

# RAJASTHAN TECHNICAL UNIVERSITY



I & II SEMSTERS SCHEME AND SYLLABUS

**APPROVED BY BOARD OF STUDIES**

(In Meeting of BOS on 29.04.2013 and in the meeting of FOMS on 31.05.2013)

FOR

**MASTER OF BUSINESS ADMINISTRATION  
(MBA)**

**2013-2015**

**RAJASTHAN TECHNICAL UNIVERSITY**

The Master of Business Administration (MBA) is a 4 semesters program. The following shall be the scheme for teaching and examination of MBA Course for academic session 2013-2015.

The duration of external examination for each paper would be 3 hours.

<b>First Semester MBA</b>					<b>Marks</b>		
<b>Code No.</b>	<b>Name of Subject</b>	<b>Number of Hours/ week</b>			<b>Internal/ Minimum Pass Marks</b>	<b>External/ Minimum Pass Marks</b>	<b>Total</b>
		<b>Lecture (L)</b>	<b>Tutorial (T)</b>	<b>Laboratory (P)</b>			
M-101A	Fundamentals of Management	3	0	0	30/12	70/28	100
M-102 A	Organizational Behavior	4	0	0	30/12	70/28	100
M-103 A	Business Mathematics & Statistics	3	1	0	30/12	70/28	100
M-104 A	Managerial Economics	4	0	0	30/12	70/28	100
M-105 A	Accounting For Management	3	1	0	30/12	70/28	100
M-106 A	IT for Managers	3	0	0	30/12	70/28	100
M-107 A	Business Environment	4	0	0	30/12	70/28	100
M-108 A	Communication for Management	2	0	0	30/12	70/28	100
M-109A	Information and Communication Techniques Lab	0	0	2	60/30	40/20	100
M-110A	Business Communication Lab	0	0	2	60/30	40/20	100
	<b>Total</b>	<b>26</b>	<b>2</b>	<b>4</b>	<b>360</b>	<b>640</b>	<b>1000</b>

<b>Second Semester MBA</b>					<b>Marks</b>		
<b>Code No.</b>	<b>Name of Subject</b>	<b>Number of Hours/ week</b>			<b>Internal/ Minimum Pass Marks</b>	<b>External/ Minimum Pass Marks</b>	<b>Total</b>
		<b>Lecture (L)</b>	<b>Tutorial (T)</b>	<b>Laboratory (P)</b>			
M-201A	Human Resource Management	3	0	0	30/12	70/28	100
M-202A	Cost Accounting for Management	3	1	0	30/12	70/28	100
M-203A	Financial Management	3	1	0	30/12	70/28	100
M-204A	Marketing Management	3	0	0	30/12	70/28	100
M-205A	Operations and Supply Management	3	0	0	30/12	70/28	100
M-206A	Research Methods in Management	3	1	0	30/12	70/28	100
M-207A	New Enterprise and Innovation Management (NE&IM)	3	0	0	30/12	70/28	100
M-208A	Operations Research	3	1	0	30/12	70/28	100
M-209A	Seminar on Contemporary Issues*	0	0	2	60/30	40/20	100
M-210A	Computer Applications Lab	0	0	2	60/30	40/20	100
	<b>Total</b>	<b>24</b>	<b>4</b>	<b>4</b>	<b>360</b>	<b>640</b>	<b>1000</b>

**M-101A  
FUNDAMENTALS OF MANAGEMENT**

<b>Course/Paper : M-101A</b>	<b>MBA Semester-I</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

**Objective:**

The objective of this paper is to familiarize the student with basic management concepts and processes in the organisation. It will enable students to evaluate and analyse a firm's management philosophy and its impact on operation of the business.

**Section A**

**Module I: Basic concepts of management: (4 Hours)**

Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency

**Module II: Contribution of Management Thinkers: (6 Hours)**

Kautilya, Taylor, Fayol, Peter Drucker and C.K. Prahlad.

**Module III: Functions of Management: (6 Hours)**

**Planning:** Essentials of Planning and Managing by Objectives; Strategies, Policies and Planning Premises; Decision making.

**Module IV: Organizing (6 Hours)**

The Nature of organizing, Entrepreneurship, and Reengineering; Organizational Structure, Departmentation; Line/staff authority, empowerment, and decentralization; Effective organizing and organization culture;

**Module V: Staffing (4 Hours)**

Human resource Management and Selection; Performance Appraisal and Career Strategy; managing change through Manager and Organization Development.

**Module VI: Leading (6 Hours)**

Human Factors and Motivation; Leadership: Committees, Terms, and Group Decision making; Communication.

**Module VII: Controlling (6 Hours)**

The system and process of controlling; Control Techniques and Information Technology; Productivity, Operations Management and Total Quality Management.

**Module VIII: Management practices of:**

Dhirubhai Ambani, Narayan Murthy, Premji, Ratan Tata, Steve Jobs, Bill Gates.

**Section B**

**At Least one Case Study from each module**

**Questions will be case/inferences/application based**

### **Practical Component**

- **Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied above and justifying why such structures are chosen by those organizations.**
  
- **Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities.**

**Note: Faculty can either identify the organizations/leaders or students can be allowed to choose the same.**

### **Recommended Books:**

- 1 Wehrich, Heinz and Koontz, Harold. *Management A Global and Entrepreneurial Perspective*. McGraw Hill.
- 2 Koontz. *Essentials for Management: An International Perspective*. Tata McGraw-Hill.
- 3 Robbins, Stephen P., Decenzo, David, A. *Essentials of Management*. Pearson Education.
- 4 Bhat. *Management: Principles, Processes and Practices*. Oxford University Press.
- 5 Tripathi. *Principles of Management*. Tata McGraw-Hill.
- 6 Drucker, Peter. *The Practices of Management*. Allied Publishers.

### **List of Journals/Periodicals/Magazines/Newspapers**

- Harvard Business Review, Business India / Business Today / Business World, “Vikalpa” – Journal of Indian Institute of Management, Ahmedabad, SANKALPA: Journal of Management & Research, Effective Executive, etc.

**M-102A**  
**ORGANIZATIONAL BEHAVIOUR**

<b>Course/Paper : M-102A</b>	<b>MBA Semester-I</b>
<b>No. of Lecture Hrs/week: 04</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 56</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

**Objective:**

The objective of this paper is to help student to understand dynamic nature of Organizational Behavior.

**Section –A**

**Module I: Concept of Organizational Behavior (8 Hours)**

Models of Organizational Behavior, Emerging issues in organizational behavior.

**Module II: Perception and Attribution (8 Hours)**

Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception, Attribution theory.

**Module III: Attitude (6 Hours)**

Concept, and Importance, Attitude Measurement. Attitudes and Workforce Diversity.

**Module IV: Personality (6 Hours)**

Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. Concept and Theories of Learning.

**Module V: Motivation (6 Hours)**

Concepts and Their Application, Principles, Content & Process Theories, Employee Recognition, Involvement, Morale.

**Module VI: Dynamics (6 Hours)**

Transactional Analysis, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups. Organizations and Citizen ship behavior.

**Module VII: Organizational Power and Politics (10 Hours)**

Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power, **Conflict:** Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict.

**Module VIII: Organizational Culture: (6 Hours)**

Concept, Characteristics & Importance of Culture. Understanding Work Stress and Its Consequences, Causes of Stress, Managing Stress and change.

**Section B**

**At Least one Case Study from each Module**

**Questions will be case/inferences/application based**

### **Practical Component**

- **Preparing the leadership profiles of any 5 business leaders and studying their behaviours with respects to the trait, behavioural and contingency theories studied.**
- **Identifying any five job profiles and listing the various types abilities required for those jobs and also the personality traits/attributes required for the jobs identified.**

**Note: Faculty can either identify the organizations/ leaders/jobs or students can be allowed to choose the same.**

### **Recommended Books:**

- 1 Mishra. *Organizational Behavior*, Vikas Publishing House.
- 2 Greenberg, Jerald and Baron, Robert. *Behavior in Organizations*, Prentice Hall of India.
- 3 Aswathappa. *Organization Behavior (Text, Cases & Games)*, Himalaya Publishing House.
- 4 Luthans, Fred. *Organizational Behavior*, Tata McGraw-Hill.
- 5 Newstrom. *Organizational Behavior: Human Behavior at Work*, Tata McGraw-Hill.
- 6 Stephen, P. Robbins., Timothy, A. Judge., Timothy Campbell *Organizational Behavior*. Pearson Education.

