

VEER MADHO SINGH BHANDARI UTTARAKHAND TECHNICAL UNIVERSITY

(Formerly Uttarakhand Technical University, Dehradun Established by Uttarakhand State Govt. wide Act no. 415 of 2005)
Suddhowala, PO-Chandanwadi, Premnagar, Dehradun, Uttarakhand (Website- www.uktech.ac.in)



SYLLABUS

For

Master of Business Administration

(MBA)

(For admission in 2022-23 and onwards)



MBA (FT) – MODEL CURRICULUM STRUCTURE

I Semester

S. No.	Subject Code	Category	Subject Name	Maximum Marks Allotted		Total Marks	Contact Hours per Week			Total Credit
				Theory			L	T	P	
				External Marks	Internal Marks					
1.	MBT 101		Principles and Practices of Management	70	30	100	3	0	0	3
2.	MBT 102		Financial Accounting	70	30	100	3	0	0	3
3.	MBT 103		Quantitative Techniques & Operation Research	70	30	100	3	2	0	4
4.	MBT 104		Managerial Economics	70	30	100	3	0	0	3
5.	MBT 105		Business Environment	70	30	100	3	0	0	3
6.	MBT 106		Business Laws	70	30	100	3	0	0	3
7.	MBT 107		Professional Business Communication	70	30	100	3	0	0	3
8.	MBT 108		Information System for Managers	70	30	100	3	0	2	4
Total				560	240	800	24	2	2	26
NSS/NCC				Non Credit						

II Semester

S. No.	Subject Code	Category	Subject Name	Maximum Marks Allotted		Total Marks	Contact Hours per Week			Total Credit
				Theory			L	T	P	
				External Marks	Internal Marks					
1.	MBT 201		Organisational Behaviour	70	30	100	3	0	0	3
2.	MBT 202		Management Accounting	70	30	100	3	0	0	3
3.	MBT 203		Marketing Management	70	30	100	3	0	0	3
4.	MBT 204		Financial Management	70	30	100	3	0	0	3
5.	MBT 205		Human Resource Management	70	30	100	3	0	0	3
6.	MBT 206		Production and Operation Management	70	30	100	3	0	0	3
7.	MBT 207		Business Research Methods	70	30	100	3	0	0	3
8.	MBT 208		State of Art Seminar	70	30	100	0	0	10	5
Total				560	240	800	21	0	10	26
NSS/NCC				Non Credit						



Semester–I

Syllabus

PRINCIPLES AND PRACTICES OF MANAGEMENT (MBT 101)

L:T:P:: 3:0:0

Credits-3

Objectives of the Course: To familiarize the students with the fundamental concept of management, its process and behavioral dynamics in organizations it helps students to demonstrate effective leadership and teamwork behavior by learning the concept of leadership, team management and group dynamics.

Course Outcomes (CO's)

To illustrate understanding of basic management concepts, principles and practices.

To develop strategic planning and decision making strategies in an organization.

To summarize the concept and process of organizing

To develop an understanding of staffing, leadership, motivation in an organization.

To predict the dynamics of controlling and its emerging issues in management.

Unit 1

(8 Hours)

Introduction

Nature and Purpose, Managing: Science or Art? The Evolution of Management Thoughts, The Function of Manager: Planning, Organising, Staffing, Leading and controlling: an overview. Coordination: The Essence of Management, System approach to Management Process.

Unit 2

(8 Hours)

Planning

Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets. Steps in Planning, Objectives. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.

Unit 3 (8 Hours)

Organising

Nature of Organising, Formal and Informal Organisation, Organisation Levels and the Span of Management. Structure and Process of Organisation. Principles of Organising, Line and Staff Authority. Empowerment, Decentralisation of Authority, Delegation of Authority, Organisation Charts.

Unit 4 (8 Hours)

Staffing

Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal, The Peter's Principle.

Unit 5 (8 Hours)

Leading and Controlling

- (a) **Motivation:** McGregor Theory of X and Y, Maslow Hierarchy of Needs Theory, Herzberg's Motivation- Hygiene Theory, Expectancy Theory, Equity Theory, Goal Setting Theory. Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making.
- (b) **Controlling:** Concepts and Process, Controlling as a Feed Back System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

Suggested Readings

1. Heinz Wehrich, Mark V. Cannice and Harold Koontz, (2009). Management: A Global and Entrepreneurial Perspective, 13thed., TMH. New Delhi
2. Harald Koontz and Heinz Weigh rich, Elements of Management. 9 ed., TMH. New Delhi 2012
3. Stoner James A. F. ,R. Edward Freeman and Daniel R, Gilbert Jr. Management,
4. Stephen P. Robbins and David A. Decenzo, Management; PHI
5. Newman, Summer, Gilbert Management; PHI
6. J S Chandan, Management-Concepts and Strategies- Vikas Publication- NOIDA



Semester-I

Syllabus

FINANCIAL ACCOUNTING (MBT 102)

L:T:P:: 3:0:0

Credits-3

Objectives of the Course: The objective of this course is to introduce problems of financial and management accounting such as measuring and reporting issues related to the business and preparing the financial statements by using accounting information as a tool in applying solutions for managerial problems and evaluating the financial performance.

