

Five year Integrated MBA Syllabus for admission batch 2016-17

Biju Patnaik University of Technology, Odisha, Rourkela
Integrated MBA - 5 Years Program
Effecting from 2016-17 onwards

Code No	Subject	Credit	Code No	Subject	Credit
1ST SEMESTER			2ND SEMESTER		
IMN101	English Language Comm-I	4	IMN201	English Language Comm -II	4
IMN102	Business Organization	4	IMN202	Social Psychology	4
IMN103	Business Statistics	4	IMN203	Quantitative Method-I	4
IMN104	Basic Financial Accounting -I	4	IMN204	Basic Financial Accounting-II	4
IMN105	IT for Management	4	IMN205	Environmental Studies	4
IMN106	ELC Lab-I	2	IMN206	ELC-Lab	2
IMN107	IT Lab	2			
		24			22
3RD SEMESTER			4TH SEMESTER		
IMN301	Quantitative Methods-II	4	IMN401	Organizational Behaviour	4
IMN302	Principles of Management	4	IMN402	Marketing Management-I	4
IMN303	Law of Contract	4	IMN403	Company Law	4
IMN304	Economic Analysis	4	IMN404	Enterprenurship & Small Business Management	4
IMN305	Cost Accounting	4	IMN405	Management Accounting	4
		20			20
5TH SEMESTER			6TH SEMESTER		
IMN501	Financial Management-I	4	IMN601	Financial Management-II	4
IMN502	Marketing Management-II	4	IMN602	Research Methods	4
IMN503	Operational Management-I	4	IMN603	Operational Management-II	4
IMN504	Human Resource Mgt.-I	4	IMN604	Human Resource Mgt.-II	4
IMN505	Employment Legislations	4	IMN605	Business Ethics	4
		20			20
7TH SEMESTER			8TH SEMESTER		
IMN701	Enterprise Resource Planning	4	IMN801	Strategic Management	4
IMN702	Banking & Insurance Mgt.	4	IMN802	Elective-I (Major)	4
IMN703	Managerial Economics	4	IMN803	Elective-2 (Major)	4
IMN704	Total Quality Management	4	IMN804	Elective-3 (Major)	4
IMN705	Professional Skill Dev Lab	4	IMN805	Elective-4 (Minor)	4
		20			20
9TH SEMESTER			10TH SEMESTER		
IMN901	Elective-5 (Major)	4	IMN1001	Open Elective	3
IMN902	Elective-6 (Minor)	4	IMN1002	Project	9
IMN903	Case Analysis- Financial Mgt.	3			
IMN904	Case Analysis- HRM	3			
IMN905	Case Analysis- MM	3			
		17			12
Total Credits:195					

IMN101: ENGLISH LANGUAGE COMMUNICATION -I

Module 1 Basics of Communication

Communication elements and process, the importance of Purpose and Audience profile; Awareness of Filters& Barriers& Strategies for overcoming them, Verbal and non-verbal communication, Principles of effective communication, Communication network in an organization.

Module 2: Listening & Speaking

Listening: Importance, Active & passive listening, barriers, strategies for improving listening skills.

Speaking: Characteristics of Effective Speech-Clear articulation; Rate of speaking; Voice quality; Eye Contact; Relevance of content for the audience

The Sounds of English, IPA symbols, The Syllable-Rules for counting the syllables, dividing words into syllables, Reasons for Incorrect Pronunciation Stress and Intonation –word stress, Rules for intonation

Module - 3: Reading & Writing.

Reading : Developing reading skills of skimming and scanning ; predicting, guessing the meaning of unfamiliar words, inferring ; reading critically, taking notes, Improving Comprehension skills along with exercises

Writing: The characteristics of effective writing, clear organization and structuring of ideas, summarizing, clarity of language, stylistic variation, précis writing, paragraph writing along with exercises.

Module 4: Grammar

English verbs; Tenses, Modals; Subject-verb concord, Negation; Interrogation: Clause and its types, Punctuation Marks.

Reference Books:

1. Communication Skills, Sanjay Kumar & Pushpa Lata, Oxford
2. An introduction to Professional English and Soft Skills: Das et al, BPUT Text Book.
3. Better English Pronunciation, J.D.O.Connor (Cambridge)
4. A University Grammar of English , Quirk et al, Pearson

IMN102: BUSINESS ORGANIZATION

Module-I:

Introduction to business: Meaning of business; nature of business; objectives of business; essentials of a successful business; qualities of a successful businessman; Classification of industries; Modern Business Environment; Business Processes.

Module-II:

Forms of business organization: Meaning; characteristics of an ideal form of business organization. Sole Trader: meaning; features; merits and demerits. Partnership: meaning; characteristics; kinds of partners; partnership deed; advantages and disadvantages of partnership form of business organization; dissolution of partnership firms and different forms of Cooperatives.

Module-III:

Joint Stock Company: Meaning and definition; characteristics; kinds of companies; distinction between private and public company; merits and demerits of company form of business organization; Statutory Corporations; Formation of a company.

Module-IV:

Organizational Structure: Formal and informal organization- Line and staff organization, Delegation, Decentralization, structural configurations of functional, Divisional, Matrix, Network, Virtual and learning organizations; Federal decentralization, Principles underlying designing of a structure.

Reference Books:

1. Modern Business Organisation Management-S. A Sherleker, Himalaya Publishing House
2. Modern business Organisation-J P Mahajan- Himalaya Publishing House

IMN103: BUSINESS STATISTICS

Module-I: Introduction:

Meaning and definitions of statistics; importance of statistics in business; limitations of statistics; types of data, collection of data; classification and tabulation of Data; graphic and diagrammatic presentation of Data.

Module-II: Measures of Central Tendency

Introduction; The Arithmetic Mean; The Median; The Mode; comparison between mean, median and mode; The geometric Mean; The Harmonic Mean.

Module-III:

Measures of Dispersion: Introduction; The Range; The Quartile Deviation; The Mean Deviation; The Standard Deviation; Coefficient of Variation. Introduction, Skewness; Measures of Skewness; Moments; Kurtosis.

Module-IV:

Probability: Introduction; Basic terminology in Probability; three types of Probability; Probability Axioms; Probability under conditions of statistical independence and dependence; Bayes' Theorem.

Reference Books:

1. Statistics for Management – Lavin & Rubbin (TMH)
4. Statistical Methods and Quantitative Techniques- Digambar Patri (KP)

IMN104: BASIC FINANCIAL ACCOUNTING-I

Module-I:

Introduction: Accounting as a business function and language of business; Characteristics, Functions , Objectives, and Basis of Accounting; Users of Accounting information; Limitations of Accounting; Cyclical nature of business and Accounting cycle.

Module-II:

Fundamentals of Accounting: Accounting Equation; Accounting events and transactions; Classification of Transactions and their effects on Accounting Equation; Statements showing the effect of transactions on assets, liabilities and capital; Accounting concepts and GAAP – as applicable to Balance Sheet and Income Statements; The Rules of Debit and Credit.