### **List of Journals/Periodicals/Magazines/Newspapers**

- Harvard Business Review, Decision, Vikalpa, etc.

**M-103A**  
**BUSINESS MATHEMATICS AND STATISTICS**

<b>Course/Paper : M-103A</b>	<b>MBA Semester-I</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:01</b>	<b>Exam Time: 3 Hrs</b>

**Objective:**

The objective of the course is to enable the student to familiarize with the Knowledge and Skills necessary to solve a variety of arithmetic & statistical issues in management problems that are commonly found in business situations.

**Section A**

**Module I: Matrices and Determinants** **(6 Hours)**

Definition of a matrix, types of matrices, algebra of matrices, Transpose, Adjoint, elementary and Inverse of a matrix.

**Module II:** **(4 Hours)**

Solving linear equations by using matrices, Input-Output analysis. Application of matrices for solution to simple business and economic problems.

**Module III: Role of statistics** **(6 Hours)**

Numerical descriptive measures of central tendency and dispersion and their implications, Mean, Mode, Median, Variance and standard deviation.

**Module IV: Correlation** **(4 Hours)**

Coefficient of Variation. Covariance and coefficient of correlation. Visual explorations using software like Microsoft Excel/MINITAB

**Module V: Regression** **(6 Hours)**

Types of Regression models, determination of simple linear regression equation using least square method, coefficient of determination, Overview of Partial and Multiple regressions.

**Module VI: Index Numbers** **(5 Hours)**

Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: Fixed base and Chain base methods. Fisher ideal index number. Proportion, percentage, Interval, Ratio and Interest.

**Module VII: Probability** **(5 Hours)**

Basic probability concepts, conditional probability, marginal probability and its uses in business decision-making; Bayes' theorem and its applications.

**Module VIII: Probability Distributions** **(6 Hours)**

Concept and application of Binomial, Poisson, Exponential and Normal distributions

**Section B**

**At least one Case Study from each Module**

Note: 50% of the questions will be Numerical /application oriented.

### **Recommended Books:**

- 1 Doane. *Applied Statistics in Business and Economics*. Tata McGraw-Hill.
- 2 Beri. *Business Statistics*. Tata McGraw-Hill.
- 3 Aczel. *Complete Business Statistics: with student CD-ROM (SIE)*. Tata McGraw-Hill.
- 4 Gupta, S.P. *Statistical Methods*. Sultan Chand & Sons.
- 5 Shrivastava. *Statistics for Management*. Tata McGraw-Hill.
- 6 John C. Lee., *Business and Financial Statistics Using Minitab 12 and Microsoft Excel 97*. World Scientific Publisher



**M-104A  
MANAGERIAL ECONOMICS**

<b>Course/Paper : M-104A</b>	<b>MBA Semester-I</b>
<b>No. of Lecture Hrs/week: 04</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 56</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

**Objective:**

The objective of the course is to provide insights into management of Economics and to the time tested tools and techniques of managerial economics to appreciate their relevance in decision making.

**Section-A**

**Module I: Introduction to Managerial Economics (4 Hours)**

Managerial Economics: Meaning, Nature, Scope, & Significance. Relationship of Managerial Economics with Statistics.

**Module II: Fundamental Concepts (4 Hours)**

Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles. Theory of the Firm: Firm and Industry.

**Module III: Demand and Supply Analysis (10 Hours)**

Law of Demand, Elasticity of Demand - Price, Income & Cross elasticity. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply.

Note: Illustrative numerical examples to be used to explain the concepts.

**Module IV: Cost Analysis and Pricing Approach (8 Hours)**

Concepts, Types of cost, Cost curves, Cost - Output Relationship in the short run and in the long run, LAC curve. Factors affecting cost at Micro-level. Full cost pricing, Product line pricing, Product life cycle pricing. Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

**Module V: Production and Utility analysis (8 Hours)**

Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale. Consumer behavior and Surplus. Marginal Utility Analysis, Economies of scale.

**Module VI: Market structure and pricing practices: (12 Hours)**

Perfect Competition, Features, Pricing under perfect competition. Monopoly: Features, Pricing under monopoly. Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

**Module VII: National Income and Index No (4 hours)**

Consumer Pricing Index (CPI), WSI, and Combination composition and calculation

**Module VIII: Profits (6 Hours)**

Determinants of Short-term & Long-term profits. Classification - Measurement of Profit. Break Even Analysis - Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions.

### **Section-B**

At least One Case study from each module

**Questions will be case/inferences/application based**

**Practical Components:**

- **Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)**
- **Study of demand elasticity for a product when there is a price increase or price decrease.**
- **Market surveys/ consumer intention survey for an existing or a new product/service.**
- **Opinion polls to understand the buyer behavior for a product or a service.**
- **Demand forecasting - Mini project may be given to students to assess the demand for a product or a service using any method.**
  - **Preparing a project proposal for a new business venture to understand the BEP using real time data.**
  - **Exploring application and usage of econometric models by using appropriate software packages.**

**Recommended Books:**

- 1 Damodaran. *Managerial Economics*. Oxford University Press.
- 2 Petersen, H. Craig., Lewis and Jain. *Managerial Economics*. Pearson Education.
- 3 Brickley. *Managerial Economics & Organizational Architecture*. Tata McGraw-Hill.
- 4 Mote, Paul and Gupta. *Managerial Economics: Concepts and Cases*. Tata McGraw-Hill.
- 5 Paul, G. Keat, and Young, K. Y. *Managerial Economics: Economic Tools for Today's Decision Makers*. Prentice Hall.
- 6 Nag. *Macro Economics for Management Studies*. Macmillan Publishers India.

**List of Journals/Periodicals/Magazines/Newspapers**

- Margin- The Journal of Applied Economic Research
- South Asia Economic Journal
- Global Business Review
- Asian Journal of Management Cases
- Global Journal of Emerging Market Economics
- Economist, Economical and Political Weekly, Economic Times, Business Standard, etc

**M-105A**  
**ACCOUNTING FOR MANAGEMENT**

<b>Course/Paper : M-105A</b>	<b>MBA Semester-I</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:01</b>	<b>Exam Time: 3 Hrs</b>

**Objective:**

The objective of the course is to enable the student to familiarize with the preparation and knowledge of management accounting. The student will be able to understand the system of utilizing financial, costing, and other information to assist the management .

**Section -A**

**Module I: Introduction to Accounting (4 Hours)**

Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Accounting Equations.

**Module II: Elementary Preparation of Books of Accounts (6 Hours)**

Journals, ledgers and trial balance. Final Accounts, Trading, Profit Loss account with adjustments, Balance Sheets

**Module III: Financial Statements (6 Hours)**

Concept and application, Income statement, statement of change in financial position

**Module IV: Analysis of Financial Statements (6 Hours)**

Comparative, common size and trend analysis, Ratio Analysis, Cash flow Statement as per AS3, Analyzing Balance sheet using spread sheet

**Module V: Accounting Standards and Introduction to IFRS (6 Hours)**

IFRS and proposed changes in Indian Accounting Standards.

**Module VI: Inferences and Interpretations from Published Financial Statement (4 Hours)**

**Module VII: Emerging issues in Financial Accounting (4 Hours)**

Introduction, Price level Change, Zero based Budgets, Responsible Accounting

**Module VIII: Valuation (6 Hours)**

Valuation of goodwill, Inventory, Depreciations

**Section B**

**At least One Case Study from each module**

Note: 50% of the Questions will be Numerical & Cases/Inferences based.

