

Karnataka State Open University

Mysore, Karnataka – 570006

Syllabus
For
Masters of Business
Studies
(MBA)

MBA SYLLABUS

First Year

I SEMESTER

Paper:

1	Management Theory & Practice
2	Managerial Economics
3	Accounting for Managers
4	Organizational Behavior
5	Quantitative Techniques
6	Business Ethics & Values

Course 1 : Management Theory and Practice

Module 1 : Concept of Management, Evolution of Management thought from early pioneers to modern management thinkers. Contributions of management gurus like Peter Docker, Michael , C.K. Pralhad, Shivkhera & A. Chaudhary, Gary Hamel, Michael Hammer, Jack Tom peters etc. Management Process, Universality of Management, Management levels and skills, Roles which managers play. Unique features of Japanese Management, Social responsibilities of business and ethical dimensions.

Module 2 : Planning. The nature of planning, types of plans, steps in planning, the planning, process, objectives, nature, MBO- the process of managing by objective strategic, politics and planning premises. Decision making – Search for alternatives, Evaluations of alternatives, selection of alternative, programmed and non-programmed decision, modern approaches to decision making under certainty & uncertainty decision trees.

Module 3 : Organizing. The nature of organizing and Enterprencuring. Fornal and informal organization, organizational structure and departmentation, span of control Line/Staff authority and decentralization, delegation of authority, the art of delegation, Effective organizing, Matrix organization. Staffing: Defination of staffing, the systems approach to Human Resources Management, overview of staffing functions.

Module 4 : Directing: meaning process, significance, principles and requirements of Directing. Leadership definition, ingredients, Theories of leadership, Likert's four systems of management, the managerial grid (Robert Blake and John Mouton model). Human factors and Motivation- Motivation and motivators, Basic theories of motivation, Relative analysis of theories of motivation.

Module 5 : Controlling: The basic control process, critical control points and standards, control as a feedback system, requirements for elective control, control

techniques-budgets, non-budgetary control devices, time-event network analysis, IT and control functions, the principles of preventive control-Management audit and Enterprise, self-Audit.

Emerging Trends in Management. A broad sweep of emerging organizations (information-based, total quality and organizational learning), Global dimensions of management.

Course 2 : Managerial Economics

Module 1 : Introduction: Nature, definition and scope of managerial economics. Managerial economics and its relationship with other disciplines. Concepts of managerial economics, Factors influencing managerial decisions.

Module 2 : Demand and Revenue analysis : Meaning and types of demand, Determinants of demand, Demand function, -Elasticity of demand and revenue relationship, applications of elasticity of demand, Demand forecasting.

Module 3 : Market Structure Analysis : Various forms of market structure: Perfect Competition, Monopoly, duopoly, oligopoly and monopolistic market structures, Equilibrium of firm and industry, output decisions under various market structures.

Module 4 : Factors affecting pricing decisions, pricing policy, different methods of pricing, Pricing of multiple products and spares, Price discrimination, Joint product pricing, New product pricing, Price discounts, Government's intervention in pricing.

Module 5 : Profit Analysis: The concept of profit. Nature and measurement of profit, Profit Theories, Profit planning and control, Break Even analysis.

Course 3 : Accounting for Managers

Module 1 : Financial Accounting meaning - objectives-functions-Accounting. Conventions and Concepts. Accounting standards – Indian Accounting standards and International Accounting standards. Generally Accepted Accounting Principles (GAAP).

Module 2 : Double Entry Book Keeping Journals, ledger and Subsidiary books-Trial balance – preparation of Profit and Loss account and Balance Sheet of sole trading concern.

Module 3 : Analysis of financial statements: Ratio analysis – Interpretation of financial statement – Construction and Analysis of funds flow and cash flow statement – Inter firm and intra firm comparison.

Module 4 : Budgeting and Budgetary Control: Meaning and definition, Types of budgets – Cash budget: illustration of a master budget, Responsibility Accounting.

Module 5 – Marginal Costing: Meaning, classification, costs, uses of marginal costing – break even analysis. Cost-Volume-Profit analysis, calculation of marginal cost.

Course 4 : Organizational Behavior

Module 1 : Introduction: Organizational Behavior, meaning importance – Historical Development of organizational Behavior. Organization as a social system –Socio- Technical System. Open system –Factors influencing Organizational Behaviour Environmental factors –Constraints over organization and managerial performance.

