

ACADEMIC REGULATIONS & SYLLABUS FOR MBA PROGRAMME

**BIJU PATNAIK UNIVERSITY OF TECHNOLOGY
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REGULATIONS FOR MBA PROGRAMME

1.0 Duration of Curriculum and Calendar.

- 1.1 MBA Programme is of two years duration. Each year shall be divided into three trimesters. First trimester shall ordinarily begin in August and end in October. Second trimester shall begin in November and end in January. Third trimester shall begin in February and end in April. In addition, there will be a Summer Term that shall ordinarily begin in May and end in July. Sometimes due to delay in admission formalities, if the First trimester (for fresh students) is delayed by few days, the subsequent Second and Third Trimester may be correspondingly delayed. But in no case the Summer Term duration shall be less than 6 weeks.
- 1.2 Each year, the University shall draw an Academic Calendar and the same shall be non-negotiable and strictly adhered to. The Academic Calendar for the First year shall be handed over to each admitted student along with his/her University Registration Card. Second year Academic Calendars shall be made available during registration for fourth trimester.
- 1.3 The Curriculum and Syllabus shall be modified with approval of Academic Council positively once in every three years to keep the same up-to-date. However, minor modifications can be done as and when necessary with the approval of the Vice-Chancellor. The modification so done shall be placed in the immediate next Academic Council Meeting for ratification.

2.0 Eligibility for Admission

- 2.1 The eligibility for admission to MBA Programme of the University shall be same as the one decided by AICTE from time to time.
- 2.2 A Student shall have to first get admission to the University as bonafide student as per University regulations before commencement of instruction in First Trimester. All admitted students will be issued Registration card by the University.
- 2.3 At the beginning of each trimester (except first), a student has to register for the subjects that he/she wishes to study. Only such registered students will be allowed to attend classes and appear at examinations.
- 2.4 Admission shall ordinarily close prior to the commencement of the instruction in First Trimester.
- 2.5 No inter-college transfer shall be allowed. Under extraordinary circumstances (closure of a college / withdrawal of recognition / affiliation by AICTE / University) however the University may transfer students from one affiliated institution/college to another in the same programme at any time during the continuation of the programme. The college / institution to which such candidates are transferred shall have to admit them and allow them to complete the programme.

3.0 Subject-wise Registration and Eligibility to Appear at Examinations.

- 3.1 All Registered Students of the University have to register for each of the subject they are required to study and appear at examination before commencement of a trimester. Except in the first trimester, where a student is automatically registered for all subjects of the trimester, a student has to apply to the University in a specified format for subject-wise registration for the term with prescribed fees through his/her college principal. The same will be scrutinized and registration confirmation will be given by the university to each student.
- 3.2 Registration for Electives: In the second year, students are required to register for subjects in the elective areas as per the schedule drawn for the program. No subject in the elective area will be allowed for registration if there are less than six students opting for the particular elective subject in a college/institute. University will not allow an elective subject to be registered if there are less than thirty students opting for the subject under the university. After the seventh day of the registration of students for the said trimester, the University will intimate the affected colleges if a particular elective subject will not be offered by the university under the above conditions along with the list of subjects that can be opted for registration. The affected colleges then will have to ensure the rectifications within three days with fresh registration under intimation to the university.
- 3.3 A student who has been promoted with backlog (XP) has to register first for the backlog subjects being offered in the trimester. Subject to the upper limit on the number of registered subjects in a trimester and the time table permitting to attend the classes, a student can normally register not more than two backlog papers that the trimester prescribes. However on specific cases, the University can permit a student to register for more papers provided such a step merits consideration.
- 3.4 A student shall be eligible to appear in an examination provided he/she pursues a regular course of study in respective department and attends at least 75% of classes in each theoretical, practical and sessional subject, held during the trimester. The attendance shall be considered from the date of admission of the candidate in the institution/college. The Schedule of classes will be notified through a time table before the beginning of classes in the Trimester
- 3.5 Concessions: A student who has been absent for short periods on medical ground or due to participation in cultural, sports, other academic/official assignments in the interest of the institution/ college/ University/ government with prior written permission of the head of the institution/ college shall be permitted a maximum of additional concession of 10% in attendance and would be eligible for appearing in examination with a minimum of 65% of attendance in a trimester. No students shall be allowed to appear at University Examination/ Supplementary Examination with shortage of attendance below 65% in any of the registered subject.
- 3.6 A student who has been absent on medical ground may be allowed to appear at examination provided he/she has attended at least 65 percent of classes and (i) a medical board and (ii) the Principal recommended for such relaxation.

- 3.7 A student shall be admitted to any examination in a subject only if he/she has registered for that subject, paid necessary registration and examination fee in the beginning of the trimester.
- 3.8 A candidate shall be allowed in an examination only after he/she is issued an Admit Card for the relevant examination by the college. The college shall obtain clearance on eligibility from the University.
- 3.9 A student who is promoted to the next higher year with backlogs shall have to register for the backlog subjects and appear at the examinations along with the students of next batch.

4.0 Grading System:

- 4.1 A letter grading system shall be followed in the University. The uniform Grading System to be followed for all Academic Programmes (except Ph.D and D.Sc) shall be as described below:
- i A Seven Point grading system of base of 10 shall be followed in the University. Categorization of the grades and their correlation shall be as under.

Qualification	Grade	Score on 100 Percentage Points	Point
Outstanding	‘O’	90 & above upto 100	10
Excellent	‘E’	80 & above but less than 90	9
Very Good	‘A’	70 & above but less than 80	8
Good	‘B’	60 and above but less than 70	7
Fair	‘C’	50 & above but less than 60	6
Pass	‘D’	35 & above but less than 50	5
Failed	‘F’	Below 35	2

N.B. Grade C shall be considered as average, Grade D shall be Pass Grade for theory and Grade C shall be pass grade for other items.

- 4.2 A students level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as:

TGPA- Trimester grade point average.
CGPA- Cumulative grade point average.

- 4.3 Definition of terms:

- a) POINT - Integer quawng each letter grade.
- b) CREDIT - Integer signifying the relative emphasis of individual course item(s) in a trimester as indicated by the Course structure and syllabus.
- c) CREDIT POINT- (b) X (a) for each course item.
- d) CREDIT INDEX- Σ CREDIT POINT of course items in a trimester.

$$e) \quad \text{GRADE POINT-AVERAGE} = \frac{\text{Credit Index}}{\Sigma \text{ CREDITS}}$$

TRIMESTER GRADE POINT AVERAGE (TGPA)

$$\text{TGPA} = \frac{\text{CREDIT INDEX}}{\Sigma \text{ CREDITS}} \quad \text{for a trimester}$$

CUMULATIVE GRADE POINT AVERAGE (CGPA)

$$\text{CGPA} = \frac{\Sigma \text{ CRIDIT INDEX of all previous trimesters}}{\Sigma \text{ CREDITS of all previous trimesters}} \quad \text{upto a trimester}$$

5.0 Rules for Examinations

5.1 The MBA programme may consist of following items.

1. Theory (End term and three internal tests)
2. Practical/Laboratory (including Personality Growth Lab)*
3. Project (Summer training, Major project)

The schedule for these items along with their credit points for each trimester shall be as per rules approved by Academic Council from time to time.

* There shall be no end term examination for Personality Growth Lab. However there shall be continuous evaluation of the progress of each student in each trimester as per the methods mentioned in the detailed syllabus. The college/institution shall have to assign the aforesaid responsibility to the concerned faculty having expertise in the field.

5.2 At the end of each trimester, there shall be an examination (herein after called end-term examination) conducted by the University.

5.3 A candidate securing F grade in an examination has to re-register for the same and appear at the normal end-trimester examination.

5.4 There shall be a Supplementary examination every year for MBA students between 1st of August and 10th of August in selected centres. Students who have secured grade I (Insufficient internal marks) and F in subjects registered by them in previous year may avail this opportunity to clear a failed subjects(s). However, no student shall be allowed to appear and University examination/supplementary examination with shortage of attendance below 65% in any of the registered subject period.

5.5 The college may arrange for special classes, tutorials etc, for such failed students to make up their deficiencies for 2 to 4 weeks during May to July.