**Practical Components:**

- **Collecting Annual reports of the companies and analyzing the financial statements using**

**different techniques and presenting the same in the class.**

- **Analyzing the companies' cash flow statements and presenting the same in the class.**
- **Exposing the students to usage of accounting software's (Preferably Tally)**
- **Analysis of Balance Sheet using Excel**

### **Recommended Books:**

- 1 Kumar, Vijay. *Accounting for Management*. Tata McGraw-Hill.
- 2 Kaplan and Atkinson. *Advanced Management Accounting, 3rd Ed.*, Prentice Hall.
- 3 Kaplan, Atkinson and Young. *Management Accounting*. Pearson Education.
- 4 Viji. *Management Accounting*. Macmillan Publishers India.
- 5 Shah. *Management Accounting*. Oxford University Press.
- 6 Bhattacharya, S.K. and Dearden J., *Accounting for Management: Text and Cases*, Vikas Publishers, New Delhi.

### **List of Journals/Periodicals/Magazines/Newspapers**

The Students will have to refer to past issues of the following journals in order to get relevant topic/information pertaining to the subject.

1. The Chartered Accountant
2. The Management Accountant
3. The Chartered Secretary
4. Journal of Finance
5. Business India / Business Today / Business World
6. "Vikalpa" – Journal of Indian Institute of Management, Ahmedabad

## M-106A: IT FOR MANAGERS

<b>Course/Paper : M-106A</b>	<b>MBA Semester-I</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

### Objective:

This course is designed to make the students familiar with the basic concept of computer and its application. This will help students to understand the role of information systems and technology with current business and management application.

### Section A

#### Module I: Basic of Computers

(4 Hours)

Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit)

#### Module II: Software

(4 Hours)

Introduction; broad classification of software; Systems software – Operating systems: Windows, MS-Office: MSWord, MS Excel, MS PowerPoint, MS Access and MS Project

#### Module III: Business value of telecommunication networks

(4 Hours)

The basics of doing business on the Internet- the Internet revolution - the business value of Internet, Intranet and Extranet. Introduction to Web page Design. Creating Web Pages using HTML. Introduction to Cloud Computing.

#### Module IV: Information Systems (IS)

(8 Hours)

Concept of Data and Information, Kinds of Information Systems (IS); Elementary study of; Operations Support System (OSS), Management Support System (MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System (MIS), Decision Support System(DSS). Artificial Intelligence (AI), Neural Networks, Fuzzy Logical Control System, Expert Systems (ES).

#### Module VI: Developing MIS Systems

(6Hours)

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

#### Module VI: e-Business and e-Commerce

(4 Hours)

E-Business systems: e-Business models - Enterprise e-Business systems -E-Commerce systems - essential e-Commerce processes - electronic payment processes - e-commerce application trends - Web store requirements, m-commerce.

#### Module VII: Applications

(4 Hours)

IT in business: functional business systems - cross-functional enterprise systems - Enterprise resource planning (ERP) - Customer relationship management (CRM) and Supply chain management (SCM).

#### Module VIII: Management challenges

(4 Hours)

Security and Ethical Challenges of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

## **Section B**

At least One Case study from each Module

**Questions will be inferences/application based**

### **Recommended Books:**

- 1 Kumar, K. And Rajkumar, S. *Computer Applications in Business*. Tata McGraw-Hill.
- 2 Lucas. *Information Technology for Management*. Tata McGraw-Hill.
- 3 Cyganski, *Information Technology: Inside and outside* , Pearson.
- 4 Laudon K C and Laudon J P., Rajanish Dass., *Management Information Systems: Managing the Digital Firms*, Pearson.
- 5 Stair,Ralph. M. Reynolds,George. Reynolds,George. W. *Principles of Information System*. Cengage Learning.
- 6 Murdick, Ross & Claggett. *Information Systems for Modern Management*,. Prentice Hall of India.

### **List of Journals/Periodicals/Magazines/Newspapers, etc.**

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

## M-107A: BUSINESS ENVIRONMENT

<b>Course/Paper : M-107A</b>	<b>MBA Semester-I</b>
<b>No. of Lecture Hrs/week: 04</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 56</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

### Objective:

The objective of this course is to acquaint the students to the emerging trends in business environment and to understand the government policies, current issues in Indian perspective and to analyse the competitive business environment.

### Section A

#### **Module I: Business Environment (8 Hours)**

Nature, Concept and Significance, Types of environment: economic and non economic environment and their interaction, Environment scanning and its process, Interaction between internal and external environments, Emergence of Market Driven Economies, Essential of competitive economies.

#### **Module II: Assessment of Liberalization, Privatization and Globalization (LPG) (6 Hours)**

Assessment of LPG in India with respect to Financial, Automobile and FMCG

#### **Module III: Emergence of Micro, Small and Medium (MSME) enterprises and Role of Institutions (8 Hours)**

Micro, Small and Medium enterprises in India, Critical evaluation of latest economic policies of India: Monetary policy, Fiscal policy, Industrial policy, Export-Import policy, and their impact on business environment, Role of SIDBI and other institutions

#### **Module IV: Assessment of Fiscal, Monetary Policy and Price Stability for last Five years (8 Hours)**

Introduction to FEMA, consumer protection act, the changing dimensions of these laws and their impact on business. Stock exchange, Commodity exchanges in India, the role of SEBI.

#### **Module V: Competition commission (6 Hours)**

Assessment of Regulatory Business Environment, Change from control to regulation-changing role of RBI, IRDA, Pension, Board of Financial Supervision

#### **Module VI: Agriculture and Business (6 Hours)**

Role of Agriculture in Economic Development, Trends in Agricultural Production, Agro based Industries, Dependence of Business on Agriculture, Corporate India Initiatives.

#### **Module VII: Case Study of Indian Industries (8 Hours)**

Recent Mergers and Acquisitions by Indian Industries

#### **Module VIII: Balance of payment and Balance of Trade (6 Hours)**

Exchange rate and competitiveness, foreign capital flows and foreign collaboration, FDI in India.

### Section B

At least one Case Study from each Module

Questions will be case/inferences/application based

**Recommended Books:**

- 1 Gopal, Namita. *Business Environment*. Tata McGraw-Hill.
- 2 Shaikh, Saleem. *Business Environment*. Pearson Education India.
- 3 Conklin, David, W. *Cases in The Environment of Business*. SAGE Publications, Inc.
- 4 Pailwar. *Economic Environment of Business*. Prentice Hall of India.
- 5 N. Gregory Mankiw, *Principles of Macroeconomics*, Cengage Learning
- 6 Farrokh K. Langdana, *Macroeconomic Policy: Demystifying Monetary and Fiscal Policy*, Springer, 2009



**M-108A**  
**COMMUNICATION FOR MANAGEMENT**

<b>Course/Paper : M-108A</b>	<b>MBA Semester-I</b>
<b>No. of Lecture Hrs/week: 02</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 28</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

**Objective:**

This course is designed to make the students familiar with the basic fundamentals and importance of communication for managers and also prepare students to acquire necessary communication skills required for performance.

**Module I: Introduction (3 Hours)**

Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

**Module II: Employment Communication (4 Hours)**

Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing.

**Module III: Oral Communication (3 Hours)**

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

**Module IV: Written Communication (3 Hours)**

Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

**Module V: Business Letters and Reports (4 Hours)**

Introduction to business letters, Types of business letter, Layout of business letter, writing memos, circular, what is a report purpose, kinds and objectives of reports, writing reports

**Module VI: Case Method of Learning (3 Hours)**

Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation

**Module VII: Presentation Skills (4 Hours)**

What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

**Module VIII: Group Communication (4 Hours)**

Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

**Section-B**

**At least one Case study from each Module**

## Questions will be case/inferences/application based

### Recommended Books:

- 1 Murphy, Effective Business Communication, 7th edition, Tata McGraw-Hill.
- 2 Bentley, T. J., Report Writing in Business, The Chartered Institute of Management Accountants, Viva books Pvt. Ltd.
- 3 Kaul, Asha, Effective Business communication, Prentice Hall of India.
- 4 Chaturvedi, P. D. and Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson Education.
- 5 Ludlow, Ron & F. Panton, The Essence of Effective Communication, Prentice Hall of India.
- 6 Thill, John & C. V. Bovee, Excellence in Business Communication, McGraw Hill

### List of Journals/Periodicals/Magazines/Newspapers

Bulletin of the Association for Business Communication,  
Business Communication Quarterly,  
Journal of Business Communication,  
Communication World, Strategic Communication  
Management, Journal of Business and Technical Communication;  
Thousand Oaks, Journal of Communication Management;  
London, Journal of Organizational Culture, Communication and Conflict;  
Cullowhee, Journalism and Mass Communication Quarterly;  
Columbia, Management Communication Quarterly;  
MCQ; Thousand Oaks, Strategic Communication Management;  
Chicago, Technical Communication Quarterly; St. Paul,  
Harvard Business Review,  
Journal of Creative Communications,  
Business India / Business Today / Business World, University News,  
Journal of Business Communication, Business Communications Quarterly

## M-109A: INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) LAB

<b>Course/Paper : M-109A</b>	<b>MBA Semester-I</b>
<b>No. of Practical Hrs/week: 02</b>	<b>Internal Marks: 60</b>
<b>Total No of Practical Hrs: 28</b>	<b>External Marks: 40</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

### Objective:

This Lab work is designed to make the students of management familiar with the basic concept of working various applications on computer.

