

SANDIP UNIVERSITY



Courses of Study

2019-20

MBA IILP



SANDIP
UNIVERSITY

MBA. (Part Time) 2018-19																																						
Semester	Course I				Course II				A				Course IV				Course V																L	T	P	C	Contact Hours	
I	TYCE101				TYCE102				TYCE103				TYCE104				TYCE105				Code				Code				Code									
	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C										
	4	0	0	4	4	0	0	4	4	0	0	4	4	0	0	4	4	0	0	4	0	0	0	0	0	0	0	0										
	PC				PC				PC				PC				PC																					
	Organizational Behavior				Accounting for Managers				Managerial Economics				Quantitative Techniques in Management				Business Laws																					
II	TYCE201				TYCE202				TYCE203				TYCE204				TYCE205								Code				Code									
	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C										
	4	0	0	4	4	0	0	4	4	0	0	4	4	0	0	4	4	0	0	4	0	0	0	0	0	0	0	0										
	PC				PC				PC				PC				PC																					
	Marketing Management				Financial Management				Human Resource Management				Production & Operations Management				Business Research Methods																					



SANDIP
UNIVERSITY

MBA. (Part Time) 2018-19

School of Commerce and Management Studies

MBA. (Part Time) 2018-19																																					
Semester	Course I				Course II				Course III				Course IV				Course V				Course VI				Course VII				Course VIII				L	T	P	C	Contact Hours
V	TYCE501				TYCE502				TYCE503				TYCE504				TYCE505				TYCE506				Code				Code				1 6	0	0	20	16
	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C	L	T	P	C									
	4	0	0	4	4	0	0	4	4	0	0	4	4	0	0	4	0	0	0	4	0	0	0	0	0	0	0	0	0								
	PC				PC				PC				PC				PWSI				PWSI																
	International Business Management				Elective Course I				Elective Course II				Elective Course III				Industrial Project																				
																												9		10							
TOTAL																												2	0	0	0	92					

School of Commerce and Management Studies

Sr. No	Programme Elective	Elective Course Code	Elective Course
1	Marketing	TPMAM01	Customer Relationship Management
		TPMAM02	Advertising & Brand Management
2	Finance	TPMAF01	Financial Institutions and Markets
		TPMAF02	Income Tax
3	Human Resource	TPMAH01	Human Resource Planning and Development
		TPMAH02	Performance Management
4	Operation Management	TPMAO01	Inventory Management
		TPMAO02	Productivity Management
5	Project Management	TPMAP01	Fundamentals of Project Management
		TPMAP02	Project Planning
6	Information Security management	TPMAI01	IT Management
		TPMAI02	Network Technologies

School of Commerce and Management Studies

Sr. No	Programme Elective	Elective Course Code	Elective Course
1	Marketing	TPMAM06	Service Marketing
1	Marketing	TPMAM07	Retail Management
1	Marketing	TPMAM08	International Marketing
2	Finance	TPMAF06	Security Analysis and Investment Management
2	Finance	TPMAF07	Business valuation
2	Finance	TPMAF08	International Financial Management
3	Human Resource	TPMAH06	Labour Laws 1
3	Human Resource	TPMAH07	Strategic Human Resource Management
3	Human Resource	TPMAH08	Management of Industrial Relations
4	Operation Management	TPMAO06	Maintenance Management
4	Operation Management	TPMAO07	Six Sigma
4	Operation Management	TPMAO08	Project Management
5	Project Management	TPMAP06	Project, Planning , Directing & Controlling
5	Project Management	TPMAP07	Negotiations & Conflict Resolution
5	Project Management	TPMAP08	Risk management In Projects
6	Information Security management	TPMAI06	Cyber Laws
6	Information Security management	TPMAI07	Information Security
6	Information Security management	TPMAI08	Software Quality Assurance

School of Commerce and Management Studies

Sr. No	Programme Elective	Elective Course Code	Elective Course
1	Marketing	TPMAM09	Rural Marketing
1	Marketing	TPMAM10	B2B Marketing
1	Marketing	TPMAM11	Integrated Marketing Communication
2	Finance	TPMAF09	Strategic cost management
2	Finance	TPMAF10	Insurance & Risk Management
2	Finance	TPMAF11	Working Capital Management
3	Human Resource	TPMAH09	HR Compensations and HR Audit
3	Human Resource	TPMAH10	Labour Law 2
3	Human Resource	TPMAH11	International Human Resource Management
4	Operation Management	TPMAO09	Total Quality Management
4	Operation Management	TPMAO10	World Class Manufacturing
4	Operation Management	TPMAO11	Enterprise Recourse Planning
5	Project Management	TPMAP09	Project Quality Management
5	Project Management	TPMAP10	Advance Project Management
5	Project Management	TPMAP11	Enterprise Recourse Planning
6	Information Security management	TPMAI09	Mobile Computing
6	Information Security management	TPMAI10	E Business & Business Intelligence
6	Information Security management	TPMAI11	E- Governance

School of Commerce and Management Studies
First Year M.B.A (Part Time)

Year: First Year	Semester: I
Course: Organizational Behavior	Course Code: TPMA 101

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA)				End Semester Examination		Total
L	T	P	C	CIA-1	CIA-2	CIA-3		Lab	Theory	Lab
4	-	0	4	20	20	10			100	00
Max. Time, End Semester Exam (Theory) -3Hrs.										

