Application of Marginal Costing – Advantages & Limitations |
| Unit - 4 | Budgetary Control  
| Unit - 5 | Standard Costing and Variance Analysis  

### TEXT BOOKS

### REFERENCE BOOKS
• Shah Paresh, Management Accounting, Oxford University Press, New Delhi, 2009.
• Maheswari S.N., Cost and Management Accounting, Sultan Chand & Sons, New Delhi, 2006.
• Banerjee Bhabatosh, Cost Accounting, Prentice-Hall of India, New Delhi, 2006.
MBA 2019 CBCS Syllabus

**RESEARCH METHODOLOGY**

<table>
<thead>
<tr>
<th>Name of Course</th>
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<tbody>
<tr>
<td>M.B.A.</td>
<td>II</td>
<td>19MBA207</td>
<td>Research Methodology</td>
<td>4</td>
<td>30</td>
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**COURSE OBJECTIVES**

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. The Course also helps to instill discrimination in using research appropriately and effectively.

**COURSE CONTENT**

**Unit - 1**
- **Research – an introductory approach:**
  Meaning and definition of research, Characteristics of research, motivating for research, approaches of research.
- **Research Methods and Techniques:**
  Case study, survey, experimental, field investigation, evaluation, laboratory, business game, focus group discussion.
- **Research design:**
  Definition, characteristics, components, types of research design: descriptive, diagnostic, exploratory and experimental.

**Unit – 2**
- Formulation of research problem and proposal.
- Reviewing the literature.
- Design of sample service and Measurement and Scaling

**Unit - 3**
- **Collection of data:**
  Primary and secondary data, methods of primary data collection, questionnaires, observations, interview; types of secondary data, advantages and disadvantages of secondary data.
- **Sampling:**
  Introduction, meaning and definition, characteristics, types of sampling: random, stratified random, systematic, cluster, multistage sampling, probability and non-probability sampling. Scaling technique.

**Unit – 4**
- **Process of data:**
  Editing, Coding, classifications and tabulation.
- **Analysis and interpretation of data and testing of hypothesis:**
  Hypothesis formulation, level of signification, degree of freedom, t-test, F-test, Chi-square test, ANOVA, Z-test

**Unit – 5**
- Use of computer in Research with SPSS.
- Writing and presenting Research project report.

**TEXT BOOKS**

**REFERENCE BOOKS**
- C.R.Kothari, Research Methodology, Methods & Techniques, Wish Prakashan, New Delhi.