Lab Sessions relating to

- MS Word
- Developing business presentation with MS-PowerPoint
- MS Access
- MS Project

Students are expected to Find the following parameters or Prepare for a given dataset using MS Excel

- Draw all types of Diagrams and Graphs
- Construction of one way and two way tables
- Arithmetic Mean
- Geometric Mean
- Harmonic Mean
- Median, Mode
- Quartiles, Deciles, Percentiles
- Minimum, Maximum, Range
- Quartile Deviation, Mean Deviation, Standard Deviation, Variance,
  - Coefficient of Variance
- Co-efficient of Skewness: - Karl- Pearson, Bowley, Kelly,
- Correlation coefficient
- Regression coefficient - Slope (b in  $y = a + bx$ )
- Regression Constant - Intercept (a in  $y = a + bx$ )

Design your own web page and web page of your college

**M-110A  
COMMUNICATION LAB**

<b>Course/Paper : M-110A</b>	<b>MBA Semester-I</b>
<b>No. of Practical Hrs/week: 02</b>	<b>Internal Marks: 60</b>
<b>Total No of Practical Hrs: 28</b>	<b>External Marks: 40</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

**Objective:**

This laboratory shall prepare students to learn and acquire necessary communication skills for transacting business and management activities.

Sessions and Assignments during lab

- Demonstrate the effect of noise as a barrier to communication
- Make students enact and analyze the non-verbal cues
- Give exercises for clarity and conciseness in written communication.
- Group Activity: Form Student groups and ask them to write a persuasive letter and proposal for an innovative product or service. Circulate the work from each group among all other groups and ask them to evaluate the letter and proposal in line with possible responses to a letter (pleased, displeased, neither pleased nor displeased but interested, not interested)
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis. Demonstrate using Communication Equipments like Fax, Telex, Intercoms, etc,
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting.
- Business etiquettes to be demonstrated in role play by students
- Each student to give presentation of 5 minutes (this can be spread throughout the semester)and to be evaluated by the faculty
- Preparation of CV.
- An initiation with argument of Group Discussion on any topic.
- A mock interview with FAQs and answers.
- Preparation of different types of reports.
- A letter writing practice.
- Preparation of a case.
- Preparation of minutes of a meeting.
- Research Proposal writing
- Data Interpretation and report writing: Short and Long reports:  
Report presentation methods, ex: Power Point Presentation, etc

## M-201A: HUMAN RESOURCE MANAGEMENT

<b>Course/Paper : M-201A</b>	<b>MBA Semester-ii</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

### **Objective:**

The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

### **Section A**

#### **Module I: Introduction**

**(6 Hours)**

Introduction, meaning and significance of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies.

#### **Module II: Pre-recruitment functions of HRM**

**(4 Hours)**

Organizational structure, Delaying, Right sizing, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.

#### **Module III: Recruitment, selection and appointment**

**(6 Hours)**

Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques- tests, interviews and salary negotiation. Meaning and significance of appointment, process of appointment, legal aspects of employment contract, joining formalities and induction.

#### **Module IV: Training and development**

**(4 Hours)**

Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training on the job methods and off the job methods.

#### **Module V: Employee Remuneration**

**(4 Hours)**

Meaning and significance of compensation, Principles of remuneration, intrinsic equity v/s extrinsic equity. Basic salary, allowances, incentives, perks, and benefits. Remuneration package of Government and Private sector, Emerging Statutory aspects of compensation and benefits.

#### **Module VI: Performance management**

**(6 Hours)**

Meaning and significance of performance management. Process of performance management. Types of performance appraisal system, 360° appraisal system, performance and monitoring, performance evaluation and performance feedback. Aligning performance outcome to career and succession planning.

#### **Module VII: Strategies of employee retention and emerging trend in HRM**

**(6 Hours)**

Meaning and significance of employee relations. Employee relation in unionized and non-unionized organizations. Handling employee grievances. Employee discipline and domestic enquiry. Legal aspects of employee relations with reference to trade union Act, industrial employment standing orders Act and Industrial Disputes Act. Statutory aspects of health, welfare and safety of employees.

#### **Module VIII: Career and succession planning**

**(6 Hours)**

Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning.

## Section B

At least one Case/Problems from each module

**Questions will be case/inferences/application based**

### **Practical Component:**

- Expose students to simulated recruitment exercises- Job profile, personal profile, advertisements etc.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors.
- Exploring training and development practices.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Conduct a debate on company employees versus contract employees.
- Give a case and ask the students to prepare the recruitment advertisement for a news paper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Give a performance goal setting case and ask the students to perform dyadic role playing.

### **Recommended Books:**

- 1 Byars, L & Rue, L. *Human Resource Management*. McGraw Hill.
- 2 Aswathappa, K. *Human Resource Management*. Tata McGraw-Hill.
- 3 Dessler, Varkkey. *Human Resource Management*. Pearson.
- 4 Jyothi. *Human Resource Management*. Oxford University Press.
- 5 Mondy, R. *Human Resource Management*. Prentice Hall.
- 6 Steve Fleetwood ., Anthony Hesketh, *Explaining the Performance of Human Resource Management*, Cambridge University Press

### **List of Journals/Periodicals/Magazines/Newspapers**

Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

## M-202A: COST ACCOUNTING for MANAGEMENT

Course/Paper : M-202A	MBA Semester-II
No. of Lecture Hrs/week: 03	Internal Marks: 30
Total No of Lectures Hrs: 42	External Marks: 70
No. of Tutorial Hrs/week:01	Exam Time: 3 Hrs

### Objective:

*The objective of the course is to provide the students with a learning framework for understanding the concepts and application of cost accounting for assessment of corporate performance.*

### Section A

#### Module I: Introduction (5 Hours)

Cost Management, Cost Management Tools- A Strategic View to Cost Management.

#### Module II: Cost Sheet and Composition (10 Hours)

Overheads, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, Absorption of Overhead.

#### Module III: Marginal Costing (10 Hours)

MARGINAL COSTING - Nature and Scope- Applications-Break even analysis, Advantages and Disadvantages of Marginal Costing.

#### Module IV: Budgetary Control (8 Hours)

Budgetary Control:- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor. Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material overheads and Labour variances only.

#### Module V: New Techniques of Costing (8 Hours)

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC.

#### Module VI: Cost Audit (5 Hours)

Cost Audit,-objectives,, Advantages, Areas and Scope of Cost Audit , Cost Audit in India --Practical— Read the contents of the report of Cost Audit and the annexure to the Cost Audit report. Management Audit- Aims and the objectives, Scope of Management Audit.

#### Module VII: Cost Control (5 Hours)

Cost Reduction, and Cost Control, Target Costing - its Principles, Balanced Scorecard as a performance measure- Features- Purpose, Reasons for use of balanced scorecard.

#### Module VIII: Cost Reporting (5 Hours)

Reporting to Management - Purpose of reporting-Requisites of a good report,, Classifications of Report, Segment reporting, Applicability of Accounting Standard 17, Objectives, Users of Segment reporting.

### Section B

At least one Case study/Problem from each module

Note: 60% of the Questions will be Numerical/Cases/Inferences based.

