

G.B. TECHNICAL UNIVERSITY LUCKNOW



Syllabus
for
Session 2013-14

Master of Business Administration (MBA)

STUDY AND EVALUATION SCHEME

COURSE: MBA Effective from Session 2013-2014 Year 1 Semester 1

S.N.	Course Code	Subject	EVALUATION SCHEME				
			SESSIONAL EXAMS			ESE	Total
			CT	TA	Total		
1.	NMBA 011	Managing Organization	30	20	50	100	150
2.	NMBA 012	Managerial Economics	30	20	50	100	150
3.	NMBA 013	Business Accounting	30	20	50	100	150
4.	NMBA 014	Business Environment	30	20	50	100	150
5.	NMBA 015	Business Statistics	30	20	50	100	150
6.	NMBA 016	Marketing Management	30	20	50	100	150
7.	NMBA 017	Communication for Management	30	20	50	100	150
8.	NMBA 018	Fundamentals of Computer & Information System	30	20	50	100	150
		Total					1200

STUDY AND EVALUATION SCHEME

COURSE: MBA Effective from Session 2013-2014 Year 1 Semester II

S.N.	Course Code	Subject	EVALUATION SCHEME				
			SESSIONAL EXAMS			ESE	Total
			CT	TA	Total		
1.	NMBA 021	Managing Human Resources	30	20	50	100	150
2.	NMBA 022	Business Laws	30	20	50	100	150
3.	NMBA 023	Customer Relationship Management	30	20	50	100	150
4.	NMBA 024	Financial Management	30	20	50	100	150
5.	NMBA 025	Operation Research					
6.	NMBA 026	Cost & Management Accounting	30	20	50	100	150
7.	NMBA 027	Operations Management	30	20	50	100	150
8.	NMBA 028	Research Methodology	30	20	50	100	150
9	NMBA 029	Comprehensive Viva (CV)					100
		Total					1300

MASTER OF BUSINESS ADMINISTRATION

The MBA course aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations out of the six ordered. Marketing, Finance, IT, HR, International Business and Rural Development. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion / analysis, simulation games, note plays etc, keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 40 sessions each of one hour duration. There is a system of dual specialization having three papers (two in third semester and one in the fourth semester) from specialization 1, three papers (two in third semester and one in fourth semester from specialization 2.

Summer training for 6/8 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. Comprehensive Viva and Research project are part of the course. The case study shall be taught wherever required.

Evaluation of Papers

Every paper/course will carry maximum marks of 150(100 marks for semester examination and 50 marks for internal assessment, as per rules). Internal assessment will consist of two components (1) class test (30 marks) (2) Teacher assessment (20 marks). However, in subject NMBA 017 and NMBA 018, class test component will be consist of 15 marks for class test and 15 marks for presentation (NMBA 017) and practicals (NMBA 018). There will be no internal assessment in case of summer training project report (NMBA 035), Research project Report (NMBA 045) and comprehensive viva voce examination (NMBA 029 and NMBA 046). Question papers in semester examination will be divided into the following three parts:

Part 1: 20 marks

Containing six questions from the total syllabus out of which five are needed to attempt.

Part 2: 30 marks

Containing a case study or practical problem or numerical as relevant in the subject, in case of case problem, only one case will be given which will be compulsory. However, there may be maximum two practical problems or numerical with similar number of internal choices.

Part 3: 50 marks

Containing five questions, one from each unit, with one internal choice in each question.

Summer training project report

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project of the student.
4. The student, after the completion of training will submit a report to the college/institute which will form part of third semester examination. However, the report must be submitted by the end of august during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as summer training project report. The report should ordinarily be based on primary dat. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paper back) copies of the report will be submitted to the college/institute. The report will be typed in A-4 size paper.

6. The report will have two certificates. One by the head of the institute/college and the other by the reporting officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by two external examiners. It will carry total of 150 marks divided into written report of 100 marks and presentation of 50 marks. There will be no internal examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a college/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

Research Project report

In fourth semester, the candidates will have to submit a Research Project report on a problem/topic (from the specialization areas) to be assigned by the department MBA under the supervision of a core faculty member of the department. The research project report will carry 150 marks. The evaluation of the project report will be done by two external examiners and will consist of (1) Evaluation of project report (100 marks) (2) viva on Project (50 marks). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

Comprehensive Viva

The comprehensive viva voce is scheduled at the end of it at the end of 2 and 4 semesters in order to judge the understanding as well as application of the knowledge gained by the students by the end of 2nd and 4th semester of the course. This is also to see the articulation of what is being learnt by them. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 100 marks each to be conducted by the external examiners appointed by the University.