5.6 The Supplementary examination shall be held at selected centres.

5.7 Evaluation of Theory Papers

The performance of a candidate in a theory subject shall be evaluated based on following components

- a) End term comprehensive examination 70 points

- b) Three class tests (Quiz) of one hour duration each 30 points
100 points

The subject teacher shall evaluate (b), show the evaluated answer paper to the students and discuss the test problems in the class. The concerned teacher shall maintain all records for inspection by the University for at least for one year. The Principal shall maintain a copy for records and will have the responsibility of sending the score to the University.

5.8 Evaluation of Summer Project (During 4th trimester)

A summer project will be evaluated based on following components

- Understanding of the project, 20 points
its scope and dimensions
- Analysis and its relation to literature 10 points
- Interpretation of results and recommendations 30 points
- Quality of Report 20 points
- Viva Voce 20 points

100 points

Evaluation will be done by a Committee at the College level.

The Chairman of the Committee shall submit a copy of the score to the Principal and the Principal shall forward the score to the University within the prescribed date. He/She shall also maintain all records for inspection by the University for at least for one year.

5.9 Evaluation of a Major Project (During 6th trimester)

a) Evaluation of a major project will be done on following points.

- Understanding the relevance, 10 points
scope and dimension of the project
- Relation to literature/application 10 points
- Methodology 10 points
- Quality of Analysis and Results 10 points
- Interpretations and Conclusions 10 points
- Report 30 points
- Defence 20 points

100 points

b) The evaluation will be done by a Committee of teachers where the Project Supervisor will be a member. His evaluation shall carry 50 percentage point weightage. The other members shall have 50 percentage point weightage. For major project, an external expert shall be involved. There shall be minimum of two mid course appraisals.

c) Minimum score for a Pass in Project item is 50 percentage points.

- d) The Chairman of the Committee shall forward the score within the prescribed date to the University. He/She shall submit a copy to the Principal for records.
- e) Major Project will be assigned in the beginning of 6th trimester. This will be evaluated at the end of 6th trimester.

5.10 Evaluation of Laboratory Works

A Laboratory paper shall have minimum of 5 to a maximum of 10 assignments/experiments. Each assignment shall have equal percentage points. The teacher concerned shall evaluate each assignment/experiment based on quality of result, report and general understanding. He/She shall maintain all records for scrutiny by University for one trimester. On completion of each assignment/experiment, the evaluation shall be done. The score of the student will be sent to the University with a copy to the Principal for records. Minimum score for a Pass in Laboratory work shall be 50 percentage points.

Evaluation of Personality Growth Laboratory: Each student shall be examined and evaluated by the concerned subject teacher in each trimester based on the following components. However, the score of the student will be sent to the University with a copy to the Principal for records at the end of 3rd & 6th trimesters.

• Impromptu task assignment	10 points
• Vocabulary and Rhythm of Speech	10 points
• Conversation	10 points
• Presentation	10 points
• Group Discussion	10 points
• Interviews	10 points
• Psychometric tests	10 points
• Team Building	10 points
• Body Language	10 points
• Event Management	10 points

100 points

5.11 Evaluation Responsibility

- a) The teacher imparting instruction is solely responsible for evaluation of Class Tests and Practical works. He/She is also responsible for maintaining all records to justify his/her evaluation scheme and score thereof.
- b) Neither the Principal nor the Management shall have right to change the score assigned by a teacher. However, if the Principal is convinced that the scores assigned by a teacher is biased, he/she shall appoint a committee where that teacher concerned will be a member for review. The decision

of the committee shall be final and binding. The decision with revised score shall be sent to the University for necessary action.

- c) A copy of the score assigned for each Class Test, Quiz and Practical work shall be submitted to the Principal for records, and the same will be sent directly by the teacher concerned to the University.

5.12 Pass in a Subject item

A candidate shall pass (clear) a subject if

- a) In a Theory Paper he/she has secured minimum of
- 25 Percentage Points in end-term examination.
 - 12 Percentage Points from the remaining components.
- b) In a Practical / Laboratory/ Project Paper / Viva-Voce, he/she has to secure minimum of 50 Percentage Points.

6.0 Promotion and Qualification for Degree

6.1 In order to pass a programme/course a candidate must secure at least Pass Grade in each of the Theory, Practical, Project and Viva Voce items and maintain a minimum level of overall performance as specified in the rules formulated by the Academic Council.

6.2 The promotional status shall be indicated on the credit card as per details below:

- a. **Passed and Promoted (denoted by P)** and indicating that
- The candidate has cleared every registered course items of the academic year.
 - He/She has no backlogs from the lower levels
 - He/She has secured CGPA of 6.0 or more
- b. Eligible for promotion with backlogs (denoted by XP) indicating that:
- The candidate is eligible for promotion with backlog (XP) provided:
 - For promotion to Second year: A candidate shall be eligible to be promoted to second year provided he/she has I or F Grade in not more than five papers with CGPA of 6.0 in all cleared subjects. The candidate shall register for the subjects with I or F grade in corresponding Trimester along with the next year batch to clear these subjects.
- c. Ineligible for promotion (denoted by X), indicating that
The candidate is NOT eligible for promotion to the next higher level due to non-fulfillment of stipulations governing eligibility for promotion to next level/year.

- 6.3 A candidate shall be eligible for promotion to the next higher level/year if he/she satisfies the conditions laid down under the rules formulated by the Academic Council.
- 6.4 The over all performance of a successful candidate for the award of a degree shall be based on the combined results of all the examinations of the concerned programme.
- 6.5 A student's level of competence shall be categorized in accordance with the cumulative Grade Point Average.
- 6.6 Degree requirements: A candidate shall be eligible to be admitted to the Master of Business Administration (MBA) degree of the University provided he/she.
- Has cleared the minimum prescribed credit requirements with minimum of Pass grade in each Theory subject and C Grade for other subject items.
 - Has secured minimum CGPA of 6.0 or above.
 - Has no disciplinary or court cases relating to college/University matters pending against him/her.
 - Has not been convicted for any cognizable offence.
- 6.7 Credit Requirement for the Degree: Credit Requirements for the Degree shall be Minimum of 120. The following Subject items shall constitute the total credit requirements.

Subject Items	Credits Minimum/Maximum
• Environment (economic, business, social and cultural) related subjects	22
• Qualitative and Quantitative Techniques Oriented Subjects	21
• Core Professional Subjects	30
• Professional Elective Subjects.	30
• Summer Project	6
• Major Project	5
• Personality Growth Lab	6
Total	120

In addition each student has to secure minimum of D grade in any one of the following subjects: NSS/Yoga/Athletics/Games/Cultural/Literary Debate/Quiz.

7.0 Award of Degree

The degree certificate and the mark sheet shall be awarded to the successful candidates by the University. The degree shall be a general MBA degree. It will not mention any specialization. The transcript showing the subjects cleared with, show the focus of the candidate.

8.0 Time Table of Instructions.

Each constituent/affiliated college has to prepare Time table for the subjects (Theory and Practical) being offered in a trimester at least 15 calendar days before the course wise registration of students to that trimester. The time table must also contain the teacher who is handling a subject. If the subject is handled in more than one sections, the names of the teachers handling all the sections should be given. Each constituent/affiliated college shall have to submit Time Table at least 10 calendar days before registration.

9.0 Registration of Teachers.

- a) Each regular faculty engaged in teaching of a theory paper, supervision of Practical and Project work shall be registered teacher of the University.
- b) A teacher of a constituent /affiliated college of the University has to get himself/herself registered in the University before he/she handles the formal instruction. The college shall forward the registration form in prescribed format with necessary fees to the University.
- c) Only a registered teacher of the University shall be permitted to get involved in teaching, invigilation, examination and evaluation processes.
- d) The University reserves the rights to cancel the registration of a teacher, if the performance of a teacher is found to be unsatisfactory and his/her conduct is unbecoming of a teacher with out assigning any reason for the action.