**Questions will be case/inferences/application based**

**Practical components:**

Students can take up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge.

**Recommended Books:**

- 1 Kumar, Vijay. *Accounting for Management*. Tata McGraw-Hill.
- 2 Kuppapally. *Accounting for Managers*. Prentice Hall of India.
- 3 Maheshwari, S .N. & Maheshwari, S. K. *Advanced Management Accounting Vol.1 & Vol.2*. Vikas Publishing House.
- 4 Kaplan, Atkinson and Young. *Management Accounting*. Pearson Education.
- 5 Vij. *Management Accounting*. Macmillan Publishers India.
- 6 Paresh Shah. *Management Accounting*. Oxford University Press.



## **M-203A: FINANCIAL MANAGEMENT**

<b>Course/Paper : M-203A</b>	<b>MBA Semester-II</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:01</b>	<b>Exam Time: 3 Hrs</b>

### **Objective:**

The objective of this paper is to enable and equip the manager with basic concepts and tools for applying financial management relating to Indian corporate sector.

### **Section A**

#### **Module I: Financial management**

**(4 Hours)**

Introduction to financial management, objectives of financial management. Changing role of finance managers in contemporary business environment. Interface of Financial Management with other functional areas. Indian financial system. Review of institution, instrument and market. Basic approach to risk, return and valuation.

#### **Module II: Sources of Financing**

**(4 Hours)**

Shares, Debentures, Term loans, Lease financing, Venture capital investing, Private equity, international resources.

#### **Module III: Time value of money**

**(7 Hours)**

Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.

#### **Module IV: Investment decisions**

**(7 Hours)**

Investment evaluation techniques-Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period, Accounting rate of return. Estimation of cash flow for new project, replacement projects. Capital budget.

#### **Module V: Cost of Capital**

**(6 Hours)**

Cost of capital - basic concepts. Cost of term debenture capital, cost of preference capital, cost of equity share capital. Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

#### **Module VI: Financial Decisions**

**(4 Hours)**

Working Capital Management, working capital requirements. Current assets policy and current assets finance policy. Determination of operating cycle. Estimation of working capital requirements of a firm, Receivables Management, determination of working capital.

#### **Module VII: Reward and dividend policy**

**(6 Hours)**

Dividend policy, Determination of operating leverage, financial leverage and total leverage. Dividend policy-Factors affecting the dividend policy - dividend policies- stable dividend, stable payout, dividend theories, Bonus issues. Capitalization of Profit Share.

#### **Module VIII: Emerging Issues**

**(4 Hours)**

Emerging Issues in Financial management: Derivatives, Financial and commodity derivatives Mergers and Acquisitions, Behavioral Finance, Financial Modelling, Financial engineering, Commodity trading.

## Section B

At least one Case/Problems from each module

Note: 50% of the questions will be numerical.

**Questions will be case/inferences/application based**

### Practical Components:

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- Students' Assigned Projects', Presentations and Discussion, Topics are to be Related to Studies on major Decisions made by the companies such as Acquisition, Take-Over, Dividend Practices

### Recommended Books:

- 1 Pearson Hunt, Charles Marvin Williams, Gordon Donaldson *Basic Business Finance: A Text*. R. D. Irwin.
- 2 Hampton, John. J. *Financial Decision Making: Concepts, Problems, and Cases*. Prentice-Hall International.
- 3 Prasanna, Chandra. *Financial Management*. Tata McGraw-Hill.
- 4 Pandey, I.M. *Financial Management*. Vikas Publishing House.
- 5 James, C. Van, Horne. Wachowicz, John. M. *Fundamentals of Financial Management*. Prentice Hall of India.
- 6 Kothary, Rajesh and Duta, Contemporary Financial Management, Macmillan

### List of Journals/Periodicals/Magazines/Newspapers

Chartered Financial Analyst, Journal of Financial Management, Economic Times, Business Standard, Financial Express, etc.

## **M-204A: MARKETING MANAGEMENT**

<b>Course/Paper : M-204A</b>	<b>MBA Semester-II</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

### **Objective:**

The Objective of this course is to learn various dimensions of Marketing Management, Concepts and Applications with reference to India.

### **Section A**

#### **Module I: Introduction (8 Hours)**

Concept and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling.

#### **Module II: Marketing Environment (8 Hours)**

Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System, Functions of Marketing Management, Marketing – Mix, Strategic Marketing Planning.

#### **Module III: Market Segmentation (6 Hours)**

Segmenting the Market, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation.

#### **Module IV: Market Targeting (8 Hours)**

Procedure, Product Positioning - Introduction, Objectives, Differentiating the Product, Product Positioning Strategy.

#### **Module V: Consumer Behaviour (4 Hours)**

Concept, Theories and Pattern.

#### **Module VI: Marketing Decision (8 Hours)**

Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

#### **Module VII: Pricing and Channel Decisions (8 Hours)**

Pricing Objectives, Policies, Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

#### **Module VIII: Promotion (8 Hours)**

Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. **A Brief Account** of Marketing of Services, Rural Marketing, CRM, e-Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

### **Section B**

**At Least one Case Study from each Module**

**Questions will be case/inferences/application based**

- Study four P's of various brands
- Study distribution strategies of various sectors and companies
- Study segmentation, targeting and positioning strategies, creating a new product and testing the same
- Study the product life cycle of various products/brands with strategies adopted at various levels, identifying factors influencing buying decisions in consumer and business markets
- Study the integrated marketing communication of various brands viza- viz their competitors
- Study value chain and logistics of companies
- Study global marketing strategies for global brands

### **Recommended Books:**

- 1 Carthy, Mc. and Perreault. *Basic Marketing: A Global Marketing Approach*. Tata McGraw-Hill.
- 2 Baines. *Marketing*. Oxford University Press.
- 3 Kotler, Lane, Abraham and Jha. *Marketing Management*. Pearson Education.
- 4 Ramaswamy & Namakumari. *Marketing Management: Global Perspective, Indian Context (4/E)*. Macmillan Publishers India.
- 5 Kurtz & Boone. *Principles of Contemporary Marketing*. Cengage Learning.
- 6 Kotler, Graw and Armstrong. *Principles of Marketing*. Pearson Education.

### **List of Journals/Periodicals/Magazines/Newspapers**

Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Etc.,

## M-205A: OPERATIONS AND SUPPLY MANAGEMENT

<b>Course/Paper : M-205A</b>	<b>MBA Semester-II</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

### **Objective:**

The Course is designed to acquaint the students with a set of skills and tools to improve Productivity in business to get competitive advantage.

### **Section A**

#### **Module I: Strategy**

**(4 Hours)**

Introduction of Operations and Supply Management, Operations and Supply Strategy, Strategic decisions in operations, supply, Competitiveness and Productivity.

#### **Module II: Products and Services**

**(4 Hours)**

Process, Types of Production Systems: Mass, Batch, Job shop production, Product and process matrix. Process planning and Process analysis. Capacity Planning: Defining and measuring capacity, determining capacity requirements, Capacity alternatives. Job Design and Work measurement: Job Design decisions, Behavioural considerations in Job design, Work measurement and standards.

#### **Module III: Break even analysis and Facility Planning**

**(4 Hours)**

Break even analysis: Break even for Multi Product situations, Capacity expansion decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions. Importance and factors affecting the Plant Location, Single and Multi facility location Techniques. Facility layout: basic production of layout formats, assembly lines, cells, project layouts, retail service layout, office layouts.

#### **Module IV: Six Sigma Quality, Process Capability and SPC**

**(4 Hours)**

Total Quality Management (TQM), Quality Specification and Quality Costs, Six Sigma quality, The Shingo System-Fail Safe Design, ISO 9000, ISO 14000, External Bench marking for quality Improvement, Process Capability, Process Control Procedures, Acceptance Sampling.