Course Outcomes (CO's)

To demonstrate the various concepts & steps that organization follow in Financial Accounting so that the organization can deliver the fair position of business to the interested parties and the measures that can be taken for economic development too.

To breakdown the accounting process and system through accounting equations so as to analyze the classifications of revenues and expenses.

To demonstrate and compare the various steps that we follow in chronological order in which the accounting entries are recorded in books of accounts & the steps to rectify the errors made while recording using the technology as a tool.

To synthesize the performance of the organization and analyzing the position in the market using various analysis models. And further summarise the actual results of the business so as to how business has performed in the year.

Unit 1

(8 Hours)

Introduction to Financial Accounting

Concepts and Conventions and Postulates of Accounting- Accounting as a Language; Accounting as an Information System, Users of Accounting information, Role of Accounting in Economic Development.

Unit 2

(8 Hours)

Accounting System and Process

Accounting Equation, Transactions and their effects on Accounting and Equation, Classification of Accounts: Owner's Equity, Revenues and Expenses.

Unit 3**(8 Hours)****The Accounting Process**

The Journal and its Sub-division, The Ledger, The Trial Balance, The Financial Statements, Computerized Accounting, Introduction to Tally Package, Rectification of Errors.

Unit 4**(8 Hours)****Financial Statement Analysis**

The Tools of Analysis, Horizontal Analysis, Vertical Analysis ,Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis, AS-3(Revised).

Unit 5**(8 Hours)**

- (a) **Corporate Accounting:** Financial Statement of Companies and Adjustment Entries (An overview of Corporate Finance)
- (b) **Accounting: Assets and Liabilities:** Depreciation and Amortization Inventory Valuation and Accounting, Recent Trends in Corporate Reporting and Introduction to Indian Accounting Standards. International Financial Reporting Standards: An overview.

Suggested Readings

1. Robert n Anthony, Hawkins and Merchant, Accounting TMH
2. Chaudhary, A., Fundamentals of Accounting and Financial Analysis, Pearson
3. Ashish Bhattacharyya, Essentials of Financial Accounting, PHI
4. Maheshwari, S Nand Sunil "Financial Accounting: Sultan chand and Sons, New Delhi



Semester-I

Syllabus

QUANTITATIVE TECHNIQUES AND OPERATION RESEARCH (MBT 103)

L:T:P:: 3:2:0

Credits-4

Objectives of the Course:

1. To train the students to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems.
2. To make students understand about mathematical and computational modeling of real decision making problems, solve formulated mathematical models of business problems through the application of optimization technique.

Course Outcomes:

- To develop the student's ability to deal with numerical and quantitative issues in business.
- To enable the use of statistical, graphical, and algebraic techniques wherever relevant.
- To understand the importance of correlation and regression analysis and application of non-parametric tests in hypothesis testing.
- To comprehend the decision-making process under uncertainty using statistical tools and linear programming.
- To have a proper understanding of Statistical applications in Management.

Unit 1:

(8 Hours)

Introduction to Statistics

Definition of Statistics, Types of Data, Functions, Importance and Limitations of Statistics, Uses of Statistics in Functional Areas of Management, Types of Measurement Scale, Diagrammatic and Graphical Representation of Data-Line, Bar, Rectangle and Pie Diagram, Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives.

Unit 2: (8 Hours)

Measures of Central Tendency and Dispersion

Mathematical Averages: Arithmetic, Geometric, and Harmonic mean. Positional and Locational Averages: Median, Mode, Quartiles. Measures of Dispersion: Range, Quartile Deviation, Mean and Standard Deviation, Variance, Coefficient of Variance. Comparison of various measures of Dispersion. Skewness: Relative Measures of Skewness- Karl Pearson, Bowley, Kelly-Coefficient of Skewness. Kurtosis: Relative measures of Kurtosis.

Unit 3: (8 Hours)

Regression Analysis and Forecasting

Correlation: Scatter Diagram, Karl Pearson's Coefficient of Correlation, Properties of Correlation Coefficient, Spearman's Coefficient of Rank Correlation. Concurrent Deviation. Regression: Method of Least Squares, Method of Regression Coefficient, Properties of Regression Coefficients. Partial and Multiple Correlation. Time Series Forecasting- Introduction, Objectives of time Series, Identification of Trend, Variation in Time Series, Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation, Methods of Estimating Trend, Choosing Appropriate Forecasting Model.

Unit 4: (8 Hours)

Probability and Probability Distributions

Classical and Axiomatic Approach of Probability, Applications of Addition, Multiplication, Conditional and Bayes Theorems, Random variables and Concept of Probability Distributions. Theoretical Probability Distributions and their Applications. Discrete Distributions: Binomial and Poisson Distribution. Continuous Distribution: Normal and Exponential Distribution.

Unit 5: (8 Hours)

Introduction to Operation Research

Importance, Scope, Techniques and Characteristics, Concept of Optimization, Different Types of Models, Linear Programming Problem (LPP), Formulation of LPP: Structure of linear programming model. Advantage of using linear programming, Limitations of linear programming, The Graphical Method: Graphical solution methods of LPP. The Simplex Method: Introduction, Standard form of an LPP, Simplex algorithm (Maximization and Minimization Case), Types of linear programming solutions. Transportation Problem: Introduction, Mathematical model of transportation problem, Methods of finding initial solution. Assignment Problem: Introduction, Mathematical model of statement assignment problem, Solution methods of assignment problem (Hungarian Method).