Prerequisite	1. Basic understanding and fundamental of Human Behaviour
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Course Objectives

- 1 To make students understand the basic concepts of OB.
- 2 To introduce the students with the concept and Nature and Theoretical frameworks; Disciplines contributing to the field of OB;
- 3 To help the students to understand the Personality, Learning, Values and Attitudes, Perception, Learning.
- 4 Explain the students the importance of Interpersonal behavior, communication and Feedback; Transactional Analysis (TA)
- 5 To give students theory of Group Behavior: Group Dynamics, Management of Dysfunctional groups; Group Decision Making; Practical insight of financial accounting through Tally software.

Course Content			
Unit No.	Module No.	Content	Hours
1	I	Introduction: Organisational Behaviour-Concept and Emergence of OB Concept; Nature and Theoretical frameworks; Disciplines contributing to the field of OB; Historical Background -Hawthorne Studies, Psychological foundations	5
	II	Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behavior; Ethics and Organisational Behaviour.	4
2	I	Individual Behaviour: Personality, Learning, Values and Attitudes, Perception, Learning-Behaviorist, cognitive and social learning; Stress at work. Management's assumptions about people-McGregor's Theory X and Theory Y; Chris Argyris Behaviour Patterns	4
	II	Motivation - Maslow's Need Hierarchy, Herzberg's Two Factors Theory, Vroom's Expectancy Theory; Theory of Intrinsic Motivation by Ken Thomas; Work -Designing for creating motivating Jobs; OB Model. Personality:- Meaning Physical, Intellectual, Social, & Spiritual aspects-	5



		Functions of each. Motivation as a dimension of sub ordinate goal achievement.	
3	I	Inter-personal Behaviour: Interpersonal communication and Feedback; Transactional Analysis (TA); Johari Window.	4
	II	Managing misbehaviour at work -Sexual abuse, Substance abuse, cyberslacking, Aggression, and Violence, Diversity as a concept & its relevance in Innovation.	5
4	I	Group Behaviour: Group Dynamics, Cohesiveness and Productivity; Management of Dysfunctional groups; Group Decision Making; Organisational Politics. Leadership- Concept and Styles; Fielder's Contingency Model;	5
	II	House's Path -Goal Theory; Leadership Effectiveness; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Resolution of conflict Myer's & Briggs test/ effect Situational based Leadership	4
5	I	Organisational Processes: Organisational Climate-Concept, Determinants, and OCTAPACE model;	4
	II	Organizational Culture-Concept, Forming, Sustaining, and Changing a Culture, Organisational effectiveness-concept and measurement; Organisational change- resistance and management. Case Studies	5
Total No. of Hrs			45

Course Outcome

Students should able to

CO1	To Acquire knowledge about general aspects of OB.
CO2	To Understanding of concept, Nature and Theoretical frameworks; Disciplines contributing to the field of OB;
CO3	To Understand Personality, Learning, Values and Attitudes, Perception, Learning.
CO4	To understand Interpersonal behavior, communication and Feedback; Transactional Analysis (TA) in organization.
CO5	To understand Group Behavior: Group Dynamics, Management of Dysfunctional groups; Group Decision Making; in organization.

Recommended Resources

Text Books	<ol style="list-style-type: none"> 1. Aswathappa, K., Organisation Behaviour, Himalaya Publishing House, New Delhi. 2. Singh, K., Organizational Behaviour: Text and Cases, Pearson.
Reference Books	<ol style="list-style-type: none"> 1. Robbins, Stephen P. and Timothy A. Judge, Organisational Behaviour, Prentice -Hall, New Delhi.

School of Commerce and Management Studies
First Year M.B.A (Part Time)

Year: First Year

Course: Accounting for Managers

Semester: I

Course Code: TPMA 102

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA)					End Semester Examination		Total
L	T	P	C	CIA-1	CIA-2	CIA-3		Lab	Theory	Lab	
4	0	-	4	20	20	10		-	100	-	100
Max. Time, End Semester Exam (Theory) - 3Hrs.											

Prerequisite	1. Introduction and basic concepts of accounting.
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Course Objectives

- 1 To make students understand the basic concepts of accounting.
- 2 To introduce students with the difference between various branches of accounting.
- 3 To enable the students to read, understand and interpret the financial statements.
- 4 To familiar students with the use of management accounting in decision making.
- 5 Preparing Comparative statements of different companies using the financial statements.