NMBA 011: MANAGING ORGANIZATION

Max. Hours: 40

Course Objective: To familiarize the students with the basic concepts and principles of management. The students should clearly understand the definitions of different areas of management. This course will facilitate students to understand and describe specific theories related to perception, motivation, leadership, job design, and organizational change. Also this will help the student to demonstrate effective teamwork behavior by learning the concept of group dynamics and conflict management. The course will help them evaluate methods of motivating and rewarding individuals & group and integrate individual, group, and organizational level concepts.

UNIT I (9 sessions)

Evolution of Management Thought : Scientific Management, Classical Organization Theory School, Management Science School, Behavioral School, Systems Approach and Contingency Approach.

Concept of Management: Definition, Need, Concept and Nature of Management, Skills & Management Levels, Managing in Present Competitive Environment.

UNIT II (8 sessions)

Process of Management: Planning; Organizing- departmentalization, Line and Staff relationship; Directing; Coordinating & Controlling; Decision Making; Authority and Responsibility.

UNIT III (8 sessions)

Elements of Human Behavior at Work: Definition, Concept, Need, Importance and Foundations of Organizational Behavior, Personality, Perceptual Processes, Management and Behavioral applications of Personality, and Perception.

UNIT IV (6 sessions)

Psychological Variables and Communication Technology: Learning; Values and Attitudes; Motivation; Management and Behavioral Applications of Attitude and Motivation on Performance.

UNIT V (9 Sessions)

Leadership : Style and Functions of Leader, Transformational -Transactional, Charismatic-Visionary Leadership, Likert's Four Systems of Leadership and Managerial Grid.

Organisational Conflict: Concept, classification, process and conflict resolution strategies; **Organisational Culture:** Concept, Process and Implications of Organisational Culture; **Organisational Change:** Concept, Nature, Kurt Lewin Theory of Change, Implementing Change, Managing Resistance to Change.

SUGGESTED READING:

1. VSP RAO-Managing Organization (EXCEL 1 EDITION)
2. Chaturvedi& Saxena -Managing Organization (Himalaya Publication)
3. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
- 4 Robbins-Organization Behavior -15 e Prentice hall
5. Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition 2008)
6. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12th Edition)
7. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill,10th edition)
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 4th Edition)

COURSE OBJECTIVE

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

UNIT-I (6 Sessions)

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm. Gap between theory and practice and role of managerial economist.

UNIT-II (8 Sessions)

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

UNIT-III (10 Sessions)

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use.

UNIT-IV (12 Sessions)

Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

UNIT-V (6 Sessions)

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

Suggested Readings:

1. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
2. Petersen/jain Managerial economics-4e (Prentice hall)
3. Raj Kumar-Managerial Economics(UDH PUBLISHERS, 2013 edition)
4. Damodaran Suma – Managerial Economics (Oxford 2006)
5. Atmanand- Managerial Economics (Excel Books)
6. Keats- Managerial economics-6e (Prentice hall)
7. Vanita Agarawal-Managerial Economics-Pearson
8. M.L. Jhingan & J.K. Stephan - Managerial Economics (Vrinda Publications 2nd Edition)
9. Singh- Managerial Economics (Wiley Dreamtech)
10. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)

NMBA013: BUSINESS ACCOUNTING

Max. Hours: 40

COURSE OBJECTIVE:

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organisation. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

Unit I (6 Sessions)

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting ,Matching of Indian Accounting Standards with International Accounting Standards.

Unit II (10 Sessions)

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; ledger posting and trial balance ,preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill

Unit III(8 Sessions)

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit IV (8 Sessions)

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis;

Unit V (8 Sessions)

Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

SUGGESTED READINGS

- 1) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
- 2) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
- 3) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
- 4) Mukherjee - Financial Accounting for Management (TMH, 1st Edition).
- 5) Banerjee-Financial Accounting(Excel Books)
- 6) Dhamija - Financial Accounting for managers: (Prentice Hall).
- 7) Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).