TEXT BOOKS

- E. Narayanan Nadar, Statistics, PHI.
- J. K. Sharma, Operation Research - Theory and Applications, Macmillan.

REFERENCE BOOKS

- P. N. Arora, S. Arora, Statistics, S. Chand.
- Richard A. Johnson & Gouri K. Bhattavharyya, Statistics - Principles and Methods, Wiley.
- S. C. Gupta, V. K. Kapoor, Fundamentals of Mathematical Statistics, S. Chand & Sons.
- S. C. Gupta, V. K. Kapoor, Fundamentals of Applied Statistics, S. Chand & Sons.
- Ken Black, Applied Business Statistics, Wiley.
- Ravindran, Phillips & Solberg, Operation Research - Principles & Practice, Wiley.
- R. Panneerselvam, Operations Research, PHI.
- Prem Kumar Gupta, D. S. Hira, Operations Research, S. Chand.
- J. K. Sharma, Business Statistics, 2nd ed. (New Delhi): Pearson Education, 2007



Semester-I

Syllabus

MANAGERIAL ECONOMICS (MBT 104)

L:T:P:: 3:0:0

Credits-3

Objectives of the Course: The basic objective of the course is to understand the relative importance of Managerial Economics and know that how the principles of managerial economics can aid in achievement of business objectives.

Course Outcomes:

To understand the economic theories and their application for managerial decisions

To understand the working of the market in the economy

To understand the difference between Micro and Macro environment and the effect of both the environment on business in general.

Unit- 1:

(8 Hours)

Introduction

Introduction to Managerial Economics, Evolution, Nature, Scope and Significance, Circular Flow in an Economy, Principles, Production Possibility Frontier, Managerial Economics: Micro and Macro Economics.

Unit 2:

(8 Hours)

Market Forces: Demand and Supply

- (a) **Demand Analysis:** Theory of demand; Objectives of demand analysis and determinants of demand; theory of consumer behavior; Elasticity of demand and its measurement methods; importance in decision-making.
- (b) **Supply Analysis:** Objective of supply analysis; Determinants of supply, Elasticity of Supply.

Unit 3:**(8 Hours)****Production Function and Cost Analysis**

Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Cobb-Douglas Production Function, Laws of Production and analysis :Empirical Estimates of Production and Cost; short run and Long run average cost curves and their analysis ;Economies and Diseconomies of scale.

Unit 4:**(8 Hours)****Organization of the Firm**

Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets), Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly ; Baumol's Marries' and O. Williamsons Model.

Unit 5:**(8 Hours)****Introduction to Macro Economics**

Introduction : Difference in Micro Macro Economics, Macro Economics environment, Monetary policy, uses and applications, fiscal policy uses and applications, changes in macro environment.



Semester-I

Syllabus

BUSINESS ENVIRONMENT (MBT 105)

L:T:P:: 3:0:0

Credits-3

Objectives of the Course: The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students and to promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.

Course Outcomes (CO's)

To analyze various categories that are constituting the business environment and apply various approaches that are helpful to manage both internal and the external business environment.

To apply the various types of policies in economic environment, by applying these policies change the structure of economy and the transition thereof from the past to the present scenario.

To apply various constitution provisions & how government play different roles for smooth functioning of an organization & evaluate the importance of CSR in an economy

To develop the understanding of technological, demographic social and cultural factors that play an important part for an organization functioning and to evaluate the recent trends in business environment.

To demonstrate the various policies of foreign institutions like world bank. Summarize the basics of foreign investments that are helpful for economy and interpret the terms that is related with trade and its regulation

Unit 1:

(8 Hours)

Introduction

Concept, Significance and Nature of Business Environment. Types of environment, Interaction between Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.

Unit 2:

(8 Hours)

Economic Environment

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in economy and its Impact on Business.

Unit 3:**(8 Hours)****Politico-Legal Environment**

Relationship between Business and Government, Economics, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business.

Unit 4:**(8 Hours)**

- (a) **Technological Environment:** Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology -Channels, Methods and Limitations.
- (b) **Demographic and Socio-Cultural Environment:** Population Size, Falling Birth Rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

Unit 5:**(8 Hours)****Foreign Investment and Trade Regulation**

Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade ,Disinvestment in Public Sector Units.

Suggested Readings

- 1- Cherunilam, Francis –Business Environment, Himalaya Publishing House
- 2- Paul,Justin-BusinessEnvironment,Tata Mc GrawHill, New Delhi
- 3- Aswathappa, K., Business Environment and Strategic Management, HP
- 4- Mukherjee Sampath, Economic Environment of Business.
- 5- I.C. Dhingra, Indian Economics: Environment and Policy,25 ed., Sultan Chand &Sons, New Delhi,2012
- 6- SKMishra and V K puri, 4th ed., Economic Environment of Business, Himalaya Publishing House,Mumbai,2011.
7. H.L. Ahuja, Economic Environment of Business Macroeconomic Analysis,S.Chand



Semester-I

Syllabus

BUSINESS LAWS (MBT 106)

L:T:P:: 3:0:0

Credits-3

Objectives of the Course: The basic objective of the course is to provide basic understanding of Law of Contracts, Negotiable Instruments Act, etc. for the purpose of conducting business and to create awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, and Companies Act 2013.

