MASTER OF BUSINESS ADMINISTRATION (MBA)

CURRICULUM FOR FULL-TIME COURSES

FIRST YEAR

First Semester

SUBJECT CODE LIST OF SUBJECTS
FT 101C Management Principles and Practices
FT 102C Mathematics and Statistics for Managers
FT 103C Accounting for Managers
FT 104C IT and E-Business Fundamentals
FT 105C Business Environment
FT 106C Organization Behavior and Processes
FT 107C Business Communication
FT 108C Business Legislation
FT-101C MANAGEMENT PRINCIPLES AND PRACTICES

Course Objective The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

Examination The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course contents
   Case: Planning for Diversified Activities in a Changing Environment
3. Concept and Nature of Objectives: Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.
   Case: Detroit and Toyota
4. Strategies and Policies:
   Case: Coke verses Pepsi
   Case: Bajaj Auto
6. Controlling:
   Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.
   Case: Controlling Information At Frito-lay, INC.

Text Readings
4 Griffin, Management Principles and Applications, Cengage Learning, India First Edition
6 Stoner, Management, PHI Learning, 2008
7 Richard L. Daft, Principles Of Management, Cengage Learning, India, 2009

Suggested Readings
2 Satyaraju & Parthasarthy, Management Text and Cases, PHI Learning, 2009
Course Objective
The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Examination
The faculty member will award marks out of a maximum of 20 marks for the internal performance of the student (8 marks for internal test and 12 marks for cases/class participation). The Semester Examination will be worth 80 marks. It will have two Section, A and B. Section A will contain four questions from Part I-Business Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well as numerical and/or cases/practical problem(s). All questions will carry equal marks.

Course Contents

PART I – BUSINESS MATHEMATICS
Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub-sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).


2. Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.

3. Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.

4. Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus.

5. Discounting, Compounding, and Annuity.


PART II – BUSINESS STATISTICS
Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion-mean deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).


3. Correlation & Regression: Correlation (Karl Pearson’s and Spearman’s Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting-Least Square Method.


Text Reading


Suggested Readings (Latest Edition books)

3. K. B. Dutta, “Matrix and Linear Algebra”, New Delhi, PHI Learning
FT-103C ACCOUNTING FOR MANAGERS

Course Objective
The objective of this course is to acquaint the students with the basic concept of Financial, Cost, and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making.

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation) The semester examination carrying 80 marks will have two sections A and B. Section A worth 20 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 60 marks will contain five practical/numerical problem(s), out of which a candidate is required to attempt any three. These questions would require the candidates to take decision on management problems considering quantitative and non-quantitative factors both and to defend their decisions. Relevant data leading to simple calculations for arriving at relevant figures will be given to them.

Course Content

Part I: Financial Accounting
1. Basic Accounting Concepts and Fundamental Conventions.
5. Bank Reconciliation.

Part II: Cost Accounting
1. Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs.
2. Concept, Elements and Managerial Uses of Unit Cost, Batch Cost, Job Order Costs, Contract Cost, Process Cost, Joint Product Cost and By-Product Cost.
3. Cost Control and Cost Reduction, Target Costing and Activity Based Costing.

Part III: Management Accounting
4. Managerial Decision Making through Accounting Information.

Text Readings
3. Hansen, Management Accounting, 7th edition Cengage Learning, India
Suggested Readings

FT-104C IT and E-Business Fundamentals

Course Objective
The objective of this course is to help students to understand the basics of Information Technology and eBusiness Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment.

Examination Scheme:
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). An External viva-voce will be of 30 marks. The end semester examination will be worth 50 marks having theory and cases/practical problems. There will be 7/8 questions out of which a student will be required to any 5 questions.

Course Content
Prerequisites for Course
1. Introduction to Computer:
   - Hardware: Input / output devices, storage devices and memory.
   - Software: System and Application Software, Compilers, Interpreters and Assemblers.
   - Computer Languages: Levels of languages, generation and their features. Number System:
     - Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system.
   - Internet: Concepts & Services, Hardware and software requirements, type of Internet connections.

2. Operating Systems
   - WINDOWS XP: Basic Operations, utilities and features.
   - UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.).
     (Students should be familiar with these concepts but there will be no questions from topics)

1. Application Software (MS-Office XP 2003)
   - MS Word: word basics, formatting text and documents, introduction to mail merge & macros.
   - MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects.
   - MS PowerPoint: PowerPoint basics, creating presentation.
   - MS Access: Database creation, screen/form design, report generation using wizard.

3. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.
5. Payment Systems: Type of E-payment, digital token–based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment.
7. Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work).
8. Internet based EDI.
Text Readings

Suggested Readings
FT–105C BUSINESS ENVIRONMENT

Course Objective
To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases. Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

Course Contents
Case Study: Lucent in the Era of Economic Reforms
2. Economic Planning & Development: Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world,
Case Study: Mahindra and Mahindra
3. India and the world
Liberalization and Privatization in India, Impact of Globalization in India, India’s Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multi national enterprises in India, Impact of WTO n Indian Business, NGO sector in India,
Case Study: Global Expansion Strategy of Indian Firms in China
4. International Tread
Case Study: Finolex’s Focus on Exports
5. Strategies for going Global
Case Study: Softcore Consultancy Services
6. Theory of Demand, Firms & Market Structure
Demand function, Income and substitution effects, Revealed preference approach and Demand forecast, Profit Maximization, Sales Maximization, Organizational slack, Ownership and Control. Competition, Monopoly, Oligopoly and Non-Price Competition
Case Study: Is Coca Cola in “Perfect” Business

Text Readings:
2. Palwar, Economic Environment of Business, PHI, New Delhi,2009

Suggested Books
FT-106C ORGANIZATIONAL BEHAVIOUR AND PROCESSES

Course Objectives
Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases. Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations.

Course Contents

1. Foundations of Individual Behavior:
The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories, Perception, Cross cultural issues in OB.
Case: Right Man, Wrong Job?

2. Motivation:
Definition and concept, theories of motivation- Maslow’s Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.
Case: Frustrated at age 30.

3. Foundations of Group Behavior:
Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.
Case: A virtual team at Nanavati Associates.

4. Leadership:
Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler’s Model, Hersey and Blanchard's Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent Development in Leadership Theory.
Case: Narayanmurthi and Infosys

5. Conflict and Negotiation
Case: The making of the Brooklyn Bluebirds.

6. Organizational Culture:
Concept, Relationship of Culture with organizational behavior, National and Global Culture, Levels of organizational culture, Analyzing managing and changing organizational culture, Global Implications for manager.
Case: Amazon.Com : Innovation via the ”Two –Pizza Team.”

7. Organizational Change and Stress Management:
Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management.
Case: Innovating innovation.

Text Reading
Suggested Reading

COURSE OBJECTIVE
The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

EXAMINATION
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases. Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations.

COURSE CONTENTS
1. Basics of Communication
   Defining Communication.
   Distinguishing between Business Communication and General Communication.
   Process of Communication explained through various Models; Importance of Feedback. Purpose of Organizational Communication.
   Introduction to Corporate Communication.
2. Communication Networks
   Verbal Communication : using words, addition and obsolescence of words from the dictionary, Language as a tool for Communication.
   Non-Verbal Communication : Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage.
   Cultural differences in Non-Verbal Behaviour.
3. Factors affecting Communication
   Barriers to Effective Communication and ways to overcome them. Listening : Importance of Listening
   Types of Listening
   Barriers to Listening and overcoming them
   Listening situations
   Developing Listening Skills.
   Understanding Communication through Transactional Analysis.
4. Business Writing
   Basic patterns of business letters.
   Cover letters, Sales and Credit letters, Applications, etc.. Directness in good news and neutral situations.
   Indirectness in bad news and persuasive messages.
   Choosing appropriate channels and media for effective communication.
5 Office Management
   Writing the perfect resume; tailoring the content to suit the requirements. E-mails, Memos and Circulars.
   Writing Reports and Proposals.
6 Presentation Strategies
   Preparing for and conducting Presentations. Interviewing and being interviewed.
   Group Discussions.
   Speeches and Public Speaking.
Practicals :
   Case analyses, discussion and presentation. Role plays.
   Group discussions.
   Comprehension skills based on reading and listening using audio- visual media.
TEXT READINGS

1 Penrose, Business Comunication for Managers, 5th edition, Cengage Learning, India
3 Debashish & Das Business Communication, PHI, 2009

Suggested Readings

FT–108C BUSINESS LEGISLATION

Course Objective
The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

Examination
The faculty member will award internal marks out of 20 (8 for Tests and 12 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 60 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 20 marks will contain one or more cases. Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations.

Course Contents
6. LAW OF PARTNERSHIP:
   - Definition and Nature of Partnership.
   - Formation of Partnership.
   - Rights, Duties and Liabilities of Partners.
   - Dissolution of Partnership Firm.

Text Readings
1. Avtar Singh, Mercantile Law, Eastern Book Company

Suggested Readings
M.C. Kuchhal, Business Law, 5th edition Vikas Publishing House
2009 Indian Contract act 1872
Negotiable Instruments Act
1881 Sale of Goods Act 1930
Consumer Protection Act
1986 Companies Act 1956