NMBA014: BUSINESS ENVIRONMENT

Max. Hours: 40

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

UNIT- I (6 Sessions)

Business Environment-Meaning, Importance, Environmental Factors, Recent Political Environment, Recent Economic and Financial Environment, Planning In India-Planning Commission-Liberalisation and Planning, Industrial Policy: New trade policy-1991 onwards, Industrial Licensing in India

UNIT-II (10 Sessions)

Indian Financial System : Monetary And Fiscal Policy,Economic Trends, Price Policy,Stock Exchange Of India,Role of regulatory institutions in Indian financial system – RBI and SEBI , National Income,Role of Industry in Economic Development, Foreign Trade and Balance of Payment,Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth

UNIT-III (6 Sessions)

Direct & Indirect Taxes (MODVAT),(CENVAT),Competition Act 2002 & FEMA Acts ,Business Ethics, Corporate Governance, Philosophy and strategy of planning in India.

UNIT-IV (6 Sessions)

Liberalisation, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in International Business Environment,World Trade Organisation (WTO), Redefining Value Proposition to MSMEs

UNIT-V (12 Sessions)

Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy and role of EXIM bank, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness, technology and competitive advantage, technology transfer - importance and types, Appropriate technology and technology adaptation.

Suggested Readings:

1. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
2. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
3. Mittal - Business Environment (Excel Books).
4. V. Neelamegam – Business Environment (Vrinda Publications , 2nd Edition)
5. Fernando-Business Environment (Prentice hall)
6. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
7. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).

NMBA015: BUSINESS STATISTICS

Max. Hours : 40

Course Objective

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

Unit I (8 Sessions)

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

Unit II (8 Sessions)

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non-Linear equations, Applications in business decision-making.

Unit III (10 Sessions)

Index Numbers:- Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Correlation:- Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression:- Meaning, Regression equations and their application, Partial and Multiple correlation & regression :- An overview.

Unit IV (8 Sessions)

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit V (6 Sessions)

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.

SUGGESTED READINGS

1. Bhardawaz-Business Statistics (Excel Books)
2. Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas 1995, 23rd Edition).
3. Black- Business Statistics (Wiley Dreamtech)
4. Sharma J K - Business statistics (Pearson education 2nd edition)
5. Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
6. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).
7. Beri - Business Statistics (Tata Mc Graw Hill, 2nd Edition).
8. Chandan J S - Statistics for Business and Economics (Vikas 1998, 1st Edition).

Course Objective:

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective

Unit I (8 Sessions)

Core Concepts of Marketing:

Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Holistic Marketing Orientation, Customer Value, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

Unit II (12 Sessions)

Market Analysis and Selection:

Nature and Contents of Marketing Plan, Marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Analyzing latest trends in Political, Economic, Socio-cultural and Technical Environment, Concept of Market Potential & Market Share, Concept, Characteristics of consumer and organizational markets, Buyer Behavior, 5 step Buyer decision process

Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP, Marketing Information System, Strategic marketing planning and organization.

Unit III (6 Sessions)

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Unit IV (6 Sessions)

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

Unit V (8 Sessions)

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Promotion Decision- Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Suggested Readings

1. Philip Kotler-Agnihotri : Principle of marketing 13 e, Pearson Education
2. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
3. Rajan Saxena: Marketing Management, Tata McGraw Hill.
4. R Kumar & Goel-Marketing Management(UDH Publishers, edition 2013).
5. Tapan Panda : Marketing Management, (ExcelBooks)
6. Stanton William J - Fundamentals of Marketing (TATA Mc Graw Hill)
7. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13th Edition).

Course Objective

This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate

word so that they can gain a cutting edge over their other counterparts within the country and across the globe.

UNIT I (6 Session)

INTRODUCTION: Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

UNIT II (8 Session)

EMPLOYMENT COMMUNICATION: Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing

ORAL COMMUNICATION: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

UNIT III (8 Session)

WRITTEN COMMUNICATION: Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing.

UNIT IV (10 Session)

GROUP COMMUNICATION- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

PRESENTATION SKILLS :What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

UNIT V (8 Session)

CORPORATE COMMUNICATION :Definition, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication.

RECOMMENDED BOOKS:

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar, Suryavanshi, Sengupta-Business Communication (Orient Blackswan)
4. M.K. Sehgal & V. Khetrpal - Business Communication (Excel Books).
5. P.D. Chaturvedi – Business Communication (Pearson Education, 3rd Edition 2006).
6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
7. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication).