The objective of the course is also to provide basics knowledge about cyber crime and cyber laws which are very relevant in the present scenario.

Course Outcomes (CO's)

To Assess and apply the fundamental legal rules regarding contractual agreements pertaining to the business world to manage businesses effectively.

To interpret and apply the law relating to the sale of goods as a legal advisor in as organization.

To analyze and apply the fundamental legal principles behind negotiable Instruments.

To interpret and apply the law relating to consumer protection, and market competition Act.

To demonstrate and apply the various legal matters related to the establishment, running and winding up of a company as legal advisor in an organization.

Unit 1:

(8 Hours)

Laws of Contract (The Indian Contract Act,1872)

Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract., Guarantee, Bailment, Pledge, and agency amendments made in Indian Contract Act 1872.

Unit 2:

(8 Hours)

The Sale of Goods Act,1930

Nature of Contract of Sale; Formation of Contract of Sale, Agreement to Sell, Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale, Remedies for Breach, Unpaid Seller and his rights ,rights of buyers, Sale by Auction.

Unit 3:

(8 Hours)

The Negotiable Instruments Act, 1881

Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments ; holder and holder-in-due Course ;Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction;

Crossing of a cheque; Types of crossing; Bouncing of cheques ;Obligations of Banker and Customer ;Dishonor and discharge of negotiable instruments.

Unit 4:

(8 Hours)

- (a) **The Consumer Protection Act, 1986:** Basic Concepts: Complaint, Complainant, Consumer, Rights of Consumer, Right to information Act (RTI) and Right to Education Act (RTE) Consumer Forums: Their Role, Powers and Functions, Procedure for Consumer Grievance Redressal ,Major Decided Cases.
- (b) **Information Technology Act 2000:** Overview of Cyber Crimes and Cyber Law, types of Cyber Crimes, prevention of cyber crimes, cyber crime and security, cyber security strategies- Eco system, Frame work, open standards, IT mechanism, e-governance, infrastructure, different between cyber crime and cyber security. IPC-1860, Sections related to cyber crime and cyber security, information technology rules.

Unit 5:

(8 Hours)

The Companies Act

An Overview; Nature and kinds of Companies; Formation of a company, Memorandum of Association and Articles of Association, Company Management; Company Meetings, Duties and obligations of Directors, rights of directors, overview of portfolio management and overview of shares and issue of shares under companies Act, winding up of company .

Suggested Readings

1. M.C.Kuchhal –Business Law, Vikas Publishing House, Delhi
2. RavindraKumar,Legal Aspects of Business, Cengage learning,NewDelhi,2011
3. S.S. Gulsan, Mercantile Law, Excel Books.
4. N.D. Kapoor- Elements of Mercantile Law, Sultan Chand and Sons Publication
5. MC Kuchhal,Indian Company Law,Shri Mahavir Book Depot,Delhi,2011
6. V.K.Agrawal,Consumer Protection:Law and Practice,Bharat Law House, New Delhi, 2012.



Semester-I

Syllabus

PROFESSIONAL BUSINESS COMMUNICATION (MBT 107)

L:T:P:: 3:0:0

Credits-3

Objective of the course: To enable the students to understand the basic knowledge of communication oral and written presentations and to be able to communicate effectively in the professional life.

Course Outcomes (CO's)

Student applies the knowledge by speaking confidently and communicating effectively in different business situations.

Student creates correct business letters for both Internal and External business environment.

The student creates and designs different letter formats effectively in a realistic way with reference to organizational goals.

The student analyses the situation shows professionalism and displays a good Code of conduct at the work place according to the need.

Unit 1:

(8 Hours)

Importance of communication skills in Business Management. Types of communication :the media and tools of communication, Cross cultural communication, public speaking and presentation. The Communication Process. Barriers and Gateways to communication, cross cultural communication.

Unit 2:

(8 Hours)

Verbal and Non-verbal Communication

Para language and body language. Types of managerial speeches: occasional speech; thematic speech. Group Communication in: group discussions, meetings, seminars and conferences. Art of facing interviews in: selection or placement, appraisal, public speaking and presentation, disciplinary committees and exit interviews.

Unit 3:

(8 Hours)

Written Communication Skills

Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications .Preparing a professional resume and cover letter, follow-up messages and letters. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication. Power point preparation; Using Web as a source of knowledge Sharing.

Unit 4:**(8 Hours)****Recruitment and Employment Correspondence**

Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/ Resumes; Joining Interview; Offer of Employment; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

Unit 5:**(8 Hours)****Business and Social Etiquette**

Professional conduct in a business setting; workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette.

Language lab class for practical in business communication.