Module-III:

Recording Transactions: The Journal; The ledger postings; Subsidiary Books of Accounts; Capital and Revenue transactions; Fixed Assets and Depreciation policy; Rectification of Errors, Trial Balance

Module-IV:

Final Accounts of Trading Concerns: Meaning of financial statements, Presentation of final accounts, Trading account, Profit & Loss Account, Balance Sheet, Manufacturing Account, Financial statements with adjustments.

Reference Books:

1. Financial Accounting, TMH
2. Financial Accounting, Satapathy, Mohapatra and Patra

IMN105: IT FOR MANAGEMENT

Module - I: Role of Computer in various functional areas of business . Brief History of computer, Generation and its evolution (now and then), Classification, Characteristics and limitations of computers. Basic computing Architecture, CPU and its components. Components : Software, Hardware, Firmware, Input/output devices, Storage Units (CD, DVD, Hard Disks, Pen drive), Memory types (RAM, ROM, Cache). Operating Systems.

Module-II:

Process Management- Multi- programming, Multi-processing, Multi-tasking, Multi-threading, Memory Management- virtual memory; User Interface. Evolution of programming language, Classification, Features and selection of programming language; Software – Definition, System Software , Application Software; Graphics and multimedia concepts.

Module - III: Database Management Systems: Database; types of Database, components of a Database system. DBMS, components of DBMS; DBMS language, Advantage and limitations of Database, Database models.

Module - IV: Basic concepts of Computer Networks, Internet and Security. Introduction to Networks: LAN, MAN, WAN, Topology, Data Communication, Transmission Media, Network Devices: Hubs, Switches, routers, repeaters. Introduction to Communication Protocol: TCP/IP, OSI model, Communication Connectivity: DSL, Dial-up, Broad Band. Internet and its Applications: Evolution of Internet, Basics of working of Internet, Service Providers, E-mail, Telnet, FTP, WWW. Internet Security: Types of attacks, DOS attacks, Viruses and Worms, Identity Theft, Snooping and Sniffing. Cyber Law and Internet security Legislation.

Reference Books:

1. Information Technology for Managers, Sudalaimuthu & Hariharan, HPH
2. Understanding Computers Today & Tomorrow, D.Monley & CS Parker, Cengage/Thomson
3. Introduction to Computer Science, IITL Education Solutions Ltd, Pearson
4. Information Technology, Dr Sushila Madan, Taxmann

IMN106: ENGLISH LANGUAGE COMMUNICATION – LAB

Lab sessions will be used to provide practice activities based on the content of all four modules of theory.

1. Role plays for practice in **effective use of body language**, paralanguage and spatial communication.
2. **Phonemic transcription using IPA symbols.**
 - (i) Transcription of words in normal English orthography(writing) into IPA symbols
 - (ii) Phonemic transcription of words presented orally
 - (iii) Syllable division and stress marking (in words presented in phonetic transcription)
3. **Listening exercises**
 - (i) Listening with a focus on pronunciation: segmental sounds, stress, weak forms, intonation.
 - (ii) Listening for meaning: listening to a short talk / news bulletin.
 - (iii) Taking notes from a lecture/speech.
4. **Speaking exercises**
 - (i) Pronunciation practice (for accent neutralization), particularly of problem sounds, in isolated words as well as sentences.
 - (ii) Practicing word stress, and intonation.
5. **Reading exercises**

Note making after reading a text, showing the main idea and supporting ideas and the relationship between them.
6. **Writing exercises**

Practice in writing paragraphs based on a Topic Sentence.
7. **Practice exercises on the common grammatical errors.**

Remedial measures to focus on correct use of English verbs, sentence structures, clause-types, Interrogation and parallel structures.

IMN107: IT LAB

1. Introduction to OS and Office Software.
2. Internet Basics, Types of Connection, Internet protocol, IP Address, Connectivity to Internet, WI-Fi Connectivity.
3. Working with Google Services : Docs, Spreadsheet, Presenter, Sites, etc.
4. Introduction to Oracle or MySQL.
5. Learning Basic DDL and DML Commands.
a) Create, Alter, Drop, Truncate, View commands. b) Insert, Select, update, Delete commands.
6. Working with Microsoft Project.
Introduction
Creating a new project Building
Tasks
Creating Resources and Assigning costs
Understanding of Views
Tracking project progress

IMN201 :ENGLISH LANGUAGE COMMUNICATION-II

Module-1: Writing Letters, Memos, E-mail:

Writing routines, good-news & goodwill messages; Writing bad-news messages; Writing persuasive messages.

Module -2: Designing & Delivering Oral Presentations:

Planning, writing and completing oral presentations; Enhancing oral presentations with electronic slide shows and overhead transparencies.

Module -3: Writing employment messages and interviewing for jobs:

Writing resumes and application letters; Interviewing for employment and following up.

Module-4: Group Discussion & Business Etiquettes

Group discussion: Types; Role Functions in GD; Non-functional Behaviour Patterns in GD; Guidelines for Effective Group Discussions.`

Business Etiquettes

Reference Books:

1. Business Communication Today – Bovee, Thill, Schatzman
2. Business Communication, Meenakshi Raman & Prakash Singh, Oxford
3. Business Communication- concepts, cases & applications, Chaturvedi & Chaturvedi, Pearson
4. Communication for Management, Urmila Rai and S M Rai, HPH
5. Business and Managerial Communication, Sengupta, PHI 5. Business Communication for Managers, P. Mehra, Pearson
6. BCOM- Business Communication, Lehman, Sinha, Cengage
7. Soft Skills – Alex, S.Chand

IMN202 :SOCIAL PSYCHOLOGY

Module-1:

Introduction :Definition, Scope, Methods and Branches of Psychology (with special reference to Industrial/Organizational Psychology).Major Viewpoints – Behaviouristic approach, Gestalt school, Psychoanalytic school (Freud).

Module-II:

Sensation, Attention and Perception :a) Attributes and classification of sensation, (b) Attention – Determinants, shift, fluctuations, distraction, c) Perception – Definition, determinants.

Module-III:

Learning Process : Factors of Learning, Theories – Connectionism, Classical and Operant Conditioning, Programmed Learning.

Memory : Encoding, Storage, Retrieval; STM, LTM, Other types. Forgetting – its causes.

Module-IV:

Emotion - Reaction (types), Physiological basis.

Intelligence - Definition, Concept of IQ, Emotional Intelligence.

Personality – Definition, Types, Traits, Tests.

Reference Books:

1. Atkinson, R.L., Atkinson, R.C., Smith, E.E. & Hilgard, ER : Introduction to Psychology, Harcourt Brace Java Publishers
2. Baron, R.A : Psychology : The Essential Science, Allyn and Bacon
3. Morgan, C.T., King, R.A., Weisz, J.R. and Schopler, J : Introduction to Psychology McGraw Hill
4. Munn, N.L., Ferland, L.D., and Ferland, P.S : Introduction to Psychology. Oxford, IBH Publishing
5. Woodworth, R.S., & Scholsberg, H : Experimental Psychology, Oxford & IBH Publishing

IMN203: QUANTITATIVE METHODS-I

Module-I: Linear Programming:

Basic concept;Structure of Linear Programming Model; Application areas of Linear Programming; General Mathematical Model of Linear Programming Problem; Guidelines on Linear Programming Model Formulation; Examples of LP Model Formulation in various functional areas of management; Graphical Solution Method of LP Problems;The Simplex Method(Maximization Case; Minimization Case-Two Phase Method & Big M Method).