Sd/-

Vice Chancellor &
Chairman Academic Council

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COURSE STRUCTURE & DETAIL SYLLABUS

Trimester-I

Code	Subject	L-T-P	Credit
MPC-1001	Organization Structure & System	3-0-0	3
MPC-1002	Quantitative Methods for Managers	3-0-0	3
MPC-1003	Organizational Behaviour	3-0-0	3
MPC-1004	Managerial Economics	3-0-0	3
MPC-1005	Financial Accounting	3-0-0	3
HSS-1001	Communicative English	2-0-0	2
HSS-1901	Communicative Practice Laboratory	0-0-2	1
Total			18

Trimester-2

Code	Subject	L-T-P	Credit
MPC-1006	Marketing Management-I	3-0-0	3
MPC-1007	Human Resource Management-I	3-0-0	3
MPC-1008	Operation Management-I	3-0-0	3
MPC-1009	Financial Management-I	3-0-0	3
PCS-1001	Managerial Computing	3-0-0	3
PCS-2901	Managerial Computing Lab	0-0-3	2
HSS-1002	Business Communication	2-0-0	2
HSS-1902	Business Communication Lab	0-0-2	1
Total			20

Trimester-3

Code	Subject	L-T-P	Credit
MPC-1010	Business Research	3-0-0	3
MPC-1011	Human Resource Management-II	3-0-0	3
MPC-1012	Marketing Management-II	3-0-0	3
MPC-1013	Operation Management-II	3-0-0	3
MPC-1014	Financial management-II	3-0-0	3
PCS-1002	Management Information System	3-0-0	3
PCS-2902	Management Information System Lab	0-0-3	2
HSS-1903	Personality Growth Laboratory		3*
Total			23
Summer Project			6

* The three credit hours mentioned against Personality Growth Laboratory should be distributed equally among all the three trimesters of the 1st year.

MPC-1001: ORGANISATION STRUCTURE & SYSTEM 3-0-0)

Objective: *The objectives of this paper is to make the students familiar with the general management concepts.*

- Module – I Evolution of Management Thoughts (6 Hrs)**
Contributions from Classical, Behavioral, Quantitative, Contingency, Systems and Modern theories; Managerial roles & skills, Management as a Science, Art or Profession.
- Module – II Forms of Organisation (6 Hrs)**
Nature of Organisation – Proprietorship, Partnership, Co-operatives and Statutory Corporations, Companies – Concepts of holding and subsidiary companies, Comparison and Choice of structures, Features of International Organisations and Multi-national Companies.
- Module – III Organisational Structure (9 Hrs)**
Formal & Informal Organisation - Line and staff organization, Delegation, Decentralization, Structural configurations of Functional, Divisional, Matrix, Network, Virtual and Learning Organisations; Federal decentralization, Principles underlying designing of a structure.
- Module – IV Organisational Process (9 Hrs)**
Management Process – Fundamentals of Planning, Organising, Co-ordination, Control; Technology – Environment – Process relationship; Organisational Culture; Organisational Politics, Issues in power and authority.

Text Books:

1. Samuel C. Certo - Modern Management, Pearson Education, New Delhi.
2. Mary Jo Hatch – Organisation Theory – Oxford
3. Jones – Organisational Theory, Design and change- Pearson
4. Ricky W. Griffin – Management, Biztantra, New Delhi
5. VSP Rao – Management Text & Cases, Excel Books, New Delhi.
6. Koontz and Weihrich – Essentials of Management, Tata-McGraw Hill Publishing Company, New Delhi
7. Robbins-Fundamentals of Management: essential concepts and application, Pearson Education, New Delhi.

Reference Books:

1. Hellriegel, Jackson & Slocum - Management – A competency based approach, Thomson Asia Pte Ltd, Bangalore
2. Brown – An Experimental Approach to Organisation Development – Pearson
3. VSP Rao – Management Text & Cases, Excel Books, New Delhi
4. Robbins- Management, Pearson Education, New Delhi.

MPC-1002:QUANTITATIVE METHODS FOR MANAGEMENT (3-0-0)

Objective: *The objectives of this paper is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however is in their applications in business decision making.*

Module – I Basic Statistical Methods (6 hours)

Measures of Central tendency and Dispersion; Probability – Definition and Rules of Probability, Baye's Theorem; Probability Distribution – Discrete distribution – (Binomial, Poisson & Multinomial), Continuous distribution – (Normal & Exponential)

Module – II Decision Theory & Decision Tree (10 hours)

Estimation, Hypothesis Testing

Module - III Statistical Tools & Techniques

Anova; Chi-square; Co-Relation & Regression; Single Linear Regression

Module –IV Forecasting Methods (6 hours)

Subjective Delphic, Nominal grouping and Jury of Opinion; Quantitative – Input-Output Model, Time Series Method, Moving Average, Exponential Smoothing, Linear Trend Line, Method of Least Square, Measuring error – MAD, MAPD, CE, MSE, MSPE.

Test Books:

1. Levin, R.I. Statistics for Management, Pearson
2. Gupta, S.C. Statistical Method, Himalaya Publication
3. R.S.Bharadwaj, Business Statistics, Excel Books.
4. Tulsian – Quantitative Techniques : Theory and Problems – Pearson
5. Raghavachari, N. Mathematics for Management, Tata-McGraw Hill, 2005

Reference Books:

1. Sharma J.K., Business Statistic, Pearson, New Delhi.
2. Kanti Swarup, Operations Research, Sultan Chand, 2005

MPC-1003 : ORGANIZATION BEHAVIOUR (3-0-0)

Objective: *To familiarize the students with basic concepts of behavioural process in managing manpower to bring about organizational effectiveness.*

Module-I Understanding and Managing Individual Behaviour: (7 hours)
Organization Behaviour: Concept, Nature and scope, OB Models, Personality: Determinants and Theories, Matching Personality with Job, Perception: Meaning and Process, Learning Process, Attitude: Formation, Components, Characteristics & Measurement.

Module-II Person to Person Relationship and Small Group Behaviour: (9 hours)
Formation of groups, Theory and stages of group development, Types of groups, group norms, Cohesiveness, Models of small group behaviour group effectiveness, Team Building, Conflict and conflict resolution, Leadership Patterns and effectiveness, Leadership Styles, Characteristics & Theories.

Module-III Motivation: (7 hours)
Nature of Motivation, Motivational Process, Theories of Motivation, Need priority Model, Theory X and Theory Y, Two Factor Theory, E.R.G. Model, Achievement theory, Expectancy theory, Equity Theory, Theory Z, Contingency Model.

Module-IV Organizational Climate and Culture: (7 hours)
Management of Stress: Potential sources, Consequences and coping strategies; Organizational climate and culture; Organisational Change & Development, Organization Development (OD).

Text Books:

1. Robins & Sanghii – Organisational Behaviour, Pearson
2. Luthans - Organisational Behaviour - TMH
3. Udai Pareek – Understanding Organisational Behaviour, Oxford
4. Heresy & Blanchard – Management of Organization Behaviour, PHI
5. Uma Sekharan TMH – Organisational Behaviour cases – TMH
6. Fincham & Rhodes – Principles of Organisational Behaviour- Oxford
7. Robins- Essentials of Organisational behaviour – Pearson
8. Greenberg – Behaviour in Organisations: Understanding and
9. Managing the Human side of Work – Pearson
10. R. S. Dwivedy – Human Relations and Organisational Behaviour - Macmillan

Books for reference:

1. Rao & Narayan – Organisational Theory & Behaviour - Konark
2. P.G. Aquinas, Organisation Behaviour, Excel Books.
3. Kinicki & Kreither – Organisational Behaviour, Text - II
4. Hellriegel – Organisational Behaviour – Thomson Learling
5. Jex – Organiastional Psychology : A scientist – Practitioner Approach John Wiley .
6. Lawrence – Applied Management Science - John Wiley

MPC-1004: MANAGERIAL ECONOMICS (3-0-0)

Objective: *To familiarizes the students with micro and macro economic behaviour in an organizational setup.*

Module-I (7 hours)

Introduction to ME, Demand Analysis for Decision Making-Determinants of demand, Law of demand, elasticities of demand, demand estimation, demand forecasting, utility analysis and consumer's equilibriums

Production Analysis-Law of Returns, Laws of Return to scale, empirical production function and producer's equilibrium.

Module-II (8 hours)

Cost Concepts, Cost Reduction and Cost Control, pricing strategies and pricing policies under different markets. Theory of profit maximization break even analysis and profit planning .

Module-III (5 hours)

An overview of macro economic policy, A circular flow of Income, Methods of measuring national Income, Concepts consumption, savings and investment.

-Determinants of consumption and savings IS & LM Model.