Course Content			
Unit No.	Module No.	Content	Hours
1	I	Management Accounting – Nature and Functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant.	4
	II	Cost Concepts and Classifications. Analysis of cost, Various types and classification of cost, Preparation of costsheet.	5
2	I	FINANCIAL STATEMENT ANALYSIS: Meaning and importance of financial statements, Approaches and tools of financial analysis.	5
	II	Ratio analysis: meaning, objectives, limitations; and types of ratios, Fund Flow statement	4
3	I	Relevant Information and Short-Run Managerial Decisions – Managerial Decision Making; Decision Making Process; Differential Analysis	5
	II	Types of Managerial Decisions – Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shut down, Special Order, Product-Mix, Pricing Decisions.	4
4	I	Budgeting – Nature and functions; Preparation of Different Types of Budgets, Fixed Versus Flexible Budgeting	4
	II	Standard Costing – Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour, Overhead; Managerial Uses of Variances.	5

5	I	INVESTMENT DECISION METHODS structure Average rate of return, Payback Method, Discounted Pay back method, Internal Rate of Return, Present Value Method, reaction to change, planning organizational change, technological change, effective use and communication device.	5
	II	IT Follow up mechanism Use of software in control and monitor, PDCA Use of software in managerial functions	4
Total No. of Hrs			45

Course Outcome

Students should able to

CO1	To Describe the conceptual framework of accounting
CO2	To Understand the role of Financial, Cost and Management Accounting
CO3	To Understand the use of Management Accounting in decision making.
CO4	To Preparing cash and flexible budgets and also preparing budgeted financial statements.
CO5	To How management accounting is useful in Management Information system.

RecommendedResources

Text Books	<ol style="list-style-type: none"> 1. Garison R.H. and E.W. Noreen, <i>Managerial Accounting</i>, McGrawHill. 2. Ronald W. Hilton, <i>Managerial Accounting</i>, McGraw Hill Education. 3. JawaharLal, <i>Advanced ManagementAccounting</i>, Text, Problems and Cases, S. Chand & Co., NewDelhi.
Reference Books	<ol style="list-style-type: none"> 1. AtkinsonAnthonyA.,RajivD.Banker,RobertKaplanandS.MarkYoung, <i>Management Accounting</i>, PrenticeHall. 2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, <i>Introduction to Management Accounting</i>, Prentice Hall ofIndia. 3. Drury Colin, <i>Management and Cost Accounting</i>, ThomsonLearning

School of Commerce and Management Studies
First Year M.B.A (Part Time)

Semester: I

Year: First Year

Course: Managerial Economics

Course Code: TPMA 103

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA)					End Semester Examination		Total
L	T	P	C	CIA-1	CIA-2	CIA-3		Lab	Theory	Lab	
4	-	0	4	20	20	10			100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.											

Prerequisite	1. Basic concepts and terms of Economics
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Course Objectives

- 1** To get students acquainted with the various concepts of economics and their use in decision making.
- 2** To make students understand the factors which affect demand of a product and the application of concept of elasticity for various decisions.
- 3** To make students aware of the various market structures in the economy
- 4** To make students aware of the concept of National Income and its computation.
- 5** To help students analyse and understand business cycle and its causes.

Course Content			
Unit No.	Module No.	Content	Hours
1	I	Introduction to Economics: Introduction to Economics, Contribution of Adam Smith, Alfred Marshall & Robinson to Economics, Basic Economic problem.	4
	II	Types of Economy, Circular flow of Economic activity, Economics tools and its application for Business Decision, Theory of firms and role of profit. Case Study: Case study development in view of business decision making and contemporary case study on business Economics decision	5
2	I	Demand Analysis and forecasting :- Theory, concept, determinants of demand and demand function, Elasticity of demand, forecasting and methods of forecasting, Supply (meaning, determinants, law of supply and elasticity of supply)	4
	II	Theory of Production (meaning, factors, laws of production- law of variable proportion, laws of returns to scale) Practical Problems should be covered on demand function, Elasticity of demand and production function.	5



3	I	Cost Concept and Market structure : concept of costs, short-run and long- run costs, average and marginal costs, total, fixed and variable costs and opportunity cost ,Market Equilibrium.	5
	II	Various forms of market ,Price and output decision in perfect competition , monopoly, , monopolistic competition, oligopoly, Risk Analysis and Decision Making:, concept of risk and expected value computation, risk management through insurance, Diversification, hedging, & decision tree analysis, Case study on Decision treeTechnique	4
4	I	National Income: concept & measurement of National Income & GDP, Introduction to union Budget(Accounts, Deficits, & Expenditures)	4
	II	Practical problems on Computation of National Income & GDP Leontief's Input-Output table for the National Demand / Planning M1 M2 M3 Money supply & Monetary policy for inflation control.	5
5	I	Business Cycle & Economic Stabilization :Concept, causes, & impact of business cycle, inflation: nature &causes , analysis of Business Cycle	4
	II	Economic Stabilization: Fiscal & Monetary Policy Discussion on recent business cycles in world economy & its impact on Indian Economy.	5
Total No. of Hrs			45

Course Outcome

Students should able to

CO1	To Understand and apply the various economic principles for the purpose of decision making in real life business settings
CO2	To Apply the concept of elasticity of demand for making various demand related decisions.
CO3	To Identify the market structure in which a particular commodity operates.
CO4	To Understand how national income is computed and would be able to appreciate the various concepts of national income.
CO5	To Appreciate the recent business cycles in world economy & its impact on Indian Economy