#### **Module V: Supply Chain Design**

**(6 Hours)**

Supply Chain Strategic, Measuring Supply Chain Performance, Supply Chain Design Strategy, Service Supply Chains, Outsourcing, Design for Logistics, Value Density, Global Sourcing, Sourcing/Purchasing-System Design matrix, Mass customization. Lean Manufacturing: Lean logic, The Toyota Production System, Lean Implementation Requirements, Lean Services

#### **Module VI: Planning and Controlling Supply Chain**

**(6 Hours)**

Enterprise Resource Planning: SAP, SAP Application Modules, Implementing ERP Systems. Demand Management: Types of Forecasting, Components of Demand, Qualitative Techniques in Forecasting, Time Series Analysis, Casual Relationship Forecasting, Focus Forecasting, Web-Based Forecasting-Collaborative planning, Forecasting, and Replenishment (CPFR). Aggregate Sales and Operative planning: Overview of Sales and Operations Planning Activities, Lot sizing in MRP systems.

**Module VII: Inventory and Maintenance Management****(6 Hours)**

Classification, role of inventory in supply chain, inventory costs, continuous and periodic review systems, Economic order quantity (EOQ), Economic batch quantity (EBQ) and Quantity discount model. Lead time, Reorder Point, concept of service level and safety stock, Selective inventory control systems. Importance of Maintenance, Breakdown, Preventive, Predictive and TPM (Total Productive Maintenance), Basic concept of Reliability.

**Module VIII: Scheduling****(4 Hours)**

Work Centres, Priority Rules and Techniques, Shop-Floor Control, Personal Scheduling in Services. Constraint Management: Goal of the Firm, Performance Measurements, Unbalanced Capacity, Bottlenecks and Capacity-constrained Resources, Basic Manufacturing Building Blocks, Methods of Control, Comparing Synchronous Manufacturing to MRP and JIT.

**Section B****At least one Case Study from each module****Questions will be case/inferences/application based**

Visit any industrial unit and understand the processes performed in the unit. Use the theoretical knowledge to understanding the operations. Prepare a report on how the above concepts used in selected industrial unit under the guidance of your subject teacher.

**Recommended Books:**

- 1 Chase, R. B. et al., *Operations and Supply Management*, Tata McGraw-Hill, 2010.
- 2 Blanchard, David., *Supply Chain Management Best Practices*, NY, John Wiley & Sons, 2006.
- 3 Stevenson. *Operations Management with Student DVD (SIE)*. Tata McGraw-Hill.
- 4 Russell & Taylor, III. *Operations Management*. Prentice Hall of India.
- 5 Nair. *Production and Operations Management*. Tata McGraw-Hill.
- 6 Govil, M., and Proth, J., *Supply Chain Design and Management*, Academic Press, 2001.

**List of Journals/Periodicals/Magazines/Newspapers**

Productivity Journal, Indian Management, Business India, Supply Chain, etc.

## M-206A: RESEARCH METHODS IN MANAGEMENT

<b>Course/Paper : M-206A</b>	<b>MBA Semester-II</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:01</b>	<b>Exam Time: 3 Hrs</b>

### **Objective:**

The objective of the course is to enable the students to understand the concept and process of Business research in business environment along with the use of various tools and techniques.

### **Section A**

#### **Module I: Introduction (6 Hours)**

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

#### **Module II: Process of Research (4 Hours)**

Steps Involved in Research Process. Research Design: Various Methods of Research Design.

#### **Module III: Collection of Data (6 Hours)**

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

#### **Module IV: Analysis of Data (6 Hours)**

Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Non parametric & Parametric tests

#### **Module V: Estimation Theory and Hypothesis Testing (6 Hours)**

Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test.

#### **Module VI: Techniques of association of Attributes & Testing (6 Hours)**

Application and Analysis of Variance (ANOVA). Non parametric tests

#### **Module VII: Research Report Preparation (4 Hours)**

Types and Layout of Research Report, Precautions in Preparing the Research Report.

#### **Module VIII: Bibliography and Annexure in the Report (4 Hours)**

Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

### **Section B**

At least one Cases and Problems from each module

**Questions will be case/inferences/application based**

Identifying the Problem, Preparing the Research Proposal, Designing the Instrument, Conducting Pilot Survey, Conducting the Final survey, Analyzing the Data using Software's like SPSS, Minitab, IBM Analytics, etc., Preparing the Research Report.

**Recommended Books:**

- 1 Cooper, Donald. Schindler, R. and Pamela, S. *Business Research Methods*. McGraw-Hill.
- 2 Bryman. *Business Research Methods*. Oxford University Press.
- 3 Josiah, William., Goode. Paul, K. Hatt. *Methods in Social Research*. McGraw Hill .
- 4 Sidney, Siegel and Castellan, N. John. *Non Parametric Statistics for The Behavioural Sciences*. McGraw Hill .
- 5 Panneerselvam. *Research Methodology*. Prentice Hall of India.
- 6 Kothari, C. R. *Research Methodology : Methods and Techniques*. New Age International.

**List of Journals/Periodicals/Magazines/Newspapers**

Research Quarterly, Vikalpa, etc.



## M-207A: New Enterprise and Innovation Management (NE&IM)

<b>Course/Paper : M-207A</b>	<b>MBA Semester-II</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:00</b>	<b>Exam Time: 3 Hrs</b>

**Objective:** The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business.

### Section A

#### **Module I: Entrepreneurship (4 Hours)**

Entrepreneurship and enterprise: Concept, role in economic development. Entrepreneurial competencies: awareness, assessment and development. Simulation exercise on goal setting in entrepreneurship. Entrepreneurial and Intrapreneurial mind. International entrepreneurship opportunities.

#### **Module II: Starting the venture (4 Hours)**

Generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility.

#### **Module III: Business Plan**

Emerging Business Opportunities-sources and assessment. Business Plan: Concepts, Methods, analysis and interpretation.

#### **Module IV: Functional plans (4 Hours)**

Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement proforma cash flow, proforma balance sheet, break even analysis.

#### **Module V: Sources of finance (4 Hours)**

Sources of external finance, short term as well as long term, Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franchising.

#### **Module VI: Start Up (4 Hours)**

Institutional support to start up and incentives for SSI. Statutory obligation in starting a unit (general like Income Tax, VAT, CST or GST, Service tax, excise and customs, labour laws, etc. Start up strategies. Dealing with outside agencies like consultant, contractors, etc. Key marketing issue of new venture. Starting a franchising business. Starting an e-commerce venture. Buying a running business.

#### **Module VII: Managing growing venture (4 Hours)**

Growth, objective and strategy. Managing growth. Assessing resource from external sources, for financing growth including public issue, merger, amalgamation, joint venture, collaboration and selling business.

### **Module VIII: Innovation Management**

**(4 Hours)**

Innovation management an introduction, organizational setups that facilitate innovations. Management of research and development. Strategic alliances and network. Incubators and Accelerators

### **Section B**

At least one Case Study from each Module

Questions will be case/inferences/application based

Practical: The student can perform one of the following or combination according to the instruction of the faculty in charge:

- Prepare a feasibility report/business plan and make presentation in the class.
- Prepare an assignment on at least three leading entrepreneurs
- Visit a franchisee and prepare a report and/or make presentation in the class

### **Recommended Books:**

- 1 Hisrich, Robert D., Michael Peters and Dean Shephered, *Entrepreneurship*, Tata McGraw Hill, New Delhi.
- 2 Barringer, Brace R., and R., Duane Ireland, *Entrepreneurship*, Pearson Prentice Hall, New Jersey (USA).
- 3 Lall, Madhurima, and Shikha Sahai, *Entrepreneurship*, Excel Book, New Delhi.
- 4 Charantimath, Poornima, *Entrepreneurship Development and Small Business Enterprises*, Pearson
- 5 Paul Trot, *Innovation Management and New Product Development*, Pearson Education
- 6 P Narayana Reddy, *Entrepreneurship : Text and Cases*, Cengage
- 11 Murdick, Ross & Claggett. *Information Systems for Modern Management*,. Prentice Hall of India.

### **List of Journals/Periodicals/Magazines/Newspapers**

Business Standard, The Economic Times, Financial Express, Business Magazines like Business Today, the Journal of Entrepreneurship, Entrepreneurship and Regional Development, Journal of Business Venturing, Small Enterprise Development, Entrepreneurship Theory and Practice .