Module-IV (10 hours)

Inflation, Interest Rate, International Trade-Foreign trade, The rate of Foreign exchanges, Balance of payments, International monetary systems, Foreign capital and its role in economic development, Business cycle, cause, consequences and measures to solve the problems of business cycle.

Text Books:

- 1 D.N. Dwivedi, Managerial Economics, Vikas Publishing House
- 2 Suma Damodaran, Managerial Economics, Oxford Publication.
- 3 Keat - Managerial Economics: Economic Tools for Today's Decision Makers – Pearson
- 4 Managerial Economics-Varshnay and Maheswari, S.Chand & Sons
- 5 Peterson, Jain - Managerial Economics- Pearson
- 6 Sumitra Pal - Managerial Economics – Macmillan
- 7 Managerial Economics, Atmanand, Excel Books

Reference Books:

1. Managerial Economics-P.L.Menta, Sultan Chand
2. Economics-P.A. Samuelson, Tata-McGraw Hill.
3. Macro Economics-Shappiro, Tata McGraw Hill.
4. R. P. Hooda – Statistics for Business and Economics - Macmillan

MPC-1005: FINANCIAL ACCOUNTING (3-0-0)

Objectives : *I) The students are to be familiarised with the basic conceptual frame work of Financial Accounting i.e., from recording of transactions to preparation of Financial Statements .II) The students are required to learn the basic methodology to analyse and interpret the Financial Statements .*

Module – I (5 hrs) Introduction to Financial Accounting

Concepts and Conventions of Accounting : the language of business, Accounting : an Information System , Users of Accounting information, Accounting Principles and Standards.

Module – II (10 hrs) Basic Accounting Procedures

Accounting Equation, Transactions and their effects on Accounting Equation , Classification of Accounts : Assets, Liabilities, Owners Equity, Revenues and Expenses, Double Entry system, The Accounting Process:
The Journal & its Sub-division, The Ledger, The Trial Balance, The Financial Statements , Computerised Accounting (Learning to use Tally Package)

Module – III (10 hrs) Financial Statement Analysis :

The tools of analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis, Accounting Standards for Financial statements.

Module – IV (5 hrs) Special Topics in Accounting

Fixed Assets : Accounting and Depreciation, Inventory Accounting, Recent Trends in corporate reporting.

Text Books

1. Gupta- Financial Accounting for Management: An Analytical Perspective – Pearson.
2. Narayan Swamy , Financial Accounting – A Managerial Perspective- PHI
3. Ashok Banerjee, Financial Accounting – Excel
4. Jawaharlal & Srivastava – Financial Accounting Principles and Practices- S. Chand
5. Horngren – Introduction to Financial Accounting – Pearson.
6. Foster- Financial Statement Analysis, Pearson.
7. Jones- Investments:Analysis and Management-John Wiley

Reference Books :

1. Bal. Sahu & Das , A New Approach to Accounting - S.Chand & Co.
2. Jain & Narang, Financial Accounting – Kalyani
3. Sehgal & Sehgal – Fundamentals of Financial Accounting - Taxman .

HSS-1001 COMMUNICATIVE ENGLISH (2-0-0)

Objectives: *This is a practice-oriented, need-based, functional-communicative course. It seeks to develop the student's skills of communication in listening, speaking and writing. Reading, though formally not included, is still a recommended activity. The student is advised to cultivate the habit of reading newspapers, magazines and books in a free, extensive manner to consolidate the skills already achieved. A more interactive process of teaching/learning is called for in order to achieve the skills of effective communication.*

The course attempts to

- a) Familiarize the student with the sounds of English in a nutshell, particularly long and short vowels, some consonants, stress and intonation.
- b) Provide adequate listening and speaking practice so that the learner can speak with ease, fluency and reasonable clarity in common everyday situations and on formal occasions.
- c) Use grammar in meaningful contexts.
- d) Things with words, i.e to perform functions like ordering, requesting, inviting and so on

Unit-I Communication (6 hours)

Verbal and non-verbal spoken and written, Language functions: descriptive, expressive and social, To inform, enquire, attract, influence , regulate and entertain. Bias-free and plain English, Formal and informal style.

Unit-2 Communicative Grammar (9 hours)

Time, tense and aspect, Verbs of states and events, Statements, questions and responses, Omission of information, Expressing emotion and attitude: hope, pleasure, disappointment, regret, approval, surprise.

Unit-3 The Sounds of English (9 hours)

Length of vowels-Long vowels/ / I:, a:, ʌ, U:, 3: / as in feel, card, court, food and first respectively.

Short vowels / e, x, n / as in pen, bag, and sun respectively

Consonants / f, v, Q, x, s, z,-----/ as in fine, vast, thought, them, song, zoo, shame, pleasure and judge respectively.

Stress pattern

Intonation-Rising and falling

Friendly communication- greetings, farewells, introductions, thanks, apologies, regrets, good wishes, congratulations, condolences, offers.

Unit-4 Doing things with words (6 hours)

To ask for information, help, permission

To instruct, command, request, accept, refuse, prohibit, persuade, promise.

Text Books :

1. Geoffrey Leech and Jan Svartvik, Longman, A communicative Grammar of English,
2. J.D. O'connor, Better English Pronunciation, ELBS
3. J.K. Chand and B.C.Das, A Millennium Guide to writing and Speaking English, Friends' Publishers
4. John Sealy, Oxford Guide to Writing and Speaking, OUP.
5. Nagarjan – Learn Correct English : Grammar, Composition and usage - Pearson

HSS-1901 COMMUNICATIVE ENGLISH LABORATORY-I (0-0-2)

Some tasks:

Make a list of nonverbal communication

How is body language casually conditioned?

Take passages of descriptive, expressive and social functions and analyse them.

Expressive (exposing feelings) language in English and your mother-tongue

Make a list of sexist language (e.g. poetess, chairman)

Mentally retarded should be replaced by mentally challenged. Make a list of similar expressions

- Say formulaic expressions (Thank you, sorry, hello, that's right) with proper Intonation.
- Make a list of words which should be avoided because they sound pompous. Which words would you use instead of them.
- How to express pleasure, regret, approval ?
- Time and tense are not the same. Give some examples.
- Take similar vowels and consonants and practice them in pairs of words
- Practice, stress and intonation in connected speech.
- Conversation practice in familiar situations (Play the role of a tailor and a customer, for example)
- Ask for specific information (can you tell me where the railway station is ?)
- Making a request (can I borrow your scooter, please ?)
- Asking for permission (Do you mind if I smoke ?)
- Say the following pairs of words

- a) Beg, bag, full, fool, sit, seat, same, shame, judge, jazz, major, measure.
- b) Progress as noun verb, similarly, object, record, supplement, perfect (adj), perfect (v.)
- c) Say the following words with correct stress. teacher college, village, building, ago, above, apart, accuse, advice, education, examination, individual (The list is only illustrative and not exhaustive).

TRIMESTER-II

MPC-1006 MARKETING MANAGEMENT-I (3-0-0)

Objectives:

The course will help participants understand the major concepts and tools of marketing, the environment and how savvy marketers make quick decisions, make adjustments to rapidly changing market conditions, lower costs and build relationships. In that process, they ensure share of the market, share of the mind and add to the bottom line.