RecommendedResources

Text Books

1. Managerial Economics by Peterson , Lewis, Sudhir Jain Pearson , PrenticeHall
2. Indian Economy by Datt&Sundaram. 61st Edition, S Chand
3. Managerial Econmics by D.Salvatore, McGraw Hill NewDelhi
4. Managerial Economics by Pearson & Lewis, Prentice Hall, New Delhi
5. Managerial Economics by G.S Gupta, T M H , New Delhi

Reference Books

1. Managerial Economics by Homas& Maurice, Tata McGraw Hill, 8th Edition
2. Indian Economy by Mishra &Puri ,24th Edition , Himalay PublishingHouse
3. Managerial Economics by Analysis, Problems & Cases , P.L Mehta, Sultan Chand Sons , NewDelhi
4. Managerial Economics by Varshney&Maheshweshari , Sultan Chand Sons, New Delhi
5. Managerial Economics by Joel Dean, Prentice Hall,US
6. Managerial Economics by H L Ahuja, S Chand & Co NewDelhi

School of Commerce and Management Studies
First Year M.B.A (Part Time)

Year: First Year

Semester: I

Course: Quantitative Techniques in Management

Course Code: TPMA104

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA)					End Semester Examination		Total
L	T	P	C	CIA-1	CIA-2	CIA-3		Lab	Theory	Lab	
4	-	0	4	20	20	10			100	00	100
Max. Time, End Semester Exam (Theory) -3Hrs.											

Prerequisite	1. Basic concepts of Mathematics : Calculation and Equation.
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Course Objectives

- 1** To equip students with tools to apply mathematical models in decision making.
- 2** To understand applications of various quantitative techniques in managerial settings.
- 3** To equip the students with technical skills of decision making in business decisions.
- 4** To make the students understand about resource maximization techniques through quantitative techniques.
- 5** To equip the students with project planning techniques through quantitative techniques.

Course Content			
Unit No.	Module No.	Content	Hours
1	I	Linear Programming: Basic Assumptions, Formulating LP problems, Graphical Analysis, Solving Minimization problems, Sensitivity Analysis	4
	II	Simplex Method— Setting up initial Simplex Solution, Simplex solution procedures, Solving LP Maximization Problems.	5
2	I	Transportation Model- Concept, setting up a transportation problem, Basic initial solution using North west corner Rule least cost & VAM optimal solution using MODI stepping – Stone Method.	4
	II	Transportation and Assignment Models: Setting up a Transportation problem, Initial Solution: Northwest Corner Rule, Stepping-Stone method, MODI method, Vogel's Approximation method, Unbalanced transportation problems, Special Cases, Approach of Assignment Model, Hungarian Method/Flood's Technique, Unbalanced Assignment problems, Maximization Assignment Problems	5
3	I	Decision Theory: Decision making under Uncertainty—Maximax, Maximin, Criterion of Realism, Equally likely, Minimax Regret, Decision making under Risk— Expected monetary value, Expected value of perfect information, Expected Opportunity loss, Decision Trees	5



	II	Game Theory- Concept 2by2 Zero sum game with dominance pure and mixed strategy.	4
4	I	Queuing Theory: Characteristics of a Queuing System, Single channel queuing model with Poisson Arrivals and Exponential Service	9
5	I	VAM – Vogel’s Approximation Method Problem types- Balanced, Unbalanced, Minimization, Maximization, Special cases.	4
	II	CPM & PERT – Concept, Drawing network, Identifying critical path, Network analysis- Calculating EST, LST, EFT, LFT, slack and probability of project completion.	5
Total No. of Hrs			45

Course Outcome

Students should able to

CO1	To Understand of basic concepts of quantitative techniques in management through linear programming
CO2	To Understand and application of various methods of transportation and assignment problems to solve various issues of organization.
CO3	To Understand of decision theory under certainty and uncertainty
CO4	To Understand of concept of queuing theory.
CO5	To Understand of network designing through various methods of network design.

Recommended Resources

Text Books	<ol style="list-style-type: none"> 1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4th Edition 2. Quantitative techniques & statistics By K L Sehgal Himalaya Publications 3. Operations Research by Prem Kumar Gupta & D.S Hira , S Chand Publications
Reference Books	1. Hillier, Frederick and Gerald Lieberman (2015) Introduction to Operations Research (10th Edition). McGraw-Hill

School of Commerce and Management Studies
First Year M.B.A (Part Time)

Year: First Year

Course: Business Laws

Semester: I

Course Code: TPMA105

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA)				End Semester Examination		Total
L	T	P	C	CIA-1	CIA-2	CIA-3		Lab	Theory	Lab
4	-	0	4	20	20	10			100	00
Max. Time,End Semester Exam (Theory) -3Hrs.										