Module-II: Transportation Problem:

Mathematical Model of Transportation Problem; The Transportation Algorithm; Methods for Finding Initial Solution (North-West Corner Method, Least Cost Method, Vogel's Approximation); Test of Optimality- MODI Method (Transportation Algorithm).

Module-III: Assignment Problem:

Mathematical Model of Assignment Problem; Solution Methods of Assignment Problem- Hungarian Method for solving Assignment Problem; Variations in the Assignment Problem- Multiple Optimal solutions, Maximization Case in Assignment Problem, Unbalanced Assignment Problem, Restrictions on Assignments.

Module-IV: Decision Theory and Decision Tree:

Steps of Decision making Process; Types of Decision Making Environment; Decision Making under Uncertainty (Optimism Criterion, Pessimism Criterion, Equal Probabilities criterion, Coefficient of Optimism Criterion, Regret Criterion); Decision Tree Analysis, Decision Making with Utilities.

Reference Books:

1. Gupta & Hira, Operations Research, S.Chand.
2. Sharma, Operations Research, Macmillan.

IMN204: BASIC FINANCIAL ACCOUNTING-II

Module-I: Company Accounts: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Disclosure of Share capital in Corporate balance Sheet, Debentures and Bonds, Divisible Profit, Understanding corporate Income statement and Balance Sheet as presented in the Annual Reports of companies.

Module-II: Disclosure in Annual Reports:

Disclosure under the Companies Act, 2013; Disclosure under Listing Agreement; Disclosure under Accounting Standards; Voluntary disclosure; Key difference between existing Accounting Standard and Converted Ind Accounting Standard.

Module-III: Analytical Accounting:

Types of analysis, Horizontal and Vertical analysis, Trend analysis, Ratio analysis, Funds flow.

Module-IV: Financial Shenanigans:

Meaning, Techniques; Motivation for Financial Shenanigans; Opportunities for Financial Shenanigans; Regulatory reactions; How to detect and prevent Financial Shenanigans.

Reference Books :

1. Financial Accounting, Satapathy, Mohapatra and Patra
2. Modern Accountancy – Hanif and Mukherjee Part I & II (TMH)
3. An Introduction to Accountancy- S N Maheshwari S K Maheshwari (Vikas)

IMN205:ENVIRONMENTAL STUDIES

Module -I:

Fundamentals of Environment Management :

Definition, principles and scope; Types and components environment; Man-Environment relationship; Causes of environment destruction; Environmental ethics; Environment awareness programmes.

Module-II:

Environmental Issues and Controlling Measures: Cause, Effect and Control measures of Pollution (Air, Water, Marine, Soil, Noise, Nuclear hazards); Cause, Effect, and Control measures of Urban and Industrial waste, Managing natural disasters (flood, earthquake, cyclone, landslides).

Module-III:

Environmental Protection – Policies & Legislations : National environmental policy, Environmental Legislations, International Conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.

Module-IV:

Environmental Management System : ISO – 14000, Environment Audit, Eco-Friendly products (Ecomark), Green Industry.

Reference Books:

- 1.Environmental Studies, Bosak, Pearson
- 2.Environmental Studies, Asthana / Asthana – S. Chand
- 3.Environmental Management – PandeyVikash Publication.
4. Environmental Management, N.K. Oberoi,Excell Books
5. Environmental Management ,G.N. Pandey , Vikas
- 6.Text Book of Environment, K.M. Agrawal & P.K. Sikdar, MacMillan
- 7.Environmental Impact Assessment, L.W. Canter McGraw Hill

IMN206: ENGLISH LANGUAGE LAB-II

1. Delivering Oral Presentations.
2. Writing Business Letters
3. Writing Memos and E-mails.
4. Group Discussions
5. Mock interviews

Reference Books:

Practical:

1. English Language Lab, Nira Kanor, PHI
2. Guide to managerial Communication, Mary Munter, Pearson

IMN301: QUANTITATIVE METHODS-II

Module-I: Theory of Games:

Concept of Games; Two-Person Zero-Sum Games; Pure Strategies (Minimax and Maximin Principles); Games with Saddle Point; Mixed Strategies; Games without Saddle Point; The rules (Principles) of Dominance; Solution Methods games without Saddle Point (Algebraic Method, Arithmetic Method, Graphical Method, Linear Programming Method).

Module-II: Queuing Theory:

The Structure of Queuing System- Calling Population Characteristics, Queuing Process, Queue Discipline, Service Mechanism; Performance measures of Queuing System-Transition-State and Steady-State; Classification of Queuing Models; Solution of Queuing Models.

Module-III: Markov Chains:

Concept, Characteristics of a Markov Chain; Applications of Markov Analysis; State and Transition Probabilities; Multi-Period Transition Probabilities-Procedure for formulating matrix of Transition Probabilities; Procedure for determining Steady-State (Equilibrium) Conditions.

Module-IV: Simulation

Definition of Simulation; Types of Simulation; Steps of Simulation Process; advantages and Disadvantages of Simulation; Stochastic Simulation and random numbers (Monte Carlo Simulation, random Number Generation). Simulation of Queuing Problems.

Reference Books:

1. Gupta & Hira, Operations Research, S.Chand.
2. Sharma, Operations Research, Macmillan.

IMN302: PRINCIPLES OF MANAGEMENT

Module-I:

Introduction to Principles of Management : Concept, functions and levels of Management, Skills and Roles of a Manager ; School of Management thoughts – Pre-Scientific , Classical, Behavioural and Modern ; Contributions in the field of Management – by Peter F. Drucker, Michael Porter, C.K Prahalad, Barnard, McGregor, Rensis Likert and McKinsey.

Module-II:

Planning : Nature & Elements of Planning, Planning Types and Models, Planning in Learning Organizations, Types, Steps, MBO, MBE, Planning Premises. Decision Making : Risk and Uncertainty, Decision Trees, Decision making process, Increasing Participation in Decision making, Creativity in decision making.

Module-III:

Organizing: Concept, nature, process and significance; Authority and responsibility relationships; Centralization and decentralization; Departmentalization; Organization structure – forms and contingency factors.

Module-III:

Directing: Motivation – Concept & Theories – (Maslow, Alderfer, Herzberg, McClelland, Porter & Lawler, Vroom); Financial and non-financial incentives of Motivation, Leadership – Leadership Theories, Leadership styles. Communication – Type, process and barriers.

Controlling: Concept and process; Effective control system; Techniques of control, Benchmarking.