Module-I Marketing Concepts & Challenges:(7 hours)

Nature and scope of Marketing Management, Marketing process, Marketing environment, Marketing Organizations, Marketing Challenges, Marketing in 21st Century(Concepts of Green Marketing, Social Marketing), Marketing Mix. (Case Study: Case study related to any topic of Unit-I)

Module-II Marketing Planning & Control (8 hours)

Marketing Planning and Marketing Competitiveness, Customer Value, Marketing Planning Process, Identifying and analysing the competitors, Defining the competitive strategy and Marketing Control- Control process. (Case Study: Case study related to any topic of Unit-II)

Module-III Understanding Customer and Marketing Information System: (8 hours)

Types of Consumers, Factors influencing consumer behaviour, Consumer Decision making Process, MIS-subsystems, Conducting Marketing Research and Demand forecasting. (Case Study: Case study related to any topic of Unit-III)

Module-IV Marketing Strategy: (7 hours)

Market Segmentation, Targeting and Positioning, Brand Equity and Crafting Brand Positioning. (Case Study: Case study related to any topic of Unit-IV)

Text Books:

1. Philip Kotler, Principles of Marketing, Pearson Education.
2. Rajan Saxena, Marketing Management.,TMH
3. Arun Kumar, N Meenakshi, Marketing Management,VIKAS
4. V.S. Ramaswamy & S. Namkumari, A Text Book of Marketing Management, Macmillan

5. S.H.H.Kazmi, Marketing Management, Excel Books.
6. Adrian Palmer, Introduction to Marketing, Oxford Press
7. Sahwartz, Marketing-A Basic Approach., Hartcourt Brace Jovanovich, USA
8. Stanton, Fundamentals of Marketing, McGraw Hill
9. Armstrong, Kotler – Marketing : An Introduction - Pearson

Reference Books:

1. Philip Kotler, Marketing Management, Analysis, Planning & Control, Pearson.
2. Sharad Kumar, A Text Book of Marketing Management.
3. Hunt, Shelby, Foundation of Marketing Theory, PHI
4. Srinivasan, Case Studies in Marketing-Indian Context-PHI.
5. Etzel & Others, Marketing: Concepts and Cases, TMH
6. Kerin & Others Marketing, 8th evaluation, TMH.
7. Kotler – A Framework for Marketing - Pearson
8. Solomon, Marketing Real People Real Choices, Pearson.

MPC-1007: HUMAN RESOURCE MANAGEMENT-I (3-0-0)

Objectives: *The objectives 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.*

Module-I Introduction to Human Resource Management: (4 hours)

Concept, Nature and scope of Human Resource Management, growth and development of Human Resource Management in India, Emerging trends of HM in Globalized economy.

Module-II Creating the Human Resource base (10 hours)

Concept of equal employment opportunity, Recruitment & Selection-Concept & Objective Concept of affirmative action (Reservation for priority categories), Selection: Procedure, Tests and Interviews Orientation, Promotion: Bases of Promotion, Transfer: Types of Transfer, Separations, Outplacement.

Module-III Developing Human Resources (7 hours)

Training & Development Concept, Learning Principle, Training need assessment, Types of training programmes, on-the-job and off-the-job, In basket Training, Transactional Analysis, Sensitivity Training, Grid training, Apprenticeship training; Evaluation of Training Programmes.

Module-IV Monitoring and Evaluation (7 hours)

Performance Management- Performance Appraisal; its objectives uses, methods, Traditional vs. Modern Methods, Management by objectives (MBO), Assessment center, 360 Appraisal, BARS, TQM, Kaizen, JIT and QC.

Text Books:

1. Garry Dessler – Human Resource Management, Pearson
2. V.S.P. Rao – Human Resource Management, Excel Books
3. W.F.Cascio – Managing Human Resources, TMH
4. Jyothi, Venkatesh. – Human Resource Management – Oxford
5. Mathies and Jackson – Human Resource Management, Thomson
6. D. Bhattacharya - Human Resource Management - Excel
7. Aswathapa, - Human Resource & Personnel management, TMH

Reference Books :

1. C.S. Venket Ratnam & B.K.Srivastav – Personnel Management & Human recourse- Oxford
2. Mamoria , CB – Personnel Management, Himalaya .
3. Gomez-Mejia, Balkin & Cardy-Managing Human Resources, Pearson.
4. Subba Rao, Personnel & Human Resource Management, Text and Cases, HimalayaPublication.
- 5 D. Bhattacharya, Human Resource Management, Excel Books.

MPC-1008 OPERATIONS MANAGEMENT-I (3-0-0)

Objective: *The course is designed to acquaint the students with decision making in planning, scheduling and control of production and operation functions in both manufacturing and services productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.*

Module-1 Nature and Scope of Operations Management (4 hours)

Manufacturing and Service Operations - Operations Function: Transformation & Value addition; Primary topics in Operations Management (Overview); Strategic Decisions in Operations, Vertical Integration; Process Design Decisions: Manufacturing and Services; Learning Curve.

Module-II Facilities Planning & Capacity (8 hours)

Location - Principles and Factors; Location decision models (Location Factor Rating, Centre of Gravity Technique, Brown & Gibson Model) Layout - Basic Principles; Classical Layouts - Process Layout (Block Diagramming, Relationship Diagram, Computerized Layout Solutions, Service Layout); Product Layout - Line balancing; Fixed Position Layout
Hybrid Layouts – Cellular, FMS (Flexible Manufacturing System) Capacity Planning - Concept of Capacity, Determination of capacity requirements, Considerations in adding capacity, Capacity alternatives, Economies and Diseconomies of Scale, Capacity Planning in Services VSI Manufacturing

Module-III Work Study (6 hours)

Procedures, Major Techniques - (Flow process Charts, Man-machine Charts, Motion Study, Micro-motion study); Work Measurement – (Stop-watch Time

study, Work Sampling, Determination of required number observations, Normal time and Standard time using the above techniques);
An introduction to Synthetic Time Study; Management of Productivity - Concept, Measures improvement.

Module-IV Basics of Operation Research (10 hours)

Linear Programming Problem (Graphics & Simplex Method); Transportation Problem; Routing and Scheduling - Scheduling in line processes, Scheduling in Intermittent processes; Assignment Models

Text books:

- 1 Roberta S. Russell & Bernard W. Taylor III, "Operations Management", Pearson
- 2 Chase, Jacobs, Aquilano, Agarwal, "Operations Management", TMH
- 3 Lee J.Krajewski, Larry P. Ritzman, "Operations Management", Pearson
- 4 S.N.Chary, "Production and Operations Management", TMH
- 5 Bedi Kanishka, "Operations Management", Oxford
- 6 Kachru Upendra, Operations Management, Excel Books.
- 7 Krajewski, Kansal – Operations Management – Pearson
- 8 Martinich – Production and Operations Management – John. Wiley
- 9 N. D. Vohra- Quantitative Techniques in Management, TMH
- 10 J. K. Shrama-Operations Research- Macmillan

Reference Books:

- 1 Aswathappa & Sridhar Bhat, "Production and Operations Management", Himalaya Publishing
- 2 Everette. Adam Jr., Ronald J. Ebert, "Production and Operations Management", PHI / Pearson
- 3 Buffa & Sarin, "Modern Production / Operations Management", J.Wiley & Sons
- 4 Schroeder, "Operations Management", McGraw Hill.
- 5 Chunawealla & Patel, Production & Operations Management, Himalaya
- 6 Paneerselvam, Production Operations Research , PHI
- 7 Kanti Swarup- Operations Research- Sultan Chand

MPC-1009: FINANCIAL MANAGEMENT-I (3-0-0)

Objectives: *The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit. It will start by introducing the concept of valuation and their measurement and determination of economic utility of a project.*

Module I: Introduction (7 hours)

Nature and scope, Finance functions, financial objectives, roles and responsibilities of the finance manager, introduction to Indian financial system, Sources of finance: Equity capital, debenture, preference capital and term loans, introduction to derivatives

Module II: Cost of capital (8 hours)

Time value of money, Concept of risk and return, Cost of capital: concept, measurement of cost of capital, WACC and MCC, Valuation of stocks and bonds, Case analysis

Module III Capital budgeting (8 hours)

Introduction, project appraisal, techniques, Determination of cash flow streams, capital rationing and conflicts in NPV and IRR, capital budgeting under risk and uncertainty, Case analysis

Module IV: Corporate financial structure (7 hours)

Leverage: Operating, financial and combined leverage, Capital structure: Theories of capital structure, determinants of capital structure, EBIT-EPS relationship.

Text Books

1. M.Y. Khan & Jain, Financial management, Tata McGraw Hill.
2. I.M. Pandey, Financial management, Vikas publishing.
3. Van Horne – Fundamentals of financial management- Pearson
4. Sharan - Fundamentals of financial management- Pearson
5. Rajesh Kothari – Contemporary financial management – Macmillan
6. Keown - Financial management : Principles and Applications –Pearson
7. P. C. Chandra – Financial Management- Tata McGrawhill.

Reference Books:

- 1 Brigham & Houghton, Fundamental of Financial management, Harcourt
- 2 Cases on Financial management by I.M. Pandey.
- 3 Cases on Financial management by R.P. Rastogi.