Prerequisite	1. Basic concepts of Business practices.
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Course Objectives

- 1 To provide an overview of important laws that have a bearing on the conduct of business in India
- 2 To familiarize the students with the basics of the new companies act, 2013.
- 3 The make aware of modern information and technology and its legal aspects
- 4 To enhance the ability of the students to manage the business effectively.
- 5 To provide an overview of important laws that have a bearing on the conduct of business in India

Course Content			
Unit No.	Module No.	Content	Hours
1	I	Indian Contract Act, 1872: Contract –meaning, characteristics and kinds, Essentials of valid contract -Offer and acceptance, consideration, contractual capacity, free consent, legality of objects. Breach of Contract-meaning & remedies Void agreements	4
	II	Discharge of contract –modes of discharge including breach and its remedies. Contingent contracts, Quasi – contracts, Contract of Indemnity and Guarantee Contract of Agency E- contract, E – trade, E- Business Legal Protection for E- Business in Global, Era Agency Sub- agent Ratification, Revocation, Effect of Agency on third person	5
2	I	The Sale of Goods Act, 1930 Contract of sale, meaning and difference between sale and agreement to sell.Conditions and warranties, Transfer of ownership in goods including sale by non- owners, Performance of contract of sale, Unpaid seller –meaning and rights of an unpaid seller against the goods and the buyer. Auction Sale	5
	II	Consumer Protection Act, 1986: Definition & Concept of consumer, Remedies available to consumer, Redressal Mechanism, Consumer	4



		Forum.	
3	I	Companies Act Company- Definition, meaning, features& types of companies. Incorporation of Company-memorandum of association, article of association and prospectus. Share Capital- types of share capital – increase/decrease of share capital – buyback of shares.	5
	II	Corporate Social Responsibility- Concept, Need, Objectives, Obligations, Liability	4
4	I	Negotiable Instrument Act, 1881: Negotiable Instrument – meaning-characteristics- types- parties – holder & holder in due course. Negotiation and types of endorsement. Dishonor of negotiable instrument – noting & protesting Liability of parties on Negotiable Instrument	5
	II	Indian Partnership Act ,Limited Liability Partnership Act 2008	4
5	I	The Information Technology Act 2000 Definitions under the Act Digital signature Electronic governance Attribution, acknowledgment and dispatch of electronic records Regulation of certifying authorities Digital signatures certificates Duties of subscribers Penalties and adjudication Appellate Tribunal Offenses	5
	II	Industrial Jurisprudence – Concepts like collective bargaining Trade Union(Trade Union Act) Industry, Industrial Dispute, wages, strike be added	4
		Total No. of Hrs	45

Course Outcome

Students should be able to

CO1	To understand the importance of law in running the business effectively.
CO2	To have a basic understanding of the laws relating to contract, sale, companies, Negotiable Instruments. etc.
CO3	To apply the basic legal knowledge to the business transactions.
CO4	To be able to communicate effectively in using standard business and legal terminology.
CO5	To interpret the law through various apex court judgments.

Recommended Resources

Text Books

1. Singh, Avtar, The Principles of Mercantile Law, Eastern Book Company, Lucknow.
2. Kuchhal M C, Business Laws, Vikas Publishing House, New Delhi
3. Tulsian P.C., Business Law, Tata McGraw Hill, New Delhi.
4. Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi.
5. Sharma, J.P. and Sunaina Kanojia, Vyavsayik Sanniyam, Delhi University Hindi Cell
6. Chadha P R Business Law, Galgotia Publishing Company, New Delhi
7. Maheshwari & Maheshwari, Business Law, National Publishing House,

New Delhi.

Reference Books

1. Corporate Law Advisor
2. Legal News & Views

School of Commerce and Management Studies
First Year M.B.A (Part Time)

Year: First Year

Course: Marketing Management

Semester:II

Course Code:TPMA201

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA)					End Semester Examination		Total
L	T	P	C	CIA-1	CIA-2	CIA-3		Lab	Theory	Lab	
4	0	-	4	20	20	10		-	100	-	100
Max. Time, End Semester Exam (Theory) -3Hrs.											

Prerequisite	Introduction and basic concepts of Marketing Management.
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Course Objectives

- 1 The purpose of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services.
- 2 This course provides an introduction to all aspects of marketing, including strategic marketing planning, marketing research, product planning and development, promotion planning, distribution and pricing.
- 3 It provides an understanding of the theories of the marketing mix variables, and a practical application in the context of the marketing management cycle processes of research, planning, organization, implementation and control.
- 4 Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
- 5 Develop effective marketing strategies to achieve organizational objectives

Course Content			
Unit No.	Module No.	Content	Hours
1	I	Core Marketing Concepts: Introduction, Importance and Scope of Marketing, Elements of Marketing – NeedWant Demand, Marketing Philosophies, Framework of 4 Ps, Consumer Markets and Industrial Markets.	4
	II	Marketing Environment: Basics of Marketing Environment, Factors Affecting Marketing Environment, Marketing Environment in India, Global Marketing, Marketing Challenges in Liberalizing and Globalizing India.	5
2	I	Market Segmentation, Targeting and Positioning(STP): Market Segmentation - Demographic, Geographic, Psychographic and Behavioral Segmentation.	5
	II	Targeting- Five Patterns of Target Market Selection, Positioning-Concept of Positioning, Perceptual Mapping, Consumer Buying Behaviour	4
3	I	Product Mix Strategies: Product levels, value Hierarchy, Product Vs. Brands, Product line, Product Length, Product Width, Product Depth,	5