## M-208A: OPERATIONS RESEARCH

<b>Course/Paper : M-208A</b>	<b>MBA Semester-II</b>
<b>No. of Lecture Hrs/week: 03</b>	<b>Internal Marks: 30</b>
<b>Total No of Lectures Hrs: 42</b>	<b>External Marks: 70</b>
<b>No. of Tutorial Hrs/week:01</b>	<b>Exam Time: 3 Hrs</b>

### **Objective:**

The objective of the course is to learn various tools and techniques used in Decision making.

### **Section A**

#### **Module I: Introduction (4 Hours)**

Introduction to Operations Research. Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making, models & modeling in Operations Research.

#### **Module II: Linear Programming (6 Hours)**

Linear programming, Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, graphical method, algorithm (Only illustrative problems) Duality in linear programming.

#### **Module III: Transportation and Assignment (6 Hours)**

Transportation problem, General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), test for optimality (MODI Method), degeneracy (theory only), Assignment problems, Introduction, General structure, problems on minimization & maximization.

#### **Module IV: Decision Theory (4 Hours)**

Decision theory- decision under uncertainty- Maxmin & Minmax, decision under Risk- Expected Value, decision tree problems.

#### **Module V: Game Theory (6 Hours)**

Theory of games- formulation of game models, Two person Zero sum games & their solution,  $2 \times N$  and  $M \times 2$  games, pure with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.

#### **Module VI: Simulation (4 Hours)**

Simulation, process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, application in queuing, inventory, finance, marketing and HR areas, Advantages & Disadvantages

#### **Module VII: Replacement Theory (6 Hours)**

Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; staffing problem.

#### **Module VIII: and Network Analysis (6 Hours)**

PERT & CPM, Network components & precedence relationships, critical path analysis, probability in PERT analysis, theory of crashing.

### **Section B**

**At least one Case Study from each module**

## **Questions will be case/inferences/application based**

### **Practical Components:**

Solving and analyzing theoretical problems by using software packages like excel- data analysis, TORA and MS-Project.

### **Recommended Books:**

1. Sharma S. D, *Operations Research: Theory, Methods and Applications*, Kedar Nath, Ram Nath & Co.
2. Taha H. A, *Operations Research: An Introduction - 9/e*, PHI
3. Gupta, P. K., and Hira, D. S., *Operations Research*, S. Chand & Company
4. Vohra N. D, *Operations Research - 4/e*, TMH, 2010.
5. Frederick S. Hillier, Gerald J. Lieberman, *Introduction to Operations Research - 9/e*, Tata McGraw-Hill, 2011.
6. Ravindran, A., et al., *Operations Research*, John Wiley & Sons.

## **M-209A: SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES**

<b>Course/Paper : M-209A</b>	<b>MBA Semester-II</b>
<b>No. of Lecture Hrs/week: 00</b>	<b>Internal Marks: 60</b>
<b>Total No of Laboratory Hrs: 28</b>	<b>External Marks: 40</b>
<b>No. of Laboratory Hrs/week:02</b>	<b>Exam Time: 3 Hrs</b>

M-208 is on Seminar on Contemporary Management issues. Here the faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the director/ Principal of the institute. There will be regular internal assessment. The student will submit hand written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee)..

**M-210A**  
**COMPUTER APPLICATIONS LAB**

<b>Course/Paper : M-210A</b>	<b>MBA Semester-II</b>
<b>No. of Lecture Hrs/week: 00</b>	<b>Internal Marks: 60</b>
<b>Total No of Laboratory Hrs: 28</b>	<b>External Marks: 40</b>
<b>No. of Laboratory Hrs/week:02</b>	<b>Exam Time: 3 Hrs</b>

**Objective:**

The Objective of this laboratory is to teach various applications software required in the courses done in this semester such as Research Methodology, Accounting management, Financial Management and Operations Research.

Students are expected to Find the following parameters or Prepare for a given dataset using SPSS/Systat/SAS/Statgraphics

- Z-Test, t-test, F-test Values
- Chi-Square test Values
- Analysis of Variance (ANOVA) Values
- Research Proposal writing

Data Interpretation and report writing: Short and Long reports:  
Report presentation methods, ex: Power Point Presentation, etc

**Use of Tally**

**Finance, Risk Management Software, Other Accounting Software**

**Use of OR packages such as TORA, LINGO and LINDO to solve various decision making problems**



2012 - 2015.

## **Regulations Governing Master of Business Administration (MBA) Program**

### **Title of the Course**

The course shall be called Master of Business Administration course which is abbreviated as MBA.

### **General**

The University shall undertake and supervise the instructions and award of Masters Degree in Business Administration. The regulations shall be called as regulation for MBA (Regular) Program.

### **Reg. 1 Admission**

Admission to MBA I semester will be made as per the rules prescribed by the Academic Council of the Rajasthan Technical University, Kota.

### **Reg. 2 Eligibility for Admission**

#### **Reg. 2.1. For admission through Entrance Examination:**

For admission to MBA 1<sup>st</sup> semester a candidate should have Bachelor's degree of minimum three year duration or any higher degree in any discipline with minimum 50% marks from any University recognized by UGC and declared equivalent by the RTU.

#### **Reg.2.2. For direct admission made at Institution/College level after Entrance Examination Counseling**

The eligibility criteria for direct admission on seats remaining vacant after the Entrance Examination Counseling shall be such as may be notified by the State Govt./University/CMAT from time to time.

### **Reg. 3 Attendance**

**Reg.3.1** Every student is required to attend at least 75% of all the lectures, practical and other prescribed curricular and co-curricular activities actually conducted up to the end of the semester.

**Reg.3.2** No student will be allowed to appear in external examination if he / she do not satisfy the attendance requirements of clause Nos. 3.1. and shall be required to repeat that semester along with regular students during the subsequent year.

**Reg.3.3** The attendance shall be counted from the date of admission in the college.

**Reg.3.4** The Principals of the concerned Colleges shall display regularly, the list of such candidates who fall short of attendance, on the notice boards.

**Reg.3.5** The list of the candidates falling short of attendance shall be sent to the University at least one week prior to the commencement of examination.

#### **Reg. 4 Duration of Course**

**Reg.4.1** Total duration of the MBA Course shall be 2 years, each year comprising two semesters. Each semester shall normally have teaching for 12 – 14 weeks or as prescribed by AICTE from time to time.

**Reg.4.2** A candidate, who has failed twice in first year (consisting of two semesters) due to any reason (either due to his/her non-appearance or he/she being not permitted to appear in semester examinations) the enrollment shall cease.

**Reg.4.3** The maximum time allowed for completing the MBA course shall be 4 (four) years from the year of admission, failing which he/she shall not be allowed to continue for his/her MBA Degree.

#### **Reg. 5 Curriculum**

**Reg.5.1** The 2 year curriculum has been divided into 4 semesters and shall include lectures, practical, seminars and projects etc. in addition to industrial training and educational tour etc. as defined in the scheme of instructions and examinations and issued by University from time to time.

**Reg.5.2** The curriculum will also include such other curricular, co-curricular and extracurricular activities as prescribed by the University from time to time.

#### **Reg. 6 Change of College**

Change of College may be as per RTU college transfer rules.

#### **Reg. 7 Medium of Instruction**

The medium of instruction for all the theory and practical subjects shall be English only.

#### **Reg. 8 Examination**

**Reg.8.1** If a student fails to comply with minimum 75% attendance and/or fails to obtain minimum 40% marks in internal assessment the director/Principal of the institute will be duty bound to detain him/her from appearing at the forthcoming end semester exam in



such papers and list of such candidates will be sent to the COE (Controller of Examination) of RTU with copy to the centre superintendent of RTU Examination before commencement of the university Exam.

**Reg.8.2** The performance of a student in a semester shall be evaluated through continuous assessment and end semester examination. The continuous assessment shall be based on class tests, assignments, viva-voce and attendance. The marks for continuous assessment (internal marks) shall be awarded at the end of each semester. The end semester examination shall be conducted by means of written papers, viva-voce, and inspection of certified course work in classes, project work, and design reports or by means of any combination of these methods.

**Reg.8.3** The distribution of marks for Internal & External, theory papers, and other examinations, comprehensive viva and project, shall be as per the prescribed scheme of examination.