PCS-1001: BUSINESS COMPUTING (3-0-0)

Objectives: *The purpose of this course is to acquaint the students with the basic concepts of computers used in business. The entire paper is meant for making the students of management understand basic concepts and its usefulness in business environment without the technical details.*

Module I (7 hrs)

Basic Computers Concepts: Evolution, Components, Schematic diagram, Characteristics, Classification, Applications, limitations, CPU, memory, Computer Peripherals: Input & Output devices, computer connectivity: DSL, Dial up, Broadband. Computer etiquette and ethics. Role of computers in modern business and various functional areas.

Module II (5 hrs)

Operating Systems: Functions, Types, Multi-programming, Multi-processing, Multi-tasking, Multi-threading, Real-time systems, Application packages such as spreadsheet, word processor, Database management systems. Multimedia applications, Graphics

applications, Managerial applications of these packages. Basic concepts of security, intrusion, pirating and its impact on business.

Module III (10 hrs)

Basic concepts of Computer Networks & Internet: Introduction to networks: LAN, WAN, Data Communication, Transmission Media and transmission infrastructure, Network Devices: hubs, routers, switches, repeaters etc. Introduction to Communication Protocol: TCP/IP, OSI Model, Internet: evolution of Internet, Basics of working of Internet. Common services provided by Internet.

Module IV (8 hrs)

Basics of e-commerce: History of e-commerce, classification :B2B, B2C,C2C. e-governance, use of e-commerce in finance, auction, news and entertainment sectors. Marketing and advertising on the web. Basic idea of e-commerce technology. influence of e-commerce on business.

Text Books:

1. Introduction to Computer Science. ITL Education Solutions Ltd, Pearson Education
2. Fundamentals of Computers, V. Rajaraman, PHI Publication.
3. Introduction to Computers, Peter Norton, TMH Publication.
4. Erfan Turban et al, Electronic commerce – A managerial prospective, Pearson education
5. Laudon and Traver – E- Commerce – Pearson

Reference Books:

1. Basandhara B. S., Computers Today, Galgotia Publication.
2. Introduction to Information Technology - ITL Education Solutions Ltd, Pearson Education

PCS-2901: BUSINESS COMPUTING LABORATORY

(0-0-3)

Introduction to OS: Windows, LINUX/UNIX. Working with files and folders MS Office practice: MS Word: word basics, mail merge etc., MS Excel: Spreadsheet basics, functions etc., MS Power Point: Presentation basics, Animation effects, etc. use of SPSS for simple frequency analysis. Internet browsing and its use for research. Practical use of Internet applications: E-mail, Telnet, FTP, WWW, and Newsgroups etc.

Text Books :

- 1 A First Course in Computers by Sanjay Saxena –VIKAS PUBLICATION
- 2 Using Microsoft Excel, Nossiter Josh, PHI Publication.
- 3 Computer Practice I, Jeyapoovan, T., Sanjay Saxena, VIKASH Publication

HSS-1002: BUSINESS COMMUNICATION IN ENGLISH (2-0-0)

Objectives: *The objectives are to prepare the student to*

- Produce written communication of different forms such as paragraph, report, letter, etc.
- Make notes/ Summarize from a given passage
- Organise Meetings, prepare agenda, draft resolutions and write minutes.
- Make presentations and face interviews.
- Document sources and prepare bibliographies.
- The objectives of managerial oral communication; Improving the facility of oral communication. Both Transmission and reception in six managerial situations such as.
(i) Information sharing (ii) Conversation (iii) Interview (iv) Committee (v) Negotiation (vii) Presentation.

Module-I WRITING-I (7 hours)

Paragraph writing – topic sentence, cohesion and coherence – sentence linkers (so, but, however etc.), Preparation of a business report – writing a business proposal – format, length, structure.

Module-II WRITING-II (7 hours)

Preparing notes: writing business letters and E-Mail messages, Documentation: References, notes and bibliographies.

Module-III WRITING-III (7 hours)

Writing a curriculum vitae (both chronological and functional) along with an application for a job, Public relations: concept and relevance, PR in a business organization: handling the media.

4. Meeting and presentation (9 hours)

Organising a meeting: preparing an agenda, chairing a meeting drafting resolutions, writing minutes, Making an oral Presentation, Facing an interview.

Text Books:

1. Taylor – Communication for Business – Pearson
2. Meenakshi Raman, Prakash Singh – Business Communication – Oxford
3. O'Rourke – Management Communication : A case Analysis Approach – Pearson

Reference Books:

1. John Sealy, Oxford Guide to Writing and Speaking English, OUP.
2. Bovee et al, Business Communication Today Pearson Education.
3. Rovi and Rai, Business Communication, Himalaya Publishers
4. Cilanilam J.V., More Elective Communication, Sage Publications.

5. Chand J.K. and B. C. Das, A Millennium Guide to Writing and Speaking, Friends Publisher
6. The Chicago manual of style (Part 2 Section 15) Prentice-Hall of India.
7. Bahl Sushil, Business communication Today, Sage Publications.
8. Samant C.R., More than Words, Dips Communication Centre
9. Fitzgerald – Business Data Communications and Networking – John. Wiley

TRIMESTER-III

MPC-1010: BUSINESS RESEARCH

Objective: *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.*

Module – I Business Research Basics (6 hours)

Nature and scope of Business Research; Identification of Research Problem; Statement of Research Objective & Hypothesis; Formulation Research Question; Types of Business Research and Process; Research Designs – Exploratory, Descriptive, Experimental, Observational Studies & Survey.

Module – II Methods of Data Collection and Data Analysis (10 hours)

Research Tools – Questionnaire, Check List, Interview Schedule; Measurement Scale – Attitude Scale & Sampling Methods – Probabilistic & Non Probabilistic Sampling, Sample size Estimation; Data Analysis and Interpretations – Tabulation, Descriptive Statistics, Univariate ('t' & 'z'), Bivariate (Correlation, Regression, Anova, Chi-square)

Module – IV Multivariate Data Analysis (10 hours)

Multiple Regression, Factor analysis, Cluster Analysis, Multiple Discriminate Analysis, Conjoint Analysis, Multi-Dimensional Scaling.

Module – V Research Documentation (4 hours)

Purpose (research Application) & Types of Research Report; Structure of Research Report; Report Writing, Use of Tables and Figures.

Test Books:

1. Cooper & Schiudher, Business Research Methods, 9th Ed., Tata & McGraw Hill, 2006
2. Kothari, C.R., Research Methodology, New Age Interval Publishers, 2004
3. Malhotra, N.K., Marketing Research, 4th Ed., Pearson, 2004
4. D. K. Bhattacharya – Research Methodology – Excel Books
5. Krishnaswamy – Management Research Methodology : Integration of Methods and Techniques – Pearson
6. Business Research and Methods- Oxford

Reference Books:

1. Paneerselvam, R. Research Methodology, PHI, New Delhi
2. Boyd, Westfall-Marketing Research,
3. S.L. Gupta-Marketing Research-Excel

RESEARCH LAB:

- Use of SPSS in Business Research
- Variables specification and Data Entry
- Descriptive Statistics
- Test of Significance of group differences
- Multivariate Analysis.

MPC 2011: HUMAN RESOURCE MANAGEMENT-II (3-0-0)

Objective: *The objective of this course is to sensitize students to the various facts of managing people and to create an understanding of the various policies and practices of human resource management.*

Module-I	(10 hrs.)	Introduction to Compensation Management (Wages & Salary concepts, components of wages, criteria of wage fixation, Job evaluation, Methods of wage determination in India, wage differential, Methods of payment, Broad- banding.), Executive compensation, Incentive based pay system, Emerging trends of compensation management in service & I.T industries.
Module-II	(6 hrs.)	Industrial Relations: Concept, values and scope, Approaches to Industrial relations; Unitary, Pluralistic, Systems and Radical approaches, Industrial Relation System, Role of State in IR, Role of State and Industrial relations.
Module-III	(8 hrs.)	Trade Unionism: Concept, function and structure, union registration and recognition, Present Trade Unionism in India, Industrial Disputes: Concept, forms and types, causes, procedure for settlement of disputes in India.
Module-IV	(6hrs.)	Collective bargaining- Nature, scope and functions, Stages & Bargaining Process, Theories of bargaining, Workers' participation in Management: Concept, scope and objectives, Workers' participation in Indian Industries.