		Product Mix, Packaging & Labeling, Product Life Cycle, Strategies at different stages of PLC, New Product Development, Product vs. Services.	
	II	Pricing Mix Strategies: Pricing Concepts, Understanding Pricing, Consumer psychology and pricing, Steps in setting the price, Promotional Pricing, Differentiated Pricing, Pricing Strategies.	4
4	I	Place Mix Strategies: Importance of Marketing Channels, Channel Development, Distribution channels intermediaries and its Role, Channel Management Decisions,	4
	II	Channel Conflict, Basic Concepts of Wholesaling and Retailing, Channel Dynamics-VMS, HMS, Market Logistic Decisions	5
5	I	Promotion Mix Strategies: Integrated marketing communications' mix (IMC), Role of Marketing Communication, Developing effective communication, Characteristics of Marketing Communication Mix, Advertising, Sales Promotion, Public Relations, Direct Marketing, Word of Mouth, Personal selling Principles, e- Marketing, Telemarketing.	5
	II	Marketing Strategies, Research and Emerging Trends : Strategic Marketing Planning, Designing Competitive strategies for leaders and challengers, Marketing Information System, Marketing Research System, Steps in Research Process, E-commerce, Green marketing, Rural Marketing and Consumer Protection-Introduction and Significance. Value chain (Michael Porter)	4
Total No. of Hrs			45

Course Outcome

Students should able to

CO1	Identify core concepts and importance of marketing and the role of marketing in business and society.
CO2	Conduct international market segmentation, targeting and product positioning in target market.
CO3	Ability to communicate the unique marketing mixes and selling propositions for specific product offerings.
CO4	Selection of the optimal distribution channel in foreign markets.
CO5	Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness

Recommended Resources

Text Books	<ol style="list-style-type: none"> 1. Kotler, P. (2009). <i>Marketing management: A south Asian perspective</i>. Pearson Education India. 2. Rajan Saxena, <i>Marketing Management</i>, 4th edition, Tata McGraw-Hill Education.
Reference Books	<ol style="list-style-type: none"> 1. Ramaswamy V.S. and Namakumari S, <i>Marketing Management: Planning, Implementation and Control</i>, 4th edition, Macmillan 2. Kurtz and Boone – Principles of Marketing (Thomson India edition, 2007) 3. Stanton, W. J., Etzel, M. J., & Walker, B. J. (1994). <i>Fundamentals of marketing</i>. McGraw-Hill College. 4. Czinkota, Kotabe, <i>Marketing Management</i>, 2nd edition, Thomson Publications. 5. Dhruv Grewal, Michael Levy, (2009) <i>Marketing Management</i> 6. Etzel M.J., Walker B.J. and Stanton William J - <i>Marketing concept & Cases special Indian Edition</i> 13th Edition, Tata McGraw Hill

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA)					End Semester Examination		Total
L	T	P	C	CIA-1	CIA-2	CIA-3		Lab	Theory	Lab	
4	-	0	4	20	20	10			100	00	100
Max. Time,End Semester Exam (Theory) -3Hrs.											

Prerequisite	1. Introduction and basic concepts of Accounting and Book Keeping.
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Course Objectives

- 1 To acquaint the students with the basic finance terminologies
- 2 To create awareness amongst students about various sources of capital and investment strategies.
- 3 To get students acquainted of operating cycle and capital of business
- 4 To acquaint students with the fundamentals of Dividend policy
- 5 To create an understanding of inventory and receivable management

Course Content			
Unit No.	Module No.	Content	Hours
1	I	Introduction- Nature of Financial management, scope of finance, finance function, finance manager's role and financial goal: profit maximization Vs wealth maximization.	4
	II	Factors influencing financial decisions, concept of Agency. Agency problems – conflict of goals. Risk- Return framework for firm decision making.	5
2	I	Concept of Value and Return- Time Preference for money, computation of future value and present value of cash flow	5
	II	Value of an annuity, multi period compounding.	4
3	I	Capital Budgeting: Techniques of capital budgeting-payback, ARR. Discounted CF Techniques - NPV, IRR, PI calculation of cash flows, Numerical examples	5
	II	Conventional techniques of risk analysis- Certainty equivalent method, Risk adjusted discount rate and sensitivity & Scenario analysis.	4
4	I	Long-Term Financing- Ordinary Shares, Right Issue of equity shares, Preference Shares, Debentures, Term Loan, and Warrants	4
	II	Cost of capital - concept, determinants, significance & computation of cost of debt, cost of preference shares, cost of equity capital, cost of retained earning & weighted average cost of capital. CAPM Model.	5

		Ratio Analysis – Profitability Ratio, Turnover Ratio, Financial Ratio, Leverage Ratio	
5	I	Capital structure- Conceptual aspects, Net income & Traditional views. Net operating income approach. MM hypothesis. Capital structure planning & policy	5
	II	Capital Structure Analysis(EBIT-EPS Analysis): Leverage-Operating leverage, financial leverage, combined leverage, use of leverage	4
Total No. of Hrs			45