**Reg.8.4** The maximum marks of a theory subject shall consist of marks allotted for External examination and internal exam as per scheme of examination.

**Reg.8.5** The minimum pass marks would be 40% in each theory subject and internal examination individually, (which means that a candidate has to secure 40% (28 Marks) out of 70 marks theory/external examination and 40% (12 Marks) out of 30 marks in internal examination) and 50% marks in the aggregate of the semester.

**Reg.8.5** The minimum pass marks in a comprehensive viva / project shall be 50%.

## **Reg. 9 Promotion**

**Promotion to the semester III will be open to those students only who have cleared all papers of semester I & II or have due papers not more than 4 of semester I & II taken together and have obtained minimum 50% marks in the aggregate at semester I and semester II**

**9.1** A candidate satisfying all the requirements under clause 8 shall be promoted to the next academic year of study.

**Reg.9.2** All failing candidates shall be required to take re-admission or to opt for ex-studentship.

## **Reg. 10 Ex-studentship**

**Reg.10.1** A candidate opting for ex-studentship shall be required to appear in all the external theory/practical/viva subjects in the end semester examinations of both semesters of the same academic year. However, the internal marks shall remain the same as those secured earlier.

**Reg.10.2** A candidate opting for ex-studentship shall be required to apply to the college by paying only examination fee within 15 days from the start of new session.

## **Reg. 11 Re-admission in the Institution/College**

A candidate may be allowed for re-admission provided he/she satisfies one of the following conditions:

**Reg.11.1** A candidate could not appear in a semester examination.

**Reg.11.2** A candidate as an ex-student passed the due examination of the academic year.

## **Reg. 12 Results**

**Reg.12.1** The result of a candidate shall be declared on the basis of performance of each semester of the same academic year. However, a final year student, who is not permitted in any one of the previous semester examinations due to shortage of attendance, will be permitted in that particular semester of the next academic session to study as a regular student and appear at that semester examination.

**Reg.12.2** Final result shall be declared on the basis of working out Grand Total by adding marks of all the semesters of study.

## **Reg. 13 Award of Division**

**Reg.13.1** The division shall be awarded on the basis of the final result.

**Reg.13.2** If a candidate passes all examinations and secures 50% or more marks but less than 60% marks of the Grand total, he/she shall be placed in SECOND DIVISION.

**Reg.13.3** If a candidate passes all examinations and secures 60% or more marks of the Grand Total, he/she shall be placed in FIRST DIVISION.

**Reg.13.4** If a candidate passes all examinations in first attempt without grace and secures 75% or more marks in aggregate, he/she shall be placed in FIRST DIVISION WITH HONOURS and the candidates at first two top positions amongst First Division with Honours only will be awarded medals viz. Gold and Silver respectively in order of merit.

## **Reg.14 Grace Marks**

Grace rules would be as per RTU rules.

## **Reg. 15 Revaluation**

As per RTU rules.

## **Reg. 16 Unfair means**

Cases of Unfair means shall be dealt as per the rules of the University.

### **Reg. 17 Award of Internal Marks:**

**Reg.17.1** Internal marks for theory subjects shall be awarded as per the provisions in the schemes of examinations. The break-up shall be as follows:

- (i) Class Tests of twenty marks (10+10) (two mid-term tests of equal Weightage).
- (ii) Teacher Assessment of ten marks – Cases, written papers, viva-voce, and inspection of certified course work in classes, project work, Quiz and design reports or by means of any combination of these methods.

**Reg.17.2** Make-up test may be held only for those students who could not appear in any one of mid-term class tests due to genuine reasons for which the prior permission from the Head of Institution/College was taken. This should be done before the expiry of last date for submission of internal awards fixed by the RTU.

### **Reg. 18 Cancellation of Admission**

The admission of a student at any stage of study shall be cancelled if:

- (i) He / She is not found qualified as per AICTE / State Government norms and guidelines or the eligibility criteria prescribed by the University.

Or

- (ii) He / She is found unable to complete the course within the stipulated time as prescribed in clause 4.2

### **Reg. 19 Powers of Academic Council**

Notwithstanding anything contained in these regulations, the Academic Council and / or Vice-Chancellor shall have the power to relax any provision provided in the Regulation in any specific matter/situation subject to the approval of Board of Management of the University.

## Rules for MBA (Regular) Course

- 1. Papers:** There shall be two sections-A & B. section A will contain 6 questions out of which the candidate will be required to attempt any 4 questions. Section B will contain 1 question which will be compulsory and will be a short case study/Application based. All questions will carry equal marks.
- 2. Optional Subjects:** The optional groups (Electives) to be introduced will be announced in the beginning of third semester by the institute. It is not necessary to introduce all the optional groups. During third & fourth semester, in addition to compulsory papers and project studies, a student shall have to choose six optional papers (Four major & Two minor) in third semester and three optional papers (two major & One Minor) in fourth semester from the list of optional papers announced at the beginning of each semester.
- 4. Promotion:** Promotion to the semester. III will be open to those students only who have cleared all papers of semester I & II or have due papers not more than 4 of semester .I & II taken together and have obtained minimum 50% marks in the aggregate at semester .I and semester. II
- 5. Summer Training:** At the end of second semester, all students will have to undergo summer training of 6 weeks with an industrial, business or service organization by taking up a project study. The conditions of successfully completing the program shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the institute / college from time to time. Each student will be required to submit a project report, typed in English, to the institute / college within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.
- 6. Industrial Tour:** Each candidate would also be required to undertake an Industrial / Technical tour to be organized in the third / fourth semester and submit a tour report as indicated above.
- 7. Attendance:** No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Director of the Institute / College to have attended 75% of the total number of lectures, seminars and case discussions in each semester during the course of study.
- 8. Marks:** Each paper will carry 100 marks (except paper number M-404 of Project report which will be of 200 marks.) of which 30% of marks should be for internal assessment and remaining 70% of marks for written examination. The Internal Assessment will be based on verifiable means and it will be based on assignment, class tests, seminar papers, case discussion etc. each candidate will be required to pass separately in the internal & external examinations. The pass percentage will be 40% for both internal & external examination.
- 9. Re-appear:** A candidate will have to re-appear in the internal / external exam, as and when held during the course of study, of a particular paper in which he/she failed.

\* The Industrial training project report will be evaluated on internal and external basis. Evaluation and presentation of the report will be done by internal and external examiners. There will be external examiner to be selected by the Director/Principal/HOD of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the travelling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU.

MASTER OF BUSINESS ADMINISTRATION (MBA)  
Industrial Training Report (taken in summer)  
M 302A

OBJECTIVES:

The objectives of conducting Industrial Training MBA program are:

- To provide an opportunity for students to apply theoretical concepts in real life situations at the work place;
- To sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior;
- To enable students to manage resources, work under deadlines, identify and carry out specific goal oriented tasks;
- To enable students discover their professional strengths and weaknesses and align them with the changing business environment;
- To sharpen domain knowledge and provide cross functional skills

General Guidelines:

The student will have to identify a project work in a business enterprise during summer training that matches the student's area of specialization. Project work is a combination of In-plant study and a research project. Students are expected to study the functioning of an organization, identify a problem area and provide suggestions to overcome the problems. The problem identified during summer training can be carried over to fourth semester in Project Study.

All the students will submit their Industrial Training Reports (in duplicate) within a period of two months in the concerned institute/school; this period shall be counted from the last date of completion of their Summer Training. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's report in the format prescribed by the university (Annexure – A). Each student will be attached with one internal faculty guide, with whom they shall be in continuous touch during the training period. The internal faculty guide will be required to evaluate (out of 60 marks) on the basis of the assessment report provided by the organization where the Summer Training has been completed and his/her own assessment about the work done by the student. The evaluation of the remaining 40 marks shall be made by external examiner appointed by the University who shall evaluate the report on the basis of presentation and the assessment report received from the organization where student has undergone Summer Training.

SUMMER TRAINING APPRAISAL

Student's Name:

Programme:

You are requested to provide your opinion on the following parameters.

A: Outstanding      B: Good      C: Satisfactory      D: Unsatisfactory

1. Technical knowledge gathered about the industry and the job