Text Books:

1. Vnekat Ratnam-Industrial Relation, Oxford & IBH
2. Mamoria and mamoria – Dynamics of Industrial Relation , Himalaya Publishing
3. Venkat Ratnam , C.S. – Globalization and Labour Mgt. Relations, Sage Publications, New Delhi
4. Sinha & Sinha, Industrial Relations, Pearson.

5. Gerhat and Rynes, Compensation – Theory, evidence and strategic Implications, Response.
6. A.M. Sharma – Understanding Wage systems
6. Arun Monnapa – Industrial Relation - TMH
7. B.R.Patil – Collective Bargaining

Books for Reference:

1. Gary Dessler, Human Resource Mgt., Pearson
2. V.S.P. Rao , Human Resource Management, Excel Book
3. G.P.Sinha and P.R.V.sinha – Himalaya Industrial Relations and Labour Legislation in India
4. P.L.Rao, Human Resource Management, Excel Books.
5. Baron – Strategic Human Resources : Framework for general Managers- John Wiley
6. S. C. Gupta – Text Book of International HRM – Macmillan
7. Greer – Strategic Human Resource Management - Pearson

MPC 2012: MARKETING MANAGEMENT – II (3-0-0)

Objective : *The course will help the students to formulate marketing strategy for the corporate enterprise. It is also designed to serve as a terminal course for marketing management for those students who would not like to opt for Marketing as an area of specialization.*

Module – I (8 hrs)	Product: Concepts of Product, Product Planning & Policy, New Product Development, Test Marketing, Product Life Cycle, Product Mix Decisions, Branding, Packaging and Labeling Decisions.(Case Study: Case study related to any topic of Unit-I)
Module – II (7 hrs)	Price: Objectives of Pricing, Pricing Policies, Pricing Methods, Managing Price Changes. (Case Study: Case study related to any topic of Unit-II)
Module – III (6 hrs)	Promotion: Advertising, Sales Promotion, Personal Selling, Public Relations, Publicity and Propaganda. (Case Study: Case study related to any topic of Unit-III)
Module – IV (9 hrs)	Distribution: Designing and managing Marketing Channels- selection, cooperation, Vertical and Horizontal Integration, Channel Conflict Management, Value Analysis, Competitive advantage, Physical

Distribution System & Logistic Management. (Case Study: Case study related to any topic of Unit-IV)

Text Books:

- 1 Philip Kotler, Principles of Marketing, Pearson Education.
- 2 Rajan Saxena, Marketing Management.,TMH
- 3 Arun Kumar, N Meenakshi, Marketing Management,VIKAS
- 4 V.S. Ramaswamy & S. Namkumari, A Text Book of Marketing Management, Macmillan
- 5 S.H.H.Kazmi, Marketing Management, Excel Books.
- 6 Adrian Palmer, Introduction to Marketing, Oxford Press
- 7 Sahwartz, Marketing-A Basic Approach., Hartcourt Brace Jovanovich, USA
- 8 Stanton, Fundamentals of Marketing, McGraw Hill
- 9 Armstrong, Kotler – Marketing : An Introduction - Pearson

Reference Books:

- 1 Philip Kotler, Marketing Management, Analysis, Planning & Control, Pearson.
- 2 Sharad Kumar, A Text Book of Marketing Management.
- 3 Hunt, Shelby, Foundation of Marketing Theory, PHI
- 4 Srinivasan, Case Studies in Marketing-Indian Context-PHI.
- 5 Etzel & Others, Marketing: Concepts and Cases, TMH
- 6 Kerin & Others Marketing, 8th evaluation, TMH.
- 7 Kotler – A Framework for Marketing - Pearson
- 8 Solomon, Marketing Real People Real Choices, Pearson.

MPC-1013: OPERATIONS MANAGEMENT-II (3-0-0)

Objective: *The course is designed to acquaint the students with decision making in planning, scheduling and controlling of production and operation functions in both manufacturing and services, productivity improvement in operations through layout engineering and quality management.*

Module-I New Product Planning: (12 hours)

New product design and development - Form design, Functional design, Production design, Service design; Concurrent design, Reverse Engineering, Reliability; Interaction between product design and process design, product life cycle and process life cycle; Business process reengineering; Aggregate Planning: Relevant Costs; Evaluation of Strategic Alternatives - Level Production, Chase Demand, Mixed Strategy

Module-II Inventory Management: (6 hours)

Concept of inventory with independent demand: Inventory cost structure
Deterministic inventory model - EOQ models, instantaneous receipt, delivery over a period of time, Periodic review and continuous review inventory model; Principles of Material Requirement Planning; Selective Inventory Control - ABC and other major classification

Module-III Quality Management (6 hours)

Concept of quality; Quality of design, Conformance & performance; Cost of poor process performance and quality. Statistical Quality Control - Process Control (X, R & P chart), Product control-acceptance sampling and OC curve. Concept of TQM. Project Management - Network Principles-CPM, PERT, Time and Cost Trade off.

Module-IV Maintenance Management: (7 hours)

Importance of Maintenance; Major forms of Maintenance - Breakdown, Preventive, Predictive and TPM (Total Productive Maintenance); Group & Individual Replacement- Quantitative Analysis

Text books:

1. Roberta S. Russell & Bernard W. Taylor III, "Operations Management", Pearson
2. Chase, Jacobs, Aquilano, Agarwal, "Operations Management", TMH
3. Lee J. Krajewski, Larry P. Ritzman, "Operations Management", Pearson
4. S.N.Chary, Production and "Operations Management", TMH
5. Bedi Kanishka, "Operations Management", Oxford

Reference Books:

1. Aswathappa & Sridhar Bhat, "Production and Operations Management", Himalaya Publishing
2. Everette. Adam Jr., Ronald J. Ebert, "Production and Operations Management", PHI / Pearson
3. Buffa & Sarin, "Modern Production / Operations Management", J.Wiley & Sons
4. Schroeder, "Operations Management", McGraw Hill.
5. P. B. Mahapatra, Computer-Aided Production Management, PHI

MPC-14: FINANCIAL MANAGEMENT II

Objectives: *The purpose of this course is to acquaint the students with the process of financial decision-making in the areas of profit allocation and short-term investment. It also introduces the Indian financial system to the students.*

Module I: Dividend policy (7 Hours)

Introduction, forms of dividend, stability of dividends, theories of dividend policy, determinants of dividend decision, implication of bonus issue, rights issue, share split and buy back of shares.

Module II: Working capital management-I (8 Hours)

Concept, Significance, Operating cycle, Estimation, risk-return tradeoff, Determinants, Working capital policies: Current asset policy and financing policy, working capital financing: banking committee norms, Case analysis.

Module III Working capital management-II (8 Hours)

Cash management: cash flow planning and control. Receivables management: credit policy variables, credit decisions and use of NPV, monitoring and control of receivables, Inventory management: Planning and control, Case analysis.

Module IV: Indian financial system (7 Hours)

Introduction, primary market: instruments, players, regulation and IPO, Secondary market: Functions, listing procedure and advantages of listing and market indicators, SEBI: organization and functions. Stock exchange and other financial intermediaries(in brief)

Text Books:

1. H. Bhattacharya, Working capital management, Pearson.
2. M.Y. Khan , Indian financial system, Tata McGraw Hill.
3. V.K. Bhalla, Working capital management, Anmol publication
4. Mishkin- Financial Markets and Institutions, Pearson.
5. Fabozzi- Foundations of Financial Markets and Institutions, Pearson.

Reference Books:

1. P.Chandra, Financial management, Tata McGraw Hill
2. Sathye – International financial management – John Wiley.
3. Sharma and Gupta- Financial Management-kalyani Publishers
4. S. K. Gupta and N. Agarwal- Financial Services- kalyani Publishers

PCS-1002: MANAGEMENT INFORMATION SYSTEMS (3-0-0)

Objective: *The objective of this course is to familiarize the students with the management information system in the business world.*

Module I (8 hrs)

Fundamentals of Information Systems, Systems approach to Problem Solving, Developing Information System Solutions.

Module II (8 hrs)

Corporate Databases & Database Management, Data Organization, Data Models, Data Security. Case studies

Module III (8 hrs)

Transaction Processing System, Decision Support System, Executive Information Systems, Expert Systems, Information Systems in Marketing, Manufacturing, HRM, Accounting and Finance. Case Studies.