Reference Books:

1. Management, Robbins, Coulter & Vohra, Pearson.
2. Management: Text and Cases-VSP Rao, Excel Books
3. Management Theory & practice – Chandan J. S, Vikas Publishing House.
5. Management Theory & Practice Text & Cases – SubbaRao P & HimaBindu, Himalaya Publication.
6. Principles and Practices of Management – Kaul, Vikas
7. Principles and practices of Management – Pillai, Schand

IMN303: LAW OF CONTRACT

Module-I:

Law of Contract: Definition and nature of a contract. Offer and Acceptance. Consideration, free consent, and capacity of parties. Legality of Object. Performance and discharge of contract. Remedies for breach of contract.

Module-II:

Concept of Agency and various types of mercantile agents.

Module-III:

Law of Partnership: Definition and nature of partnership, rights and duties of a partner. Dissolution of a partnership.

Module-IV:

Law of Sale of Goods: Definition of Sales, essentials for contract of sale. Meaning of conditions and warranties. Implied warranties – Caveat Emptor. Transfer of ownership. Rights of Unpaid seller and other remedial measures.

Reference Books:

1. Chawla, Garg, and Sareen : Mercantile Law 7th Ed. Kalyani.

IMN304:ECONOMIC ANALYSIS

Module - I The Art and Science of Economic Analysis:

The Economic problem:- Scarce resources, Unlimited wants, Economic decision makers

The Art of Economic Analysis:- Rational self interest, choice requires time and information, Economic analysis is Marginal analysis, Micro economics and Macro economics

The Science of Economic Analysis:- The Role of Theory, The scientific method, Normative versus Positive, Predicting Average behaviour

Some pitfalls of Faulty Economic Analysis:- The fallacy that Association is Causation, The fallacy of Composition, The mistake of ignoring the secondary effects

Module - II Consumer choice and Demand Analysis:

Utility Analysis(The law of diminishing marginal utility), Measuring utility(units of utility, utility maximizing conditions), Marginal utility and the law of demand(consumer surplus, Market demand and consumer surplus), The role of Time in demand, Indifference curves theory of demand(properties of indifference curve, MRS,Budget line, consumer equilibrium, substitution and income effect), Determinants of demand, Law of demand and its exceptions, Demand schedule and demand curves, shifting of demand curves, Law of supply, Market equilibrium, Elasticity of demand: Price elasticity of demand and its categories, calculating price elasticity of demand, elasticity and total revenue, income elasticity of demand, cross price elasticity of demand

Module - III Production and Cost Analysis:

The organization of production and production Function, The production Function with one variable input, The production function with two variable input, The Nature of costs, costs as opportunity costs, Accounting versus Economic costs, Variable and Fixed costs, Short run cost function, Long run cost function, Economies and Dis economies of scale, Revenue concepts

Module- IV Theory of Distribution:

Marginal productivity theory; Theory of Wages, Concepts and Theories of Rent, Concepts and Theories of interest, Concepts and Theories of Profit

IMN 305:COST ACCOUNTING

Module-I. Introduction to Cost Management :

Basic concepts: Scope of Cost Management. Types of Cost, Cost Accounting and Financial Accounting, Methods of Costing, Techniques of Costing, Installation of a Costing System. Classification of Costs, Cost Centre, Cost Unit, Profit Centre, Investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

Module-II. Cost Accounting Systems :

Material Cost Management : Material Costs, Valuing material issues and stock.

Labour Cost Management: Methods of remuneration, Labour Turnover, Effect and cost of Labour Turnover.

Overheads: Measuring and importance, production overheads, Primary Distribution and Secondary distribution, allocation and apportionment of cost, absorption by production units, Methods,

Activity Based Costing.

Module-III. Methods and Techniques :

Job Costing: batch costing method and contract costing.

Process Costing: Process losses and inter-process profits, Simple Equivalent Production, Joint Product and By Products.

Service Costing: Transport, Hospital, Canteen

Marginal Costing: Nature and scope, marginal cost equation. Profit volume Ratio, Break-even chart, Impact on profits due to changes in various factors, use of probabilities and Application of marginal costing for management decisions.

Module-IV. Cost Management Tools :

Budgetary Control: Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets.

Standard Costing : Standard cost and standard costing, standard costing and budgetary control, Advantages and disadvantages, Analysis of variances (Material, Labour, Overhead and Sales), Disposal of variances.

Cost Reduction and Productivity (only concepts): Cost reduction, value analysis, productivity, value added and Learning curves.

Reference Books :

1. Cost Accounting : Bhabatosh Banerjee, PHI
2. Cost Management; Eldenburg and Wolcott, Wiley-India
3. Cost Management: Arora M.M , Vikas

IMN401:ORGANIZATION BEHAVIOUR

Module-I : Fundamentals of OB: Definition, scope and importance of OB, Evolution of OB, Theoretical framework (cognitive), behavioristic and social cognitive), Models of OB.

Module II : Attitude: Components of attitude, Relationship between behavior and attitude, Job attitude.

Personality and values: Concept of Personality, The Myers-Briggs Type Indicator and The Big Five personality model, Personality and job – fit theory, Personality Tests. Concept and type of values,

Perception: Meaning and concept of perception, Selective perception, Attribution theory, Perceptual process, Perception errors.

Motivation: Concept of Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories – Equity Theory of Work Motivation.

Module- III: Foundations of Group Behavior: The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development.

Managing Teams: Why Work Teams, Developing Work Teams, Team Effectiveness & Team Building.

Module – IV: Organizational Change: Meaning and types of Organizational Change, Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's-Three step model, Learning Organization.

Reference Books:

1. Understanding Organizational Behaviour, Parek, Oxford
2. Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.
3. Organizational Behaviour, K. Awathappa, HPH.
4. Organizational Behaviour, VSP Rao, Excel
5. Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.
6. Organizational Behaviour, Hitt, Miller, Colella, Wiley

IMN402:MARKETING MANAGEMENT-I

Module-I Definition & Functions of Marketing:

Scope of Marketing, Core concepts of Marketing such as Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer Loyalty - Marketing v/s Market, Selling versus Marketing, Marketing Myopia. 80: 20 Principle- Introduction to the Concept of Marketing Mix, Bottom of the pyramid concept

Module-II Concept of Marketing Environment:

Macro and Micro environmental; analysis, Need for analyzing the Marketing Environment. .

STP concept - Segmentation: Definition, Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation - Target Market: Concept of target market and criteria for selection of target market - Positioning: Concept of differentiation & positioning, Introduction to the concepts of Value Proposition & USP.

Module-III Understanding Consumer Behaviour:

Buying motives, factors influencing buying behavior, meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, stages in consumer buying decision process- Perception , learning and personality affecting consumer behavior.