COURSE OBJECTIVE:

The objective of this course is to acquaint the students with the application of computers in understanding latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and utilized.

Unit I (10 Sessions)

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc. (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system- Windows-Use of menus, tools and commands of windows operating system.

Unit II (10 Sessions)

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access. Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet. Applications of Information Technology.

Unit III (8 Sessions)

MIS Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS).

Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems.

Unit IV (6 Sessions)

Developing MIS Systems: System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

Unit V (6 Sessions)

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

Suggested Readings

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
4. ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)

NMBA 021: MANAGING HUMAN RESOURCES

Max. Hours : 40

Objectives: The objective of this course is to endow the student with a broad perspective on themes and issues of Human Resource Management along with their relevance and application in the Indian prospect. It will help the students to build up and refine decision making skills so that they can help organizations effectively conduct personnel management and employee relations.

UNIT I (6 Sessions)

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal.

UNIT II (8 Sessions)

Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers. Strategic Human Resource Management : Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation.

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit.

UNIT III (10 Sessions)

Job Analysis – Job Description, Job Specification. The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Training and Development: Purpose, Methods and issues of training and management development programmes.

UNIT IV (8 Sessions)

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation. Compensation Administration: Nature and Objectives of compensation, components of pay structure in India,

Wage Policy in India – Minimum Wage, Fair Wage and Living Wage. Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

UNIT V (8 Sessions)

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations.

Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Suggestion Readings :

1. Bhattacharyya – Human Resource Management, Text and Cases (Excel Books, .),
2. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
3. Decenzo- Human Resource Management (Wiley Dreamtech)
4. Dessler – Human Resource Management (Pearson Education, 13th Ed.)
5. Ivansevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
6. Mondy – Human Resource Management (Prentice hall, 10th Ed.)
7. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)
8. Singh. Nisha - Human Resource Management (Himalaya Publication)

NMBA 022: BUSINESS LAWS

Max. Hours: 40

Course Objective:

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of Law in a comprehensive way.

UNIT 1 (10 SESSIONS)

The Indian Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts. **Special Contracts** Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

UNIT II (08 SESSIONS)

The Indian Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Limited Liability Partnership Act, 2000

Incorporation by registration, Relationship of members, members as agents, ex-members, designated members, Cessation of trade by Limited liability partnership, Insolvency and winding up

UNIT III (08 SESSIONS)

The Sale of Goods Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

The Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

UNIT IV (06 SESSIONS)

The Companies Act, 1956

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

The Consumer Protection Act, 1986

Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement of orders and Penalties.

UNIT V (8 Sessions)

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

The Right to Information Act, 2005

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

Suggested Readings

1. Kuchhal M.C. - Business Law (Vikas Publication, 4 th Edition)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
4. N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)
5. Durga Das Basu- Constitution of India (Prentice Hall of India)
6. Relevant Acts

Course Objective:

The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

UNIT I (8 Sessions)

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation

UNIT II (8 Sessions)

Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction

UNIT III (8 Sessions)

Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales

UNIT IV (8 Sessions)

Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares.

UNIT V (8 Sessions)

Customer Relationship Management: Emerging Perspectives: Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural CRM, , customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry

Suggested Readings

1. Alok Kumar Rai : Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning
2. Simon Knox, Adrian Payne, Stan Maklan: Customer Relationship Management- Routledge Inc.
3. Bhasin- Customer Relationship Management (Wiley Dreamtech)
4. Dyche- Customer relationship management handbook prentice hall
5. Peelan-Customer relationship management prentice hall
6. Kristin Anderson, Carol Kerr : Customer relationship management, McGraw-Hill Professional
7. Chaturvedi-Customer Relationship Management(Excel Books)
8. Sheth J N, Parvatiyar A. and Shainesh G. : Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
9. Lumar- Customer Relationship Management (Wiley India)

NMBA 024: FINANCIAL MANAGEMENT

Max. Hours : 40

Course Objective

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

Unit I (6 Sessions)

Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Concept of Risk and Return

Unit II (8 Sessions)

Capital Budgeting Decisions, Calculation of NPV and IRR, Cost of Capital, Concept of Opportunity Cost, Cost of Preference and Equity capital, Cash Flows as Profit and components of Cash Flows