Course Outcome

Students should able to

CO1	To Judge optimum capital structure with various models and techniques.
CO2	To Analyse the feasibility of the project and will be able to do financial negotiations
CO3	To Analyse the running capital structure of an enterprise.
CO4	To Appreciate the dividend policy decisions of various firms
CO5	To Appreciate the various inventory , cash and receivable management techniques

Recommended Resources

Text Books	<ol style="list-style-type: none"> 1. Pandey, I.M.; Financial Management; 11th Ed.(2015),Vikas Publishing House 2. Khan, M. Y. and Jain, P. K. “Management Financial”, TMH publications
Reference Books	<ol style="list-style-type: none"> 1. Geoffrey Knott, “Financial Management”, Macmillan Publishers 2. Damodran, Aswath, Corporate Finance, John Wiley & Sons, Inc. 3. Brigham & Houston, Fundamentals of Financial Management, Thomson Press. 4. James C. Van Horn, “Financial Management Policy”. Ed. Twelfth, PHI 5. Prasanna Chandra, “Financial Management- Theory & Practice”, Tata-McGraw Hill.

School of Commerce and Management Studies
First Year M.B.A (Part Time)

Year: First Year
Course: Human Resource Management

Semester: II
Course Code: TPMA 203

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA)				End Semester Examination		Total
L	T	P	C	CIA-1	CIA-2	CIA-3		Lab	Theory	Lab
4	-	0	4	20	20	10			100	00
Max. Time, End Semester Exam (Theory) -3Hrs.										

Prerequisite	1. Introduction and basic concepts of Disaster Management.
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Course Objectives

- 1** To make students acquainted with basics of Human resource management.
- 2** To make students understand Human Resource Planning, Recruitment and Selection process
- 3** To acquaint the students with the concept of training and induction and HRM strategies
- 4** To provide students with an understanding of performance appraisal
- 5** To help students understand the concept of Performance Appraisal and Compensation Management

Course Content			
Unit No.	Module No.	Content	Hours
1	I	Human resources Management -Introduction and Importance-Evolution - difference between Personnel Management and HRM-Strategic HRM- role of a HR Manager.	4
	II	Human Resources Planning-Objectives-Importance-HRP Process-Manpower Estimation-Job analysis-Job Description-Job Specification. Recruitment - Sources of Recruitment-Selection Process -Placement and Induction-Retention of Employees.	5
2	I	Productivity Management - Concepts-TQM-Kaizen-Quality Circles. Industrial relations - Grievance Procedure-collective Bargaining-Settlement of Disputes.	4
	II	Retirement/Separation-Superannuation-Voluntary Retirement Schemes-Resignation-Discharge-Dismissal-Suspension-Layoff	5
3	I	HRD modules: Recruitment and selection - orientation and placement performance appraisal - training and development - promotion and motivation - career development. Performance appraisals and performance development - objectives of performance appraisal - The past and the future; Basic consideration in performance appraisal;	4

	II	Development oriented appraisal system. Interpersonal feedback and performance counseling.	5
4	I	Training – conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design;	4
	II	Training methods and their selection criteria; Evolution and Follow up training.	5
5	I	Stress – definition – personality traits – emotional management – categories of stressors – identification of stress at various level	4
	II	pre-requisites for zero stress – psychological stress – stress and human resource development	5
Total No. of Hrs			45

Course Outcome

Students should able to

CO1	To analyze the role, importance and functions of HRM.
CO2	To evaluate various methods of Recruitment and Selection process.
CO3	To construct training modules
CO4	To evaluate various types of promotions and bases of promotion.
CO5	To analyze various types of Performance appraisal systems and wage fixation.

Recommended Resources

Text Books

1. Human Resource Management- Gary Dessler
2. Personal Management- C.B.Mamoria
3. Managing Human Resource- R.S.Dwiwedi
4. Human Resource Management- V.P.Michael
5. Human Resource Management- Dr.P.C.Pardesi
6. Human Resource Management- Mirza&Zaiyadin
7. Human Resource Management- L.M.Prasad
8. Human Resource Management- Ashwathappa

School of Commerce and Management

First Year M. B. A. (Part Time)

Year: First Year

Semester: II

Course: Production & Operations Management

Course Code: TPMA 204

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA)					End Semester Examination		Total
L	T	P	C	CIA-1	CIA-2	CIA-3		Lab	Theory	Lab	
4	-	-	4	20	20	10		-	100	-	100
Max. Time, End Semester Exam (Theory) -3Hrs.											