Suggested Readings

1. Kitty O. Locker and Stephen Kyo Kaczmarck, (2007). Business Communication: Building Critical Skills,3/e,TMH.New Delhi.
2. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeja Pande(2009).Business Communication: Making Connections in a Digital World,11/e.TMH.New Delhi.
3. Booher,Dianna(2001).E Writing: 21st Century Tools for Effective Communication. New York: Pocket Books, Division of Simon & Schuster, Inc.
4. Guffey, Mary Ellen(2006).E-book—Business Communication: Process and Product. 5/e Cincinnati, Ohio: South-Western College Publishing/ Thomson.
5. Randolph H. Hudson and Benard J. Selzler, (2006). Business Communication: Concepts and Applications in an Electronic Age,5/e., Jaico Reprint, Jaico, New Delhi.
6. Bovee, Thill and Schatzman, ‘Business Communication Today’, Pearsoned. 2007(4ed.)



Semester-I

Syllabus

INFORMATION SYSTEM FOR MANAGERS (MBT 108)

L:T:P:: 3:0:2

Credits-4

Objectives of the Course: The objective of information technology subject for management students is to prepare the students for IT allied administration tasks. The students understand the basics of information technology concepts and systems including IS, MIS, ERP; in conjunction with related security issues. This enables students to learn the documentation and editing using MS Word application software, which help them in writing effective business letters, notes, summary etc. Along with, the students learn business data analysis, making charts, using formulas on data using MS Excel.

Course Outcomes(COs)

- To apply various terminologies used in the operation of computer systems in a business environment.
- To apply various terminologies used in the operation of computer systems in a business environment.
- To apply various terminologies used in the operation of computer systems in a business environment.
- To develop or provide support for MIS according to business organizational needs
- To provide support for MIS according to business organizational needs

Unit 1:

(8 Hours)

Introduction to MIS :

Overview, Importance and functions. Difference between data and information, concept of system, concept of information system, business process design, Role of IT in Business, Influencing parameters for use of IT in Business and Retailing, components of information technology advantages of information systems in business,

Unit 2:

(8 Hours)

Information System in the Enterprise

Types of information system in the organization – TPS, DSS, MIS, ESS, Functional perspective of information systems – Sales and Marketing System, Manufacturing and Production System , Finance and Accounting Systems, HR Systems, Benefits of challenges of enterprise systems, strategic uses of information systems and information technology at Firm level and industry level.

Unit 3: (8 Hours)

Office Tools for Business

Overview and Practical application of MS Windows, MSOffice - MS Word ,PowerPoint, Excel, Access and Outlook. This unit should be done in the computer lab on the systems with practice questions and case studies.

Unit 4: (8 Hours)

Information Systems in Global Business Today

The Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Business and technology Trends; Management and Decision Levels; Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS.

Unit 5: (8 Hours)

- (a) Business Application of MIS :e-commerce, Electronic Payments Systems, Enterprise Resource Planning(ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies :Customer Relationship Management(CRM), Supply Chain Management(SCM), Data Warehousing, Data Mining, Business Information System.
- (b) Business Expert Systems: Role of Expert Systems in Complex Decision, Building of Expert Systems, Management of Expert Systems.

Suggested Readings

1. Lucas Jr. H C, Information Technology for Management, McGraw Hill, New York,1997
2. Kenneth C. Loudon and Jane P. Loudon(2004), Management Information Systems,8/E, Pearson Education
3. James A.O. Brien (200),Management Information Systems.5/E, Tata McGraw -Hill.
4. Saxena S, First Course in Computers; Vikas Publication, New Delhi, 2003
5. Leao, Alexis & Mathews- Information Technology, Vikas Publications, 2006.
6. Sinha, P K-Fundamentals of Computers, BPB Publications, New Delhi, 2011.



Semester–II

Syllabus

ORGANISATIONAL BEHAVIOUR (MBT 201)

L:T:P:: 3:0:0

Credits-3

Objective of the course : To familiarize the student with the concept of behavior of people at individual level, group level, and organizational level so that they are able to understand the importance of behavior for the development of organization and the dynamics of behavior in the organization.

Course Outcomes(COs)

To apply the conceptual foundation of organization behavior.

To develop the working environment for individual for the smooth running of Organization

To analyze inefficiency in individual and apply various measures to improve it in the organization

To analyze how to develop the team work in the organization.

To apply how to use organization power and politics for efficient working

Unit 1:

(8 Hours)

Introduction

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

Unit 2:

(8 Hours)

- (a) **Perception, Attitude, and Values:** Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; an overview of Emotions, Values, Beliefs and Attitudes with Managerial Implications.
- (b) **Learning:** Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.

Unit 3:

(8 Hours)

- a) **Personality:** Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organizational Behavior; Locus of Control; Machiavellianism;
- b) **Self-Esteem;** Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.
- c) **Leadership:** Concept and Functions; Style and Theories of Leadership: Traits,

Behavioural and Situational/ Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.

- d) **Stress:** Concept; Consequences and sources; Stress Management: Approaches towards stress management.

Unit 4:

(8 Hours)

- (a) **Group Behaviour:** Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process.
- (b) **Interpersonal Relationships:** Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.
- (c) **Conflict Management:** Concept; Causes; Types; Stages; Effects; Management of Conflicts.