Module-IV Contemporary Topics:

Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing , Digital Marketing, Network Marketing (Concepts only)

Reference Books

Marketing: Baines, Fill and Page , Sinha , Oxford
Marketing Management – Kotler, Keller, Koshy, Jha, Pearson,
Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning
Marketing Management, Ramaswamy & Namakumari, McGrawHill
Marketing Management – K Karunakaran, Himalaya Publishing House
Marketing Management – Text and Cases, Tapan K Panda, Excel Books
Marketing Management – J.P Mahajan , Vikas
Marketing Management - Rudani , Schand

IMN403:COMPANY LAW

Module-I:

Intriduction: Features, Types of Companies, Memorandum and Articles of associations, Incorporation of a company, shares, share capital, dividends, investments, loans ,borrowings, debentures, directors of a company, meetings of the company, compromise, reconstruction and a malgamation, winding up of a company.

Module-II:

Negotiable Instruments Act: Definition of negotiable instrument. Promisory note, Bill Of Exchange and cheques. Parties to negotiable instrument. Discharge of parties from liability.
Dishonour of a negotiable Instrument – Liabilities of Banker and drawer for dishonour of a cheque. Hundies.

Module-III:

Law of Insurance: Definition and elements of insurance contract, premium and reinsurance.
Basic idea about life, fire, and marine insurance.

Law of carriage: Basic features of law relating to land, air, and sea carriers.

Module-IV:

Company Law: Definition and nature of a company, characteristics of a company. Difference between partnership and company. Formation of Company – Memorandum and articles of association. Issue of prospectus and membership of company, liability of a member. Share Capital: types of shares, allotment and transfer and purchase by a company of its own shares. Company Management: Appointment and removal of directors. Rights and liabilities of directors. Meetings: Statutory meetings, Basic knowledge of various types of resolutions. Protection of minority shareholders from mismanagement and oppression. Winding up by court and voluntary winding up.

Reference Books:

1. Chawla, Garg, and Sareen : Mercantile Law 7th Ed. Kalyani.

IMN404: ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

Module-I:

Entrepreneurship; General concept; Definition; Entrepreneurial Culture; Theory of Entrepreneurship; Types of Entrepreneurship; Entrepreneurial trade and motivation; Entrepreneur and Professional manager; Process of Entrepreneurial Development.

Module-II:

Starting a Small Scale Unit-Structure and Ownership; Establishment of Unit; Project Feasibility; Implementation; Tax benefits incentives and concessions.

Module-III:

Financial management of small business- financial planning, long term finance, working capital management; cash management; Recommendation of various committees; Role of various institutions; Both financial and non-financial institutions.

Module-IV:

Marketing strategy of small scale units-elements in marketing mix; Segmentation; Product-life cycle; Pricing; distribution channels; Export Promotion and Institutional support for marketing and exports.

Reference Books:

1. Malhotra & Gupts, Management of Small-Scale Industries, Galgotia Pub. Co.
2. Desai & Vasant, Management of Small-Scale Industries, Himalaya.
3. Desai, Dynamics of Entrepreneurial Development and management, HPH.

IMN405: MANAGEMENT ACCOUNTING

Module-I:

Introduction to Cost and Management Accounting: Importance of Cost and Management Accounting; Difference between Cost and Management Accounting. Cost Concepts and classifications; Elements of Cost, Cost sheet, Accounting for material: Material Control, Pricing of material issues.

Module -II:

Labor: Labor cost control; labor turnover: meaning, indications of low labor turnover, causes, effects and measurement of labor turnover; Idle Time: meaning, causes and treatment; Over Time: meaning, causes and treatment; Systems of wage payments. Overhead: classification; absorption of Overhead; under and over absorption of Overhead.

Contract Costing, Simple Process Costing (Excluding equivalent Production), and Marginal Costing including cost- volume- profit analysis.

Module-III:

Cost Control and Cost Reduction: Meaning of cost control; cost control process; importance of cost control; meaning of cost reduction; importance of cost reduction; techniques of cost reduction; distinction between cost control and cost reduction. Budgeting and Budgetary Control: Meaning of a budget; budgeting and budgetary control; advantages of budgeting; limitations of budgeting; types of budget; process of budgeting; fixed and flexible budget; zero base budgeting.

Standard Costing: Introduction; standard cost and standard costing; standard costing vs. budgetary control; analysis of variance (for Material and Labor only); advantages and limitations of standard costing.

Module-IV:

Funds flow statement: Meaning and Uses; Preparation of funds flow statement. Cash flow statement: Meaning; Preparation of cash flow statement; Difference between funds flow and cash flow analysis; utility and limitations of cash flow analysis.

ReferenceBooks:

1. Cost Accounting: Principles and Practice – Jain & Narang(KP)
2. Management Accounting: Principles and Practice – Sharma & Gupta(KP)
3. Cost Accounting Principles and Practice- Manash Dutta (Pearson)
4. Cost Accounting: An Introduction – Nigam & Jain (PHI)
5. Cost Accounting principles and practice- M N Arora (Vikas)
6. Management Accounting- I M Pandey (Vikas)

IMN501: FINANCIAL MANAGEMENT-I

Module-I:

Introduction: Introduction to Financial Management, Financial Process, Scope of Financial Management, Goals of the firm (Profit Maximum Vs Wealth Maximum), Objectives of Financial Management in contemporary business environment.

Module-II:

Long-term Financing Decisions: Financial Markets, Money Markets, Capital Markets (Capital market Institutions), Types of Issue, Types of share capital, Debentures, Relative merits and demerits; Stock Indices (Sensex, Nifty).

Investment decisions: Time value of money, Future value and compounding, Present value and discounting; Concept of Return and Risk, CAPM Model, Concept of value; Nature and Types of investment decision, Investment evaluation criteria (NPV, IRR, Payback, Discounted payback).

Module-III:

Cost of Capital: Significance of Cost of Capital; Determining components of cost of capital – Cost of Debt, Preference Share Capital, Equity share capital, Cost of Retained earning, WACC.

Module-IV:

Capital Structure: Concept of Leverage, Types of Leverage, Capitalization, Theories of capitalization, Over and under capitalization, watered stock/capital, Capital Structure Theories – Relevance and irrelevance theories.

Reference Books:

1. Van Horne, Bhaduri – Fundamentals of Financial Management- Pearson
2. I.M. Pandey, Financial Management, Vikash Publications.
3. Khan & Jain, Financial Management, Tata McGraw Hill

IMN502:MARKETING MANAGEMENT-II

Module-I Fundamentals of Product and Brand Management:

Meaning of product, Goods & Services Continuum, Classification of consumer products and industrial products - Product Mix: Length, Width, Depth and Consistency- New Product Development & Product Life Cycle : New Product Development Process: Idea Generation to commercialization- Product Life Cycle: Concept & Characteristics of Product Life Cycle. Relevance of PLC and Strategies across stages of the PLC.

Branding: Introduction to Branding, Product vs. Brand, Meaning of a brand, brand equity & brand elements.

Packaging & Labeling : Meaning & role of Packaging & Labeling,

Module-II Pricing Basics:

Meaning, Importance and factors influencing pricing decisions. Setting the price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, pricing approaches

Module-III Distribution and Channel Management

The Role of Marketing Channels: Channel functions & flows, channel levels. Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives, Channel conflicts and resolution (Overview only)

Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices.