Prerequisite	1. Introduction and basic concepts of Production Management.
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Course Objectives

- 1 To make students understand the Basics of Operations Management.
- 2 To make students understand the techniques of productivity improvement
- 3 To make students aware of the product development process.
- 4 To develop an understanding amongst the students about the process design.
- 5 To develop an understanding amongst the students of the various types of plant layouts

Course Content			
Unit No.	Module No.	Content	Hours
1	I	Introduction to Operations Management: Systems Approach, Differentiating between goods and services, Production management vs. Operations management, Input-Output transformation model,	4
	II	Evolution and scope of Operations Management, Servicing as a part of Operations Management, Manufacturing trends in India, OM's future challenges.	5
2	I	Productivity: Concept and Definitions, Factors contribution to productivity improvement,	4
	II	Techniques for productivity improvement	5
3	I	Product Design & Development: Concept of Product Life Cycle (PLC) & Technology Life Cycle (TLC), Product Development Process: Funnel Approach, Product Platform, Modular Approach, Target Costing, Value Engineering, Reverse Engineering, Concurrent Engineering	4
	II	Design for Manufacturability, Quality Function Deployment, Mass Production v/s Mass Customization, Flexible Manufacturing System (FMS), Planning Premise-Assemble to order(ATO), Make to Order(MTO), Make to Stock (MTS), BCG Matrix and Ansoff Model	5
4	I	Process Design: Design of processes, Determinants of process	4

		characteristics in Operations- Flow, Volume & Variety, Types of Processes & Operations Systems	
	II	Process-product matrix, Process Design issues in Services Systems, Product-services matrix	5
5	I	Plant Location & Layout: Plant Location: Globalization of operations, Factors affecting location decisions, Qualitative and Quantitative Location planning methods, Plant Layout : Implications of Layout Planning,	4
	II	Types of Layouts: Process layout, Product layout, Group Technology Layout, Fixed position Layout, Performance Measures for layout design, Introduction to Lean processing in operations TPS, JIT. Case studies on operational Strategies	5
		Total No. of Hrs	45

Course Outcome

Students should able to

CO1	The students will be able to apply the basics of operations management in real life business situations
CO2	The students will be able to appreciate the various techniques that can be used for productivity improvement
CO3	The student will be able to apply the concept of PLC & TLC for decision making
CO4	The students will be able to identify the various types of process and operations system.
CO5	The student would be able to analyse the pros and cons of various plant layouts

Recommended Resources

Text Books	<ol style="list-style-type: none"> 1. Mahadevan,B; Operations Management: Theory & Practice, Pearson Education 2. Chary, Production & Operations Management, Tata McGraw Hill
Reference Books	<ol style="list-style-type: none"> 1. Heizer, Jay; Render, Barry et al. <i>Operations Management</i>, Pearson Education. 2. Gaither, Norman; Frazler, Greg. <i>Operations Management</i>, Cengage Learning. 3. Stevenson, William J., <i>Operations Management</i>, Tata McGraw Hill . 4. Buffa, Eduard S & Sarin, Rakesh K; <i>Modern Productions/ Operations Management</i>, Springer 5. Kachru, Upendra, <i>Production & Operations Management</i>, Excel Books 6. Chase, Richard B, Jacobs & Aulano, <i>Operations Management for Competitive Advantage</i>, Tata McGraw Hill 7. Ray Wild., <i>Production & Operations Management</i>, Cengage Learning 8. Cassel Adam Everett E & Ebert Ronald J: <i>Production & Operations Management: Concepts models & Behavior</i>, Prentice Hall

School of Commerce and Management

First Year M. B. A. (Part Time)

Year: First Year

Course: Business Research Methods

Semester: II

Course Code: TPMA206

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA)					End Semester Examination		Total
L	T	P	C	CIA-1	CIA-2	CIA-3		Lab	Theory	Lab	
4	-	-	4	20	20	10		-	100	-	100
Max. Time, End Semester Exam (Theory) -3Hrs.											

Prerequisite	Introduction and basic concepts of Research.
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Course Objectives

- 1 To make Students understand a general definition of research design.
- 2 To help Students understand why educational research is undertaken
- 3 To make Students understand the overall process of designing a research study from its inception to its report.
- 4 To make Students familiar with ethical issues in educational research, including those issues that arise in using quantitative and qualitative research.
- 5 To make students understand the primary characteristics of quantitative research and qualitative research.
- 6 To make Students understand a general definition of research design.

Course Content

Unit No.	Module No.	Content	Hours
1	I	Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research	4
	II	Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.	5

2	I	Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.	4
	II	Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance.	5
3	I	DATA COLLECTION Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire	4
	II	Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods	5
4	I	Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis	4
	II	cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis	5
5	I	Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof	4
	II	report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research	5
Total No. of Hrs			45

Course Outcome

Students should able to

CO1	Students will demonstrate they understand the research process and how it applies to the field of business management.
CO2	Students will demonstrate they can use problem-solving and analytical skills to understand business problems and suggest research designs that would provide information that could contribute to a feasible solution.
CO3	Students will demonstrate they understand a range of qualitative and quantitative data collection and analysis techniques.
CO4	To recognize different types of data for analysis, and select appropriate statistical tools for the research variables.
CO5	Understand the ethical issues associated with the conduct of research, they will be able to formulate and present effective research reports

RecommendedResources

Text Books

1. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 2008.
2. Donald R. Cooper and Pamela S. Schindler, Business Research methods, 9th Edition, Tata McGraw Hill, 2006.
3. Research Methodology by C.R.Kothari, New Age International Publication, 2nd Edition

Reference Books

1. K. N. Krishnaswamy, AppalyerSivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2006.
2. Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning, 8th Edition