Unit 5:

(8 Hours)

- (a) **Organization Power and Politics:** Concept; Sources and Classification; Power Tactics; Coalitions; Organizational Politics: Concept and People's Response to Organizational Politics, The Concept of Impressing Management.
- (b) **Organisational Culture:** Concept; Dominant Culture; Strong vs Weak Cultures ; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture, introduction to industrial psychology.
- (c) **Organisational Changes:** Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

Suggested Readings

1. Robbins, SP Stephen P., Timothy Judge and Nehasika Vohra, Organisational Behaviour, 12 ed., Pearson Education,2011.
2. Fred Luthans, Organisational Behaviour, 11 ed., Mc Graw Hill,2009.
3. W. Newstrom, John, Organisational Behaviour,10 ed., Tata Mc Graw –Hill 2009.
4. Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, Management of Organisational Behaviour, 8 India, Eastern Economy Edition, 2006.
5. SS Khanka, Organisational Behaviour, S. Chand & Co., New Delhi, 2008.
6. Sanghi Seema, Organisational Behaviour, Pearson, 2011.



Semester–II

Syllabus

MANAGEMENT ACCOUNTING (MBT 202)

L:T:P:: 3:0:0

Credits-3

Objective of the course: This course is to make the students understand the application of accounting principles, accounting techniques and tools that can be used for decision making.

Course Outcomes(CO's)

To demonstrate the differences between management accounting, financial accounting and cost accounting

To develop and apply standards to various types of budget for planning and controlling

To understand standard costing and analysis of deviations

To apply the concept of marginal costing, and break even concept in various decision making process

To analyze cost-volume profit techniques for optimizing managerial decisions, responsibility accounting and importance of responsibility centers.

Unit 1:

(8 Hours)

Introduction

Nature, Scope and Importance of Management Accounting; Difference between Financial Accounting and Management Accounting; Difference between Cost Accounting and Management Accounting; Cost Control, Cost Reduction, and Cost Management.

Unit 2:

(8 Hours)

Budgeting and Budgetary Control

Concept of Budget and Budgetary Control; Objectives, Merits and Limitations of Budget Administration; Types of Budget: Fixed and Flexible Budgets, Zero-Base Budget, Programme and Performance Budget.

Unit 3:

(8 Hours)

Standard Costing

Concept of Standard Cost and Standard Costing; Advantages, Limitations, and Application; Variance Analysis: Calculation of Material Variances, Labour Variances, and overhead Variances, Disposition of Variances.

Unit 4:**(8 Hours)****Marginal Costing and Decision-Making**

Concept of Marginal Costing, Differential Costing and Absorption Costing, Break-Even Analysis, Use of above Costs in Decision-Making; Make or Buy, Change of Product-Mix, Pricing and Determination of Shut-Down Point.

Unit 5:**(8 Hours)****Responsibility Accounting**

Concept and Approaches to Responsibility Accounting. Different Responsibility Centres Significance; Divisional Performance Measurement – Financial Measures.

Suggest Readings

1. Charles T. Horngren, Gray L. Sundem, and William O. Stratton, Introduction to Management Accounting, 14th ed., Prentice-Pearson Education, Delhi, 2008
2. Khan, M.Y., and P.K. Jain, Management Accounting, 6 ed., Tata McGraw-Hill, New Delhi, 2009
3. Richard M. Lynch and Robert W. Williams, Accounting and Management: Planning and Control, Tata McGraw-Hill, New Delhi, 2005
4. Anthony, Robert N., David f. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 13ed., Tata McGraw-Hill, New Delhi, 2010



Semester–II

Syllabus

MARKETING MANAGEMENT (MBT 203)

L:T:P:: 3:0:0

Credits-3

Objectives of the Course: The basic objective of the course is to understand the Consumers' requirements and their Psychology and develop effective marketing strategies to achieve organizational objectives.

Course Outcomes (CO's)

To evaluate marketing environment concepts and its evolution

Compare and contrast among market segmentation and consumer behavior concepts

To critically analyze the role and concepts of product decisions – Product life cycle, new product development, product pricing

To develop the ability of pricing decisions, channel of distribution and physical distribution.

Helps the students to analyze and develop the understanding of Legal, Ethical and Social Aspects of Marketing

Unit 1:

(8 Hours)

Marketing Concept

- (a) Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging trends in marketing; Marketing Mix and its applications.
- (b) **Marketing Environment:** Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

Unit 2:

(8 Hours)

- (a) **Consumer Behaviour:** Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying.
- (b) **Market Segmentation:** Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market targeting Strategies; Positioning, Consumer and Industrial Market.

Unit 3:

(8 Hours)

Product Decisions

Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

Unit 4:**(8 Hours)**

- (a) **Price Decisions:** Pricing as a Marketing Variable-its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies.
- (b) **Distribution Channels and Physical Distribution Decisions:** Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution; Determining The Intensity of Distribution; Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

Unit 5:**(8 Hours)**

- (a) **Promotion Decisions:** Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion.
- (b) **Legal, Ethical and Social Aspects of Marketing:** Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India.