Module-IV Basics of Promotion:

The role of marketing communications in marketing effort, Communication Mix Elements : Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing, Concept of Integrated Marketing Communications (IMC)

Reference Books:

Marketing: Baines, Fill and Page , Sinha , Oxford
Marketing Management – Kotler, Keller, Koshy, Jha, Pearson,
Marketing by Lamb Hair Sharma, Mc Daniel Cengage Learning
Marketing Management, Ramaswamy & Namakumari, McGrawHill
Marketing Management – K Karunakaran, Himalaya Publishing House
Marketing Management – Text and Cases, Tapan K Panda, Excel Books
Marketing Management – J.P Mahajan , Vikas
Marketing Management - Rudani , Schand

IMN503 :OPERATION MANAGEMNT-I

Module-1 :Nature & Scope of Production & Operations Management :

Nature of Production, Production as a system, Production as an organization function, Decision making in production, Importance of production function, Scope of Production & Operations management, Evolution of production function, Characteristics of Modern Production & Operations function, Productive system – examples, products vs. services.

Module-II:Forecasting for Operations: Nature and use of forecast, Sources of Data, Forecasting model – Quantitative or Time series Methods (simple Moving Average, weighted Moving Average, Exponential Smoothing Models, Forecast errors) Qualitative or judgmental methods (Delphi method, Market survey, Historical Analogy), Accuracy of forecasting Methods.

Module-III: Product Design and Analysis:

Concept, Product development –concept and steps; Product Life Cycle, Process design, Interrelationship of product design & process design, Process technology, Process technology life cycle, Economic analysis of production processes (cost function of processing alternatives, operating leverage, break even analysis, financial analysis).

Module-IV: Inventory Management: Meaning & definition, Objectives of inventories, Inventory Management & control, Factors influencing inventory management & control, Benefits, Process of Inventory mgmt. & control, Inventory control techniques – ABC, HML, VED, SDE, FSN, EOQ, MRP & JIT, Kanban, Japanese Inventory system.

Reference Books:

- 1) Production & Operations Management : K Aswthappa & K S Bhatt(HP)
- 2).Production & Operations Mgmt.: R. Paneerselvam(PHI)
- 3). Production & Operations Management : S.N.Chary.
- 4). Modern Production & Operations Management : Buffa and Sarin
- 5). Essence of Operations Management : Terry Hills (PHI)

IMN504:HUMAN ESOURCE MANAGEMENT-I

Module-I:

Introduction to Human Resource Management: Concept, Nature and scope of Human Resource Management;Evolution of Human Resource Management, Emerging trends of HRM in Globalized economy.

Module-II:

Aquiring human resource: Human Resource Planning(HRP)-Concept and Process. Job analysis and design,Recruitment & Selection-Concept & Sources of Recruitment, Selection: Procedure, Tests and Interviews Orientation, Promotion: Bases of Promotion, Transfer: Types of Transfer, Separations, Outplacement.

Module-III:

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

Module-IV:

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

Reference Books:

1. Garry Dessler – Human Resource Management, Pearson / PHI
2. Rao, P.S.-Essentials of Human Resource Management and IR, HPH
3. Aswathapa, - Human Resource & Personnel Management, TMH

IMN505: EMPLOYMENT LEGISLATIONS

Module1: Labour and Employment Laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment injury, health, maternity benefit, Statutory Regulation of condition of service in certain establishments, voluntary retirement scheme and golden handshake, Overviews of labour laws in India.

Module2: Minimum Wages Act,1948; Payment of Wages act, 1936; Employees' Provident Fund Act,1952; Employees' State Insurance Act, 1972; Payment of Bonus Act,1965.

Module3: Factories Act,1948; Employees' Compensation Act,1923.

Module4: Industrial Employment (Standing Order) Act,1946; Industrial Dispute Act,1947; Trade Union Act, 1926.

IMN601:FINANCIAL MANAGEMENT-II

Module-I:

Dividend policy: Introduction, forms of dividend, stability of dividends, theories of dividend policy (Relevance and irrelevance theories), determinants of dividend decision, implication of bonus issue, rights issue, share split and buy back of shares.

Module-II:

Working capital management: Introduction to working capital, components of current assets and current liabilities, Objectives of Working Capital (Conservative vs. Aggressive policies), Static vs. Dynamic View of Working Capital, Factors Affecting the Composition of Working Capital, Independence among Components of Working Capital, Operating Cycle Approach to Working Capital, Criteria for evaluation of working capital management, Important working capital ratio.

Module-III:

Receivables Management: Purpose of Receivables, Cost of Maintaining Receivables, Credit Policy Variables (Credit Standard, Credit Period, Cash Discount, and Collection Program), Credit Evaluation, The Process of Credit Evaluation, Decision, Tree Approach, Monitoring Receivables.

Treasury Management & Control: Different between profits and cash, Need for and Objectives of Cash Management, Factors for Efficient Cash Management, Internal Treasury Controls.

Module-IV:

Financing Current Assets: Behavior of Current Assets and Pattern of Financing, Accruals, Trade Credit, Provisions, Short-term Bank Financial, Public Deposits, Commercial paper, Factoring, Regulating of Bank Credit.

Reference Books:

1. Khan & Jain, Financial Management, Tata McGraw Hill.
2. I.M. Pandey, Financial Management, Vikas publishing.

IMN602:RESEARCH METHODS

Module I: Introduction to BRM:

Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs.

Module II: Measurement and Data Collection.

Primary data, Secondary data, Design of questionnaire ; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

Module III: Data Analysis – I:

Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance. on-parametric Test – Sign Test, Run test, Krushall – Wallis test

Module IV: Data Analysis – II:

Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept)

Report writing and presentation:

Research Report, Types and significance, Structure of research report, Presentation of report.

Practical Aspect : Students are expected to use the 40 days trial version of relevant software package to learn the following :-

- (I) Draw frequencies, bar charts, histogram.
- (ii) Creating and editing graphs and charts.
- (iii) Bi-variate correlation.
- (iv) The t-test procedure.
- (v) Non-parametric Tests : Chi-square Test.
- (vi) One way ANOVA Procedure.
- (vii) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.

Reference Books:

1. Research Methodology, by Deepak Chawla / Neena Sandhi (Vikas)
2. BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
3. Research Methodology, by V. Upadade & A. Shende (S. Chand)
4. Business Research Methods by Prahlad Mishra, Oxford
4. Business Research Methods by Naval Bajpai, Person
5. Business Research Method by Cooper et.al, McGraw Hill
6. Research Methodology by Khatua and Majhi, HPH.
7. Research Methodology by Swain, Kalyani Publishers
8. Research Methodology by Ranjit Kumar – Sage Publication.
9. Research Methodology by Kothari, Newage

IMN603: OPERATIONS MANAGEMENT-II

Module-I: Plant Location & Layout :

Nature; Freedom of location; Errors in location; Steps in location; Locational models – Factor Rating, Point rating, Break Even Analysis, Quantitative factor analysis; Layout – meaning, Definition & scope; Factors influencing layout; Principles of layout; Types of layout – process, Product, static, group technology, hybrid; Work Study & Work Measurement:

Introduction, objectives, Method study, Time study, relationship of time & motion study to work Study, work measurements – benefits, steps & techniques (time study, synthesis method, analytical estimation)

Module-II: Aggregate Planning :

Nature & objective, Need & steps, approach, costs, problem structure, capacity planning – types, measures decisions, classification; generation of alternative capacity plans, framework for analyzing capacity planning decisions; Aggregate capacity planning strategies – (Level capacity plan, Matching capacity with aggregate demand plan).

