# MBA

## CURRICULUM

### I SEMESTER

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Code</th>
<th>Course Title</th>
<th>Max. Marks</th>
<th>Minimum Passing Marks</th>
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<tr>
<td>1</td>
<td>MBAC 1001</td>
<td>Management Concepts &amp; Organisational Behaviour</td>
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<td>2</td>
<td>MBAC 1002</td>
<td>Managerial Economics</td>
<td>100</td>
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<td>3</td>
<td>MBAC 1003</td>
<td>Accounting for Managers</td>
<td>100</td>
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<td>4</td>
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<td>Business Environment &amp; Law</td>
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<td>5</td>
<td>MBAC 1005</td>
<td>Research Methodology</td>
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### II SEMESTER

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<td>MBAC 2001</td>
<td>Financial Management</td>
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<td>MBAC 2002</td>
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<td>3</td>
<td>MBAC 2003</td>
<td>Human Resources Management</td>
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<td>4</td>
<td>MBAC 2004</td>
<td>Operations Research and Management</td>
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<td>5</td>
<td>MBAC 2005</td>
<td>Strategic Management</td>
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</table>
MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Objectives
- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

UNIT - I
Nature of Management - Social Responsibilities of Business - Manager and Environment
Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and
Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics
of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and
Formulation - Decision Making - Techniques and Processes

UNIT – II
An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation
Structure and Design - Authority and Responsibility Relationships - Delegation of Authority
and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate
Structure, Strategy and Culture - Impact of Technology on Organisational design -
Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III
Perception and Learning - Personality and Individual Differences - Motivation and Job
Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-
Process - Barriers - Making Communication Effective

UNIT – IV
Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational
Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V
Comparative Management Styles and approaches - Japanese Management Practices
Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial
Management - Benchmarking - Best Management Practices across the world - Select cases of
Domestic & International Corporations - Management of Diversity.

REFERENCES
Koontz, Weirich &Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill,
NewDelhi,2004
Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, Pearson,
NewDelhi,2007
Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, PHI Learning, NewDelhi, 2009
Fred Luthans, ORGANISATIONAL BEHAVIOUR, TataMcGraw-Hill, NewDelhi
Stephen Robbins, ORGANISATIONAL BEHAVIOUR, Pearson, New Delhi
Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, Cengage, NewDelhi,2008
MBA – I Semester

PAPER – II
MANAGERIAL ECONOMICS

Objectives
- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

UNIT-II

UNIT-III

UNIT-IV

UNIT – V

REFERENCES
Yogesh Maheswari, MANAGERIAL ECONOMICS, PHI Learning, NewDelhi, 2005
Gupta G.S., MANAGERIAL ECONOMICS, Tata McGraw-Hill, New Delhi
Moyer &Harris, MANAGERIAL ECONOMICS, Cengage Learning, NewDelhi, 2005
PAPER –III
ACCOUNTING FOR MANAGERS

Objectives
➢ To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
➢ To enable the students to prepare, Analyse and Interpret Financial Statements and
➢ To enable the students to take decisions using Management Accounting Tools.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES
Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, PHI, Delhi, 2010.
Paresh shah, BASIC ACCOUNTING FOR MANAGERS, Oxford, Delhi, 2007
Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, Pearson, Delhi, 2004
Narayanaswamy R, FINANCIAL ACCOUNTING , PHI, Delhi, 2011
PAPER-IV
BUSINESS ENVIRONMENT AND LAW

Objectives

➢ To acquaint students with the issues of domestic and global environment in which business has to operate
➢ To relate the Impact of Environment on Business in an integrated manner, and
➢ To give an exposure to important commercial and industrial laws

UNIT – I

UNIT - II

UNIT - III

UNIT - IV

UNIT - V

REFERENCES

Keith-Davis & William Frederick, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.
M.M. Sulphey & Azhar Basheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011
Maheswari & Maheswari, MERCANTILE LAW. Himalaya Publishing House. Mumbai
Rudder Dutt & Sundaram, INDIAN ECONOMY, Vikas Publishing House, New Delhi.
Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010
PAPER-V
RESEARCH METHODOLOGY

Objectives

➢ To enable the students to know about the information needs of Management
➢ To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
➢ To introduce the Statistical Tools of Data Analysis.

UNIT-I

UNIT-II
Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

UNIT-III

UNIT-IV

UNIT-V

[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 % ]

REFERENCES

Objectives

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

UNIT-I


UNIT-II

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

UNIT-III


UNIT-IV


UNIT-V


[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]

REFERENCES

Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi.
Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, PHI, Delhi, 2010
Chandra Bose D, FUNDAMENTALS OF FINANCIAL MANAGEMENT, PHI, Delhi, 2010
Preeti Singh, FUNDAMENTALS OF FINANCIAL MANAGEMENT, Ane, 2011.
Objectives

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

UNIT-I

UNIT-II

UNIT-III
Price Decisions - Pricing objectives - Pricing polices and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

UNIT-IV
Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.

UNIT - V

REFERENCE
Govindarajan, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, Prentice Hall of India, New Delhi, 2009
Philip Kotler, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, Prentice Hall of India, New Delhi,
Objectives

- To understand and appreciate the importance of the human resources vis-
  a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business
  situations.

UNIT-I

Human Resources Management - Context and Concept of People Management in a Systems
Perspective - Organisation and Functions of the HR and Personnel Department - HR
Structure and Strategy; Role of Government and Personnel Environment including MNCs.

UNIT – II

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower
Planning - Selection – Induction & Orientation - Performance and Potential Appraisal -
Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a
strategy.

UNIT-III

Human Resources Development –Training and Development Methods - Design &
Evaluation of T&D Programmes - Career Development - Promotions and Transfers -
Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

UNIT-IV

Financial Compensation- -Productivity and Morale - Principal Compensation Issues &
Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress
Management - Quality of Work Life.

UNIT – V

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing
Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in
Management - Concept, Mechanisms and Experiences.

REFERENCES

Venkata Ratnam C. S. & Srivatsava B. K., PERSONNEL MANAGEMENT AND HUMAN
RESOURCES, Tata Mc-Graw Hill, NewDelhi.,
Aswathappa, HUMAN RESOURCE MANGEMENT, Tata McGraw Hill, NewDelhi, 2010
Garry Dessler & Varkkey, HUMAN RESOURCE MANAGEMENT, Pearson, New Delhi, 2009
Alan Price, HUMAN RESOURCE MANAGEMENT, Cengage Learning, NewDelhi, 2007
Pravin Durai, HUMAN RESOURCE MANGEMENT, Pearson, New Delhi, 2010
Snell, Bohlander & Vohra, HUMAN RESOURCES MANAGEMENT, Cengage, NewDelhi, 2010
Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I
Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

UNIT –II

UNIT-III
Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV
Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

UNIT- V
Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i:e, Problem Questions: 60 % & Theory Questions : 40 % ]

REFERENCES
Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, Oxford, NewDelhi, 2007
G.Srinivasan, OPERATIONS RESEARCH, PHI Learning, NewDelhi,2010
Tulsian & Pandey, QUANTITATIVE TECHNIQUES, Pearson, NewDelhi, 2002.
Vohra, QUANTATIVE TECHNIQUES IN MANAGEMENT, Tata McGrawHill, NewDelhi, 2010
Objectives

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

UNIT-I
Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies

UNIT-II
Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III
Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

UNIT-IV
Functional Strategies: Marketing, production/operations and R&D plans and polices- Personnel and financial plans and policies.

UNIT-V

REFERENCES