Suggested Readings

1. Kotler Philip and Gray Armstrong: Principles of Marketing, Prentice hall New Delhi
2. Kotler Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice hall New Delhi
3. Ramaswami, V.S and Namakumari, S: Marketing Management Mac Millan India New Delhi
4. Stanton, Shallian J. and Charles Futrell: Fundamentals of Marketing Mc Graw hill New York
5. Rajan Saxena, Marketing Management, 3 ed, Tata MCGraw Hill, New Delhi, 2009



Semester–II

Syllabus

FINANCIAL MANAGEMENT (MBT 204)

L:T:P:: 3:0:0

Credits-3

Objectives of the Course: To understand the sources of finance for determining the capital structure and its effect, to use capital budgeting techniques for new as well as existing projects, to implement working capital management policy as well as to understand the significance of time value of money, dividend policy etc.

Course Outcomes (CO's)

To students analyze the basic concept, conventions and postulates as a important tools for decision making for manager.

To students apply various accounting equation by the Manager.

To students Develop various accounting statement in organization by the manager.

To students analyze the various accounting statement by the manager.

To students apply the knowledge of Indian accounting standards by the managers in corporate.

Unit 1:

(8 Hours)

Introduction

Nature, Objectives and Scope, Modern Concept of Finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision Making, Time Value of Money.

Unit 2:

(8 Hours)

(a) **Cost of capital:** Concept of Value, Present Value, Basic Valuation Models.

(b) **Capital Structure:** Concept, Financial Leverage and its Impact on the Valuation of Firm, Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.

Unit 3:

(8 Hours)

Investment Decisions

Nature and kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions

- Some Case Studies.

Unit 4:**(8 Hours)**

(a) Dividend Decisions: Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.

(b) Working Capital Management: Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

Unit 5:**(8 Hours)****Corporate Restructuring**

Merger and Acquisitions -Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies relevant for above Topics are required be Discussed.

Suggested Readings

1. Van Horne James C.: Financial Management and Policy, Prentice Hall of India 2nd Ed, 2008.
2. Prashna Chandra: Financial Management. McGraw Hill
3. Pandey, I.M: Financial Management. 9 Ed. Vikas Publishing.
4. Khan and Jain: Financial Management. McGraw Hill.
5. Ross S.A., R.W: Westerfield and J. Jaffe, Corporate Finance, 7 Ed. McGraw Hill.
6. Brealey R.A. and S.C. Myers: Principles of Corporate Finance, McGraw Hill, 6
7. V.Saran, Financial Management, PHI.



Semester–II

Syllabus

HUMAN RESOURCE MANAGEMENT (MBT 205)

L:T:P:: 3:0:0

Credits-3

Objectives of the Course: To enable the students to understand the concepts, importance and role of human resource management in the organization

Course Outcomes(CO's)

Examine and apply human resource planning in an organization.

Understand and develop career planning & development related activities in the organization

Apply the basic concepts of HRD, different approaches to HRD, HRD styles, Structure and competencies for the growth of an organization.

Examine the impact of HRD in an organization with the help of various data collecting techniques.

Develop organization culture by implementing HRD techniques in Organizations

Unit 1: (8 Hours)

Introduction to Human Resource Management

- (a) Evolution of HRM (b) Objectives and Function of HRM (c) Role and Responsibilities of HR Manager (d) Relevance of HRM (e) Systems approach to HRM.

Unit 2: (8 Hours)

Acquisition of Human Resource Management

- (a) Human Resource Planning: Purpose and Process (b) Recruitment and Selection: Source of Recruitment, Stages in Selection Process (c) Placement, Goals Analysis: Job Description and Job Specification.

Unit 3: (8 Hours)

Developing Human Resources

- (a) Training and Development: Training Needs, Training Methods, Application of Computers in Training, Developing Effective Training Programmes (b) Concept of HRD (c) Management Development Programmes.

Unit 4: (8 Hours)

Performance Appraisal

- (a) Concept and Objectives of Performance Appraisal
(b) Process of Performance Appraisal

- (c) Criteria for Performance Appraisal
- (d) Benefits of Performance Appraisal
- (e) Limitation and Constraints
- (f) 360 Degree Performance Appraisal
- (g) Promotion-Degree, Transfer Air Separation: Promotion, Purpose, Principles and Types; Transfer: Reasons, Principles and Types; Separation: Lay-Off, Resignation, Dismissal, Retrenchment, Voluntary, Retirement Scheme.

Unit 5:

(8 Hours)

Motivating Human Resources

- (a) Motivation at Work, Major Motivation Theory: An overview
- (b) Participative Management
- (c) Compensation Management, Major Elements of Compensation Management
- (d) Incentives: Concepts, Types of Incentives; Incentives schemes in Indian Industries; Fringe Benefits (e) Discipline and Employees' Grievance Redressal.