Module-III: Resource Requirements Planning:

Nature, Resource Requirements Planning system, MRP – I, MRP – II, Operation of MRP system, MRP computational procedure, Issues in MRP, Benefits from MRP, Implementation of MRP; Master production schedule (MPs), capacity Requirement Planning (CRP)

Module-IV: Project Planning & control:

Nature, Project life cycle, project organization, Role of a project Manager, problems in Managing a project, Project Planning & Control techniques – CPM, PERT;

Quality Assurance & Control: Meaning, the quality assurance system, choice & process & reliability, Control of quality, kinds of control, controlling the quality of services; Quality Control – nature, ensuring quality, quality control techniques; Statistical Quality control (SQC); types of control charts – Xchart, Rchart, construction of X – R chart.

Reference Books:

- 1) Production & Operations Management : K Aswthappa & K S Bhatt(HP)
- 2).Production & Operations Mgmt.: R. Paneerselvam(PHI)
- 3). Production & Operations Management : S.N.Chary.
- 4). Modern Production & Operations Management : Buffa and Sarin
- 5). Essence of Operations Management : Terry Hills (PHI)

IMN604:HUMAN RESOURCE MANAGEMENT-II

Module-I: Introduction to Compensation Management:

Wages & Salary concepts, components of wages, criteria of wage fixation, Job evaluation – Concept, Methods , Methods of wage determination in India, wage differential, Methods of payment, Broad- banding, Executive compensation, Incentive based pay system,

Module-II:

Industrial Relations: Concept, Approaches to Industrial relations; Unitary, Pluralistic, Systems

and Radical approaches, Industrial Relation System, Role of State in IR.

Trade Unionism: Concept, function and structure, union registration and recognition, Present

Trade Unionism in India,

Module-III:

Industrial Disputes: Concept, forms and types, causes, procedure for settlement of disputes in India.

Collective Bargaining: Nature, scope and functions, Stages & Bargaining Process, Theories of

bargaining, Workers' participation in Management: Concept, scope and objectives, Workers'

participation in Indian Industries.

Module-IV:

International HRM: Definitions and Approaches, Concepts of Expatriate, Parent country National (PCN), Host Country National (HCN)and Third Country National (TCN). Challenges of IHRM in dynamic business environment; Ethical issues in IHRM

Reference Books:

1. R. K.Sahoo : Training for Development,Excel Books
2. R.P.Lynton & U. Pareek : Training for Development
3. R. Buckley & J. Caple : Theory and Practice of Training
4. Peter Sheal : The Art of HRD (Vol 6 : Staff Development)
5. TV Rao : HRD Audit
6. D.M. Silvera : Human Resource Development – The Indian Experiences
7. Mamoria & Mamoria, Dynamics of Industrial Relations, Himalaya Pub.
8. D .K.Bhattacharya, International Human Resource Management, Himalaya Pub.

IMN605:BUSINESS ETHICS

Module-I Ethics & Business:

What is Ethics; Facts and Values; Moral Development(Kohlberg's 6 Stages of Moral Development), Myth of a Moral Business.Defination of Ethics and Business Ethics; Need, Importance, Nature and Scope of Business Ethics, Objectives of Business Ethics, Characteristics of Business Ethics, Factors influencing Business Ethics.

Module - II Decision Making(Normal Dilemmas and Problems)

Ethical Subjectivism and Relativism, Ethical Decisions , How they are made?Ethical Conflict and Ethical congruence; Normative ethics in Management;Application of Ethical theories on Business (i) Utilitarianism (J.Bentham and J.S.Mill), (ii)Deontology (I.Kant), (iii) Virtual Ethics (Aristotle's Nicomachien Ethics).

Module - III Managing Ethics:

Ethical activities; Company Codes; recipients of the intended Ethical action;Codes of Ethics; Ethics Training Programmes; ethics commottees; Laws enforcing Eythical Issues; supporting of ethics in companies with two Ethical Titbits to muse.

Module - IV : Ethical Issues in Functional Areas of Business:

Marketing: Characteristics of Free and Perfect Competitive market, Monopoly oligopoly, Ethics in Advertising (truth in Advertising);**Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute; HR: Workers Right and Duties, Workplace safety, Sexual harassment; Wistle Blowing.

Reference Books:

1. C.S.V. Murthy, Business Ethics, Text and Cases, HPH
2. Hartman, Perspectives in Business Ethics, TMH

IMN701:ENTREPRISE RESOURCE PLANNING

MODULE 1

ERP as Integrated Management Information System, Evolution of ERP, Benefits of ERP and Competitive Advantages, ERP vs. Traditional Information System.

Business Process Reengineering-need and challenges, Management Concerns about BPR, BPR to build Business Model for ERP.

MODULE 2

ERP Packages: Basic Constituent of ERP, Selection Criteria for ERP packages, Procurement Process for ERP Packages, Overview of ERP packages –PEOPLE SOFT,SAP-R/3,BAAN IV,MFG/PRO,IFS/AVALON,ORACLE-FINANCIAL.

MODULE 3

ERP Implimentation-issues, Role of Consultants, Vendors, Users, Need for Training, Customization, ERP Implementation Methodology and Post Implementation Issues.

Supply Chain Management-Order Management, Logistics, SCM Basic Principles, Task and Competencies, Interfaces and Complexities. Types of SCM, Potential Benefits of SCM, Possible Obstacles, Application System Supporting SCM Engineering. Product Data Management, Sales, Procurement, Production, MRP, Distribution

MODULE 4

ERP case studies in HRM, FINANCE, PRODUCTION, PRODUCT DATABASE, and MATERIAL SALES & Distribution.

Reference Books:

1. Enterprise Resource Planning Concepts And Practices By Vinod Kumar Garg & N K Venkatakrishna, PHI.
2. Enterprise Resource Planning By S Sadagopan, PHI
3. Enterprise Resource Planning, Murthy CSV, HPH
4. Enterprise Resource Planning Alexis Leon Tata McGraw Hill.
5. A Text Book Of ERP , Jaiswal M., Mcmillan

IMN702: BANKING & INSURANCE MANAGEMENT

Module I: Overview of Banking

Evolution of Banking, Structure and Types of Banks (Commercial Bank, Cooperative Bank, Payment Bank, Small Banks), Roles of Banks (viz. Intermediation), Payment system, Financial services), Banking Services, Banking Products – Deposit and Loan products, Payment products. E-Banking, RTGS and NEFT.