Module IV (6 hrs)

Information Resource Management, Planning, Implementing & Controlling Information Systems, Computer Crimes, Ethics & Society. Case Studies.

Text Books:

1. Management Information Systems, James O'Brein, TMH Publication.
2. Management Information Systems, Davis & Olson, TMH Publication
3. Management Information Systems, Laudon, Pearson Education.
4. Management Information System, Jaiswal & Mital, Oxford University Press
5. Management Information System, Arora and Bhatia, Excel
6. Management Information System : Managing the Digital Firm, Laudon, Pearson.

Reference Books:

1. Management Information Systems- Strategy and Action, Parker, C.S.
2. Management Information Systems, Effy OZ, Thomson Publication.
3. Alter- Information Systems: Foundation of E-Business, Pearson.

PCS-2902: MANAGEMENT INFORMATION SYSTEMS LABORATORY (0-0-3)

MS Access: Introduction, A business example, basics for creating an Access database including tables with data, queries to retrieve data, forms to enter data and reports to display and summarize data.

HSS-1903: PERSONALITY GROWTH LAB (1st Year)

Objective: *This is an extra-syllabic component of the MBA programme, central to the individual pursuing this course for a future managerial position in the corporate world. The involves identification and re-identification of a self in both space and time making allowances for the situational dynamics under the pressure of formal and structural changes in society and government from time to time: For a static human condition is experientially illogical. Hence, personality of an individual is not a mask but an expressive face that changes contours and eye-focus, redefining the individual's vision of reality. This flexibility of response to his space time is reflected in the individuals' choice of words, gestures, expressions and particularly in the rhythm of his speech, action or/and writing. Also in his inter personal relationship. Therefore the following aspects are seminal to a personality, which believes in goal-setting and accomplishment without any interference from his private and personal space-time:*

Trimester-I: Primary Consciousness:

Self Analysis, Actions and Intentions, Thoughts and Feelings, Perceptions and Memories, Location, Attitude and stance

Trimester-II: Rising above the primary consciousness to an objective level of consciousness:

Perceptual Experience, Goal Orientation-Goal Setting, Goal Realization and Self Motivation, Decision Making Skill, Leadership Skill, Crisis Management Skills, Team Building.

Trimester-III: The Maskless Personality:

The ‘no-subject’ or ‘no-ownership’ view of the self, Developing the all-inclusive self (Particularly in the corporate world), Emotional Equilibrium, Empathetic Communication, Debating skills, Group Decision.

The Mythic pattern of Consciousness:

- Departure from self (Cartesian ego) to goal-realization or target achievement
- Fulfillment – Objectives, Corporate or otherwise, and
- Return to Self
- Identifying the self with the other and redefining personality-Role Playing

To achieve the above stated objectives the Personality Development Component will be spread over two years. In the first year the following shall be emphasized:

- Types of personalities-Choleric, Phlegmatic Balanced
- Body language and verbal expressions-Finding Synchronicity
- Proper vocabulary and a workable knowledge of reality-local and universal
- Structure Modulation and Rhythm of speech and writing
- Manners and Morals-
- One to one communication (Conversation)
- One and Many Communication (Presentation)
- Arguing out a point relevant to the corporate situation (Discussion/debate)
- Facing a panel (Interview)
- (Developing panache)
- Partying- reception and farewell
- Cultural refinement and etiquette

Books Recommended:

1. A course in listening and speaking (with CD) by V. Sashikaran et al, (Cambridge House, India)
2. In Search of Excellence by Tom Peters & Robert H. Waterman Jr. Viva Books, Delhi
3. Lateral Thinking by De Bono, Penguins
4. Transforming your Workplace by Adryan Bell (University Press, Hyderabad).
5. Group discussion by Ravi Chopra (Radhika Publication, Delhi)

For Advanced Reading

1. The Seat of the soul by Gary Zukav
2. The Sane Society by Eric fromm
3. The New Reality by Peter Drucker
4. The Chomsky Reader, Ed. James Peek (Panthem Books)
5. Powershift by Alvin Toffler
6. *The Clash of Civilizations and the Remaking of World Order* by Samuel Huntington.
7. The Proper Study of Mankind by Isaih Berlin.

IMPORTANT NOTES

1. Welfare Fund

With the government approval, the university has created a Welfare Fund. Each admitted student to the University makes one time contribution of Rs. 500/- towards this Fund. This fund is to meet the full expenses of the study, in the event of a student's financially supporting parent or guardian dies at any stage of his/her study. The student may apply for such support in the prescribed proforma through his/her college to the University with relevant documentary evidences.

II. Insurance Scheme

The University, for the first time is introducing an Insurance Scheme to take care of the medical needs of all its students admitted in the year 2006-07. According to the scheme, a student makes one time payment of Rs. 250/- for four years programme in Engineering and Pharmacy, Rs. 200/- for 3 years programme in MCA, Rs 150/- for 2 years programme in MBA and Rs. 300/- for five years Architecture Programme. The balance premium is paid from welfare Fund.

A registered student is entitled to reimbursement of medical expenses upto Rs. 5,000/- per year on account of hospitalization and payment of upto Rs. 50,000/- in the event of the death or the permanent disability of the student to his/her parent or guardian.

The student has to process the claim through his/her college and will also be reimbursed/ paid through the college by the Insurance Company. The reimbursement payment will be guided by the rules and regulation of the Insurance company.

III. Fees Payable to the University

a. University Fee

All registered students of the University have to make the following one time payment at the time of admission to the University.

1.	Curriculum Research and Development Fees	1500/-
2.	University Registration Fee	500/-
3	Insurance Fee	
	Five Year programme	300/-
	Four Year Programme	250/-
	Three Year Programme	200/-
	Two Year Programme	150/-

b. Semester/Trimester wise Registration and Examination Fee

All the registered students have to pay the following fees at the beginning of the Semester/Trimester before the class starts.

1.	Registration Fee	
	For B.Tech/B.Arch/B.Pharm/B.HM & CT	800/-
	For MCA / MBA	600/-
	For each backlog paper	100/-
2.	Semester Examination Fee	
	For engineering/Architecture/Pharmacy/HM & CT	700/-

For MBA/MCA	700/-
For each backlog paper	100/-

For the first year, the first Semester / Trimester fee will be collected during admission. For the remaining Semesters / trimesters all fees will be collected by the colleges and the same will be sent to the University along with Semester / Trimester / Supplementary Examination Registration Form.

c. Supplementary Examination Fee

Registration Fee per subject	100/-
Examination Fee per subject	100/-

d. Re-evaluation / Rechecking Fee

A student may apply through his/her college for rechecking and/or re-evaluation of a paper within 10 calendar days from the date of publication of the result in each Semester / Trimester. This facility is however not available for Supplementary examination.

The application should accompany a fee of Rs. 200/- per paper that he/she wishes to be re-evaluated/rechecked.

e. Curriculum, Syllabus and Regulations Fee

The regulation, the academic calendar, the list of holidays and the curriculum and syllabus for the first year courses shall be made available to all students at the time of admission free of cost.

The curriculum, the academic calendar, the list of holidays and syllabus for the 2nd year onwards shall be made available at the beginning of the year to each student at a cost of Rs. 50/-

f. Mark Sheet Fee

At the end of each Semester, mark sheet shall be made available to each student free of cost. Should a student require additional copies, he/she should apply through the college with a fee of Rs. 50/- per copy.

g. Duplicate University Registration Card Fee

A Student is issued University Registration Card at the time of counseling and admission free of cost. University registration number continues to be his/her roll number for all examinations during his/her tenure of study. This card is also essential for admission of the student to a college and his/her eligibility to attend classes in a college. This is **MOST IMPORTANT** document and the student must have it.

In the event of a student losing his/her University Registration Card, he/she should immediately lodge a FIR in the nearest Police Station. He/She should apply through the college for issue of duplicate Registration Card. The application in plain paper must accompany a copy of FIR and an A/C payee bank Draft for Rs. 100/- drawn in favour of "Biju Patnaik University of Technology" payable at Rourkela. The same should be sent to The Registrar, Biju Patnaik University of Technology by Speed Post / Registered Post.