Suggested Readings

1. Dessler, Gray, and Biju Varkkey, Human Resource Management, 11ed., Pearson Education, New Delhi, 2009
2. David S . Decenzo and Stephen P. Robbins, Personal/Human Resource Management, 3edition, Prentice-Hall of India, New Delhi, 2006
3. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill
4. RS Dwivedi, Managing Human Resources in Indian Enterprises, Galgotia Publishing Co., New Delhi, Latest ed.
5. Biswajeet Pattanayak, Human Resource Management, 3rd ed., Prentice-Hall of India, New Delhi
6. Gomez-Mejia, et al., Managing Human Resources, 3ed., Pearson Education
7. Ivancevich, Human Resource Management, Tata McGraw-Hill



Semester–II

Syllabus

PRODUCTION AND OPERATIONS MANAGEMENT (MBT 206)

L:T:P:: 3:0:0

Credits-3

Objectives of the Course: This course introduces the students to the Theory and Practice of Production Management as a Functional Area in the Management of Business Enterprise. It is a three-unit course which primary discusses the principles, concepts and basic problems affecting the Manufacturing and Non-manufacturing firms. It also includes the methods, strategies and application of various economical and mathematical tools in solving the production and operation related problems.

Course Outcomes(CO's)

Analyze the basics of production management and the relevant and responsible factors

Demonstrate & apply the various types of production processes, the essentialities of a product such as its selection, various procedures and its stocking

Create the various activities relating to scheduling and measuring of production take place and how control can be obtained on both product and quality

Develop various models that deal with inventory, its control, safety and security management in production process.

Create supply and logistics, distribution networks and its management

Unit 1:

(8 Hours)

Introduction

Nature and Scope of Production and Operations Management, its Relationship with other Systems in the Organisation, Factors Affecting System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Lastudentt Planning and Analysis.

Unit 2:

(8 Hours)

Production System and Related Concepts

Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

Unit 3:**(8 Hours)****Scheduling and measuring Production Activities**

Scheduling, Maintenance Management Concepts, TPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

Unit 4:**(8 Hours)****Material and Inventory Management**

An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

Unit 5:**(8 Hours)****Quality in Production and Operations Management**

Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

Suggested Readings

1. Adamand Ebert, Ronald J, Production and Operation Management- Concepts, Models & Behaviour, PHI New Delhi
2. Charry SN, Production and Operation Management-Concepts Methods and Strategy, PHI New Delhi 2005
3. Baff .ES, Modern Production Management; John Willey,NewYork1993
4. Garg, Ajay-Production and Operations Management, TMH, Delhi
5. Chase, B Richard, Shankar, R .,Jacobs, F.R., Aquilano, N.J.-Operations and Supply Management TMH, Delhi
6. Pannesseluam, R., Production and Operations Management, PHT, Delhi
7. Martinich, J.S. ,Production and Operations Management, TMH, Delhi
8. Aswathappa, K, Production and Operations Management, TMH, Delhi
9. Madan, Pankaj; Production and Operation Management; New Delhi; Global Vision Publishing2010
10. William J Stvenson, Operation Management, TMH, NewDelhi2009



Semester–II

Syllabus

BUSINESS RESEARCH METHODS (MBT 207)

L:T:P:: 3:0:0

Credits-3

Objectives of the Course: To make students acquainted with the methods of conducting research in business for decision making and help them build basic competence related to data management, analysis, interpretation, and visualization through statistical tools viz. SPSS and MS-Excel.

Course Outcomes(COs)

To understand the purpose of research.

To identify and understand potential ethical, empirical and analytical problems plaguing the research process and ways to overcome them.

To identify a business problem/ need, translate it into a research question, and design an appropriate way.

To develop an understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.

To have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis and hypothesis testing procedures.

Unit 1:

(8 Hours)

Introduction

Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, Types of Research, the Research Process: An overview.

Unit 2:

(8 Hours)

Research Design

Concept, Types of Research Design, Including Exploratory, Descriptive and Experimental, Research Design Process.

Unit 3:

(8 Hours)

Questionnaire Design and Schedule

Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability Validity of Questionnaire.

Unit 4:

(8 Hours)

Sampling Theory

Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non

Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

Unit 5:

(8 Hours)

Data Analysis

Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory including Hypothesis Testing, Type I and Type II Errors, Applications of T-Test, Z-Test, F-Test, Chi-square Test and ANOVA, Introduction to Computerized Statistical Packages.

Suggested Readings

1. Zikmund: Business Research Methods, Cengage Learning 2011-12
2. Cooper and Schindler :Business Research Methods, Tata Mc GrawHill,2011
3. Saunders: Research Methods for Business:Pearson Education,2010
4. Cooper and Schindler (2010).Business Research Methods, 10th edition. Tata McGraw Hill, New Delhi.
5. Kothari, C.R. (2004).Research Methodology – Methods, 2nd edition. New Age Publications, New Delhi.
6. Mishra, Anil K. (2012).A Hand Book of Research in SPSS, 1st edition. Himalayan Publishing House, Mumbai.
7. Field, A. (2013). Discovering Statistics using IBM SPSS. 4th edition. Sage Publications London.



Semester–II

Syllabus

STATE OF ART SEMINAR (MBT 208)

L:T:P:: 0:0:10

Credits-5

The objective of this course is to make the students aware of presentation techniques the art of presenting topics and seminar orally and also with help of power point presentations

Practical/Presentation Sessions for Conducting the Seminar on Various Topics Related To Business Management.

Note : MBT 208 will be an internal assessment exam for colleges. They are required to make the students aware about seminars and presentations. Form a committee from the faculty members and conduct live seminars for 30 marks which will be followed by viva of 70 marks by external examination including presentation on any topic by individual students.