Module 2 : Individual: Nature of human beings. Similarities and difference among individuals person perception -personality -stages of personality development. Determinants of personality –Learning –perception –Factors influencing perception – Perceptual distortion – Values – Attitudes – Attitude formation –Role behavior -Status sources and problems of status.

Module 3 : Groups: Meaning of Group and Group Dynamics-Reasons for the formation of groups –Characteristics of groups-theories of group dynamics- type of groups in organization –Group cohesiveness –Factors influencing group cohesiveness- Group decision making process- Small group behavior.

Module 4 : Change: Meaning, importance, Resistance to Change –Causes – Dealing with resistance to change –Concept of social change and organizational change _Factors contributing to organizational change – Introducing change in large organization – Change agents –Organizations development meaning and process.

Module 5 : Culture: Conflict and Effectiveness –Organizational Culture-concept. Distinction between organizational culture and organizational climate. _Factors influencing organizational culture. Morale-concepts –factors influencing morale-Organizational conflict –Causes and types, Managing conflict – Organizational effectiveness –Indicators of organizational effectiveness – Achieving organizational effectiveness.

Course 5 : Quantitative Techniques

Module 1 : Quantitative data, interpretation in managerial decision making – collection – classification – tabulation – frequency distribution- measures of central tendency and dispersion – regression - correction of two and three variables – rank correlation.

Module 2 : Set theory and set algebra – fundamentals of set operations – probability events – mutual independence and dependence of events – conditional probability – Bayes theories.

Module 3 : Derivatives – application of derivatives in solving business problems – maxima – minima.

Module 4 : Random Variable – Probability distribution – expectations and variance – Binomial, poisson and Normal distribution samplings distributions.

Module 5 : Sampling – Sampling techniques – determination of sample size – estimation – post estimates and confidence intervals of mean and proportion. Testing hypothesis for means and proportions and for differences of means and proportions – analysis of variance – completely randomized design - randomized block design – chi –square test for independence as recommended.

Course 6 : Business Ethics and Values

Module 1 : Nature of business ethics and values, sources of ethics religion philosophical systems, cultural, legal importance of ethics. Factors influencing business ethics, leadership, strategy and performance, environment, corporate culture, individual characteristics.

Module 2 : Theories of business ethics-categorical imperative of Immanuel Kant, conventional ethics of Albert Z Carr, the doctrine of the mean of Aristotle, the ends, means ethics of Machiavelli, might-equals-right approach of Marx, utilitarian ethics of Stuart Mill. Art of war Sun Tzu one minute monalist of Robert Solomon. Indian Sam and Indian management foundation for value based management, Illustrative ethical lessons from Ancient texts for managerial ethics.

Module 3 : Ethical decision making – difficulties in decision making – dilemmas. Power and politics in organizations-suggestions for ethical decision-making Managing ethics-codes of ethics, ethics committees, ethics hotlines, ethics training programmes, laws enforcing ethical conduct.

Module 4 : Ethics in HRM-Cash and incentive plans, performance appraisal, race and disability, employment issues, privacy issues, restructuring and layoffs, wages empowerment of the weakest and inquest- sexual harassment, Ethics in marketing – Process related ethics (use of marketing strategies), product related ethics (appropriateness of marketing certain products), competition related ethics (pricing, advertising, piracy, predatory).

Ethics in finance and accounting – investment decisions, disclosure norms, insider trading norms-disclosures in financial statements. Ethics in production and operations management- worker safety, product safety, quality environment closing facilities, workers rights – quality of materials –treatment of workers.

Module 5 : Ethics in global business – ethical principles governing global business (Model Business principles by US department of Commerce, The Caux Principles, International codes), ethics relation to adapting host countries culture and norms, issues relating negotiators and gift giving providing access to less developed countries, avoiding sanctions, protection of intellectual properties.

II SEMESTER

1	Management Information System and Computer Application
2	Business Law
3	Financial Management
4	Marketing Management
5	Human Asset Management
6	Executive Communication & Research Methodology

Course 7 : MIS & Computer Application

Module 1 : Data Vs Information, Concept of Information System, Organization as an Information System, Processing Data and Information, Data Life Cycle, Information as a Strategic Resource. Analysis and Interpretation of Data at Various Levels, Systems Approach to organizing: Decision Making - Various Methods of Decision Making MIS A Tool for Necessary Decision.