Unit III (10 Sessions)

Capital Structure, Relevance and Irrelevance of Capital Structure, Trade-off Theory, Pecking order Theory, Leverage analysis – financial, operating and combined leverage along with its implications, Dividend Relevance: Walter and Gordon Model, Miller-Modigliani (MM) Hypothesis, Linter Model of Corporate Dividend Behaviour, Forms of Dividends

Unit IV (10 Sessions)

Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Trade Credit, Accrued Expenses and Deferred Income, Bank Finance for Working Capital

Unit V (6 Sessions)

Nature, Need, Objective of Inventory Management, Inventory Management Techniques, Inventory Control Systems, Factoring, Facets of Cash Management, Motives for Holding Cash

SUGGESTED READINGS:

- 1) Pandey I M - Financial Management (Vikas, 2004, 10th Ed.)
- 2) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
- 3) Shapiro - Multinational Financial Management (Wiley Dreamtech)
- 4) Sheeba kapil - Fundamental of financial management (Pearson)
- 5) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
- 6) Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
- 7) Knott G - Financial Management (Palgrave, 2004)
- 8) Lawrence J. Gitman – Principles of Managerial Finance (Pearson Education, 2004)
- 9) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)

NMBA 025: OPERATIONS RESEARCH

Max. Hours: 40

COURSE OBJECTIVE

This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions. The students will study this course with a generalist approach and avoid the minor details of the topics prescribed hereunder:

Unit I (6 Sessions)

Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making.

Decision-making environments:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Unit II (8 Sessions)

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality.

Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution.

Unit III (10 Sessions)

Assignment model: Algorithm and its applications.

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Unit IV (10 Sessions)

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

Unit V (6 Sessions)

Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

SUGGESTED READINGS:

- 1) Apte-Operation Research and Quantitative Techniques (Excel Books)
- 2) S Kalawathy-Operation Research (Vikas IVth Edition)
- 3) Natarajan- Operation Research(Pearson)
- 4) Singh & Kumar—Operation Research(UDH Publisher edition 2013)
- 5) Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
- 5) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 6) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).
- 7) Sharma J K - Operations Research (Pearson, 3rd Edition)

NMBA 026: COST & MANAGEMENT ACCOUNTING

Max. Hours : 40

COURSE OBJECTIVE:

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Unit I (8 Sessions)

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit II (8 Sessions)

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

Unit III (10 Sessions)

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Unit IV (8 Sessions)

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

Unit V (6 Sessions)

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing.

SUGGESTED READINGS:

1. Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
2. Vij-Management Accounting (Excel Books)
3. Balakrishnan _ Managerial Accounting (Wiley Dreamtech)
4. Alex –Cost Accounting (Pearson)
5. Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000)
6. Sinha- Accounting and Costing for Management (Excel Books)
7. Horngren et al - Introduction to Management Accounting (Prentice hall, 2002, 12th edition)

NMBA 027: OPERATIONS MANAGEMENT

Max. Hours: 40

COURSE OBJECTIVE:

The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation and also understanding the logistics management.

Unit –I (6 sessions)

Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, New Product Development, Product Design, Plant Location, Layout Planning.

Unit –II (8 sessions)

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothening, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information)

Unit-III (8 sessions)

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule.

Unit-IV (8 sessions)

Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis. Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM)

Unit-V (10 sessions)

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

SUGGESTED READING:

1. MUHLEMAN: Production & Operation management (PEARSON)
2. Bisen& Singh-Operation & Logistics Management(Excel Books)
3. R.V.Badi & N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
4. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
5. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
6. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
7. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)

NMBA 028 :RESEARCH METHODOLOGY

Max. Hours: 40

COURSE OBJECTIVE: The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

UNIT I (8 Sessions)

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

UNIT II (6 Sessions)

Process of Research: Steps Involved in Research Process. Research Design : Various Methods of Research Design, Collection of Data.

UNIT III (8 Sessions)

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

UNIT IV (10 Sessions)

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT V (8 Sessions)

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings:

1. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers)
2. Saunders - Research Methods for Business students (Prentice hall, 2nd Edition, 2007)
2. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
3. C. Murthy- Research Methodology (Vrinda Publications)
4. Bhattacharyya-Research Methodology(Excel Books)
5. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
6. Gravetter - Research Method for Behavioural Sciences (Cengage Learning)