Module II: Banking Regulations and Financial Stability

Need and importance of Banking regulation in India, Banking Regulation Act, 1949; KYC and AML guidelines, Banking Fraud, Banking Code, BASEL norms, SARFAESI ACT, ARCs, Banking ombudsman scheme; policies with respect to priority sector and MSMEs.

Module III: Basics of Insurance

Basic principles of business of insurance, Types of insurance: Life and Nonlife Insurance, Re Insurance. Principles governing marketing of insurance products; Insurance regulations and role of IRDA. Extension of insurance to Niche areas: Pension plans, Bancassurance, ULIPs, TPA, Micro Insurance, Insurance Inclusion.

Module IV: Insurance Risk and Claims Management

Risk and Uncertainty, Risks associated with business of insurance i.e .pure risk, financial risk, fundamental risk. Classification of pure risk, overlapping risks; Rules of Risk management, Risk management techniques, Risk management process, Underwriting. Claims settlement procedure for Life insurance, Motor insurance and Health Insurance.

Reference Books:

1. Banking Theory, Law and Practice – Gordon – Natarajan, HPH
2. Banking and Insurance – Mohapatra and Acharya, Pearson
3. Insurance and Risk Management, P.K. Gupta – HPH
4. RISK Management and Insurance – Triechmann, Cengage
5. Banking Theory & Practice – Shekhar / Shekhar (Vikas)
6. Banking Law and Practice – S. Mishra (S Chand)
7. Banking law and Practice – Maheshwari and Maheshwari, Kalyani
8. RBI Bulletin 2013, 2014
9. National Insurance Academy publications

IMN703:MANAGERIAL ECONOMICS

Module - I: AN INTRODUCTION TO MANAGERIAL ECONOMICS:

The Nature and Scope of Managerial Economics, The basic process of Decision making, The Theory of the Firm(Reasons for the existence of Firms and their functions, The objective and value of the Firm, Constraints on the operation of the Firm), Methods of expressing Economic relationships, Optimization Analysis(profit maximization by the total revenue and total cost approach, optimization by Marginal Analysis), constrained optimization, Management tools for optimization(Benchmarking, TQM, Re engineering). Marketing Research Approaches to Demand Estimation(consumer surveys and observational research), Demand Forecasting: qualitative forecasts(survey techniques,opinion polls,soliciting a foreign perspective).

MODULE-II:PRODUCTION AND COST ESTIMATION:

Optimal combination of inputs(isocost lines,optimal input combination for minimizing costs or maximizing output, profit maximization, effect of change in input prices), Emperical production function, innovation and production function, Estimation of short run and long run cost functions, cost-volume-profit analysis.

Module - III: MARKET STRUCTURE AND PRICING PRACTICES:

Market structure and Degree of competition, Perfect competition(Meaning and importance, Price and output determination), Monopoly(Meaning and Sources of Monopoly, Price and output determination), Monopolistic Competition(Meaning and importance, Price and output determination,product variation and selling expenses), Oligopoly(Meaning and sources, oligopoly models). Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input pricing

Module - IV: MACRO ECONOMIC ANALYSIS:

Macro economics , the concepts of GDP, GNP, GDP deflator, concepts of consumption, saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies, Balance of Payment

IMN704:TOTAL QUALITY MANAGEMENT

Module - I: Introduction to Quality Management, its Philosophies and TQM

The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies,Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management ,introduction to total quality management, the evolution of total quality.

Module - II Principles and Design for Six Sigma

Kaizen, Total Productive Maintenance (TPM), Meaning, Seven Magnificent Quality Tools, Application, Poka-Yoke, Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma, Six Sigma Problem Solving, Six Sigma in Services and Small Organizations, Tools for Concept Development, Tools for Design Development Tools for Design Optimization, Tools for Design Verification.

Module - III Statistical Process Control

Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X, R & P chart), Summary of Control Chart Construction, Designing Control Charts Product control-acceptance sampling and OC curve, Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement, Engaging the Workforce in Process Improvement

Quality Systems

ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Service Quality Management-Product & services, Classification, Service Quality, Total Productive Maintenance, Function Deployment, House of Quality, Offline Design of Parameters and Specifications.

Reference Books:

1. Total Quality Management - J.R. Evans – Cengage
2. Quality Management – Bedi - Oxford
3. Modern Methods for Quality Control & Improvement –Wardsworth/Stephens/Godsrey-Wiley
4. Quality Management – Gitlow / Oppenheim / Levine – TMH
5. Total Quality – Bharat Wakhlu – S. Chand
6. Quality Control and Management – Evans / Lindsay – Cengage
7. Total Quality Management – K. Sridhara Bhatt, HPH
8. Introduction to Statistical Quality Control – Montgomery – Wiley
9. 100 methods of TQM, Gopal Kanji, Sage.

IMN705:PROFESSIONAL SKILL DEV (LAB)

Module-I:Personal Communication:

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing.

Module-II:

Social Communication:

Telephone calls (official), colleagues in the workspot, discussing issues (social, political, cultural clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes, sharing jokes.

Group/Mass Communication

Group discussion (brainstorming), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM), Block and tackle, shipwreck, spoof, conducting quiz, negotiations, oral reports.

Module- III: Integrated Speaking and Presentation Skills

Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)

Module- IV: Employability and Corporate Skills

Interview skills – Types of interview, preparation for interview, mock interview. Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, skills sought in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management – causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities.

References Books:

1. Richard Denny, "Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.
2. "Value Education", VISION for Wisdom, Vethathiri Publications, Erode, 2009
3. Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries)

IMN801: STRATEGIC MANAGEMENT

Module -I: Introduction

Concept of strategy, Vision, Mission, Goal, Objective, Strategic Management Process, Strategic planning :an overview, Modes of strategic decision making, Strategic intent, Hierarchy of strategy.

Module -II: Strategy formulation.

Environmental Scanning, SWOT analysis, Internal and External environmental analysis, Competition Analysis: Porter's Five Forces model, Generic strategies, Competitive Advantage, Charting core competence, Value chain analysis, Balance Score card.

Module - III: Strategic Implementation

Strategic alternatives- Stability, Growth, Turnaround, Retrenchment, Diversification- Reasons for diversification, Types of diversification, Vertical integration, Horizontal integration, Strategic alliance, Merger and Acquisition, Types of M&A , Issues related to M&A, Business Portfolio analysis- BCG & GEC matrix

Module-IV: Strategic Evaluation and control

Five year Integrated MBA Syllabus for admission batch 2016-17

An overview of Strategic evaluation and control, Participants in strategic evaluation, barriers in Evaluation, Strategic control vs. operational control, Types of strategic control

Recommended Books:

1. Strategic Management & Business Policy, Kazmi, TMH
2. Strategic Management, R. Srinivasana-PHI
3. Corporate Strategy, Lynch, Pearson
4. Strategic Management, Haberberg & Rieple, Oxford
5. Strategic Management & Entrepreneurship, D.Acharya & A. Nanda, HPH

TENTATIVE