Module 2 : Elements of a computer system Hardware-CPU, storage devices of media, VDU input, output devices, data communication. Equipment software – system software and application software.

Module 3 : Information system: Planning and development –objectives of MIS planning –planning techniques –information system –development cycle, preliminary interview –feasibility study, determination of requirement, prototype system development –Tools for systems development –system flow chart – decision tables –code design –procedural design and programme coding –testing of progress with test data and live data.

Module 4 : Information systems analysis: Elements of the design –design of the output -design of files –design of database –interactions, input –control –procedures. Implementation, organization for implementation , -forms of data collection and information, dissemination –File development and documentation – Evaluation, control and maintenance of systems- systems classification, review and audit.

Module 5 : Systems modeling: Classification –concepts and feed back –Business organization as a system –information data life cycle –information search, storage – retrieval and communication. Problem solving and decision making process, Future trends in MIS.

Course 8 : Business Law

Module 1 : Law of Contracts: General Principles, offer, acceptance, consideration, capacity of parties, Free consent. Legality of object, Discharge of Contract – Contract of indemnity and Guarantee – Contract of Agency.

Module 2 : Sale of Goods, Partnership and Negotiable Instrument Act: Sale of Goods Act:1930: - Essential features of sale, Differences between sale and an agreement to sell, Conditions and Warranties Rights of Unpaid seller.

Partnership Act: Characteristic features of partnership, Mutual relations, incoming and out going partner, registration and Dissolution of firms.

Negotiable instruments Act: Definitions, Transferability & Negotiability Endorsements, Presentment of Instruments, Crossing of Cheques, Dishonour of Investments, Noting and Protest.

Module 3 : company Law: Corporate personality, Nature, Important stages in the formation of private and Public Ltd Company – Memorandum and Articles of Association, Prospectus, Allotment of shares, Debentures – provisions relating to dividends, Directors, Meetings, Winding up.

Module 4 : Consumer Protection, Environmental and Intellectual Property Laws.

Consumer Protection Act – 1986 :- Consumer and the Consumer Protection in India, Consumer problems and legal remedies, Definitions under the Act, Scope of the consumer protection Act, Consumer Protection Council, Consumer Disputes Redressal Agencies (CDRA)

Environmental Protection Act: - Intellectual Property Laws: Patents, Trademarks and Design, Laws relating to Infringement and Remedial measures.

TRIPS : Provisions in relation to patents trade mark and its impact on Indian Law.

Module 5 : International Trade Regulation Agencies

GATT : Settlement International Trade Disputes – WTO provisions FEMA –Act – 1999 Genesis and its implications on Foreign Exchange.

Course 9 : Financial Management

Module 1 : Introduction Financial Management – need and importance : objectives of financial management, function of corporate financial manager, financial management decision, scope of financial management, challenges of financial manager in global scenario time value of money.

Module 2 : Cost of Capital and Capital Structure : Meaning and importance, cost of equity and cost of debt, weighted average cost of capital, book Vs market value weights, designing optimal capital structure, capital structure theories, EBIT-EPS Analysis.

Module 3 : Capital Budgeting: Meaning, need and importance, kinds of capital budgeting : techniques of capital budgeting; Pay back period, Average rate of return; NPV, IRR, PI and Terminal Values, risk-return analysis under capital budgeting.

Module 4 : Working Capital Management: Meaning of working capital, types of working capital, need for working capital, determinants of working capital, sources of working capital, estimating working capital requirements: components of working capital management- inventory management, receivables management and cash management.

Module 5 : Dividend Decisions : Meaning and definition, determinants of dividend types of dividend policies, legal aspects relating dividend polices, retained earnings, tax and depreciation considerations, theories of dividend- Walters model, Gordon's model and MM's hypothesis.

Course 10 : Marketing Management

Module 1 : Introduction to marketing, Marketing Concepts, Company Orientations and its Application Emerging trends – Digitalization to customerization – Strategic and Marketing Planning – Marketing Planning Process.

Module 2 : Consumer and Business Markets and Buyer Behavior –Factors influencing Buyer Behavior –Buying Decision Process –Business Buying Situations – Participants in the Business Buying Process.

Module 3 : Market Segmentation, Positioning and Targeting Patterns of Market Segmentation –Consumer Market Segmentation –Business Market Segmentation – Evaluating and Selecting Market Segments – Company's Positioning.

Module 4 : Product and Pricing Strategies – Product Life Cycle –New Product Development Process – Decisions on Product Mix –Pricing strategies –Decisions on Pricing Objectives-Estimating Costs-analysis of Competitors Costs, Price and Offers –Selection of Pricing Methods and Final Price Promotion, the mixes of promotion – Advertising, publicity, sales Promotion & personal selling.

Module 5 : Managing Marketing Channels, retailing, Wholesaling and Market Logistics –Channel Design Decisions –Channel Management Decisions –Channel Dynamics –Decisions on Market Logistics –Introduction to Social Marketing – Relevance and Importance.

Course 11 : Human Asset Management

Module 1 : HRM – Basic concept : scope objectives – Function of HRM challenges before the HRD managers, HRD organization and responsibilities – evolution of HRM theories of HRM –theories of work –fish bone diagram approach –systems concept of HRM.

Module 2: Resource Planning –HR Forecast – Job Analysis –Job Description, Job Specification –Job Design – Job Rotation – Job enlargement Job Enrichment- Recruitment – Selection – Placement and Induction.

Module 3 : Training and Development – Training needs – Training Policy – Theories of Training and Development Employees Training – Management Development Programmes – Promotion, Transfers and Separations – Evaluating Training Systems.

Module 4 : Employee Compensation – compensation Policy –Compensational Structure, Job Evaluation – Wage Fixation – Wages Incentive Plans – Rewards and Labour Welfare Performance Appraisal and Merit Rating.

Module 5 : Employee Welfare – Discipline and grievances – QWL- Industrial Health and Safety – Safety organization –statutory Provisions on safety – Work stress – Accidents and Absenteeism.

Course 12 : Executive Communication and Research Methodology

Part A : Executive Communication

Module 1 : Nature of business communication, process of Communication, types of organization, Barriers of effective communication, Writing business letters, reports, folders, brochures, drafting advertising copies etc., Fundamental principles of written communication in business.

Module 2 : Oral Communication: Speaking, listening talking to grapes, interviewing, Taking committees, meetings, outlines of interpersonal communication resolving conflicts in communication. Non verbal communication- Meta communication and paralanguage – The language of silence of time, kinesics, conflict between verbal & non verbal communication. The role of technology in business communication office automation systems, security of information systems – PAPA – Accuracies, Property & Access, Contemporary issues in Business Communication in the information age.

Part B Research Methodology

Module 3 : Research Methodology, Meaning of research, types, objectives, criteria of goods research, research methods and methodology used. Types of research design: Exploratory, Descriptive, casual and experimentation with special reference to only after design factorial design.

Module 4 : Testing Hypothesis : Definition, Meaning , concept, Steps involved in Hypothesis testing, Hypothesis testing in respect of interval data, t test, z test, test of difference between two proportions and independent samples. Limitation of various tests as above. Sampling : Types probability and non probability- Convenience, judgment quota sampling-advantages of sampling and limitations determination of sample size and estimating proportions.

Module 5 : Scaling Techniques: Concept of attitude. Attitude measurement, types of scales, criteria for a good test selected attitude scale – paced comparison, Thurston, Likert Semantic differential scale. Data Processing: Editing, Coding Tabulation – one way coss.

III SEMESTER

Compulsory Papers

1	Management of Entrepreneurship and Small Business
2	Business Policy and Strategic Management
3	Operation
Elective	
A Candidate is required to select his / her electives either from group A or B or C	

Group A : Finance

- Investment Management
- Merchant Banking & Financial
- Management of Infrastructure Financing

Group B : Marketing

- Product and Brand Management
- Marketing of Services
- Sales and Distribution Management

Group C : Human Resource

- Management of Training and Development
- Compensation Management
- Organizational development and Change Management

IV SEMESTER

Compulsory Papers

1	International Business Environment
2	Operations Management
3	Total Quality Management

Elective - A

Group A : Finance

- International Financial Management
- Portfolio Management and Security Analysis
- Financial Derivatives

Elective

Group B : Marketing

- Advertising and Sales Promotion
- Industrial Marketing
- International Marketing

Elective

Group C : Human Resources Management

- Management of Industrial Relation
- International Human Resource Management
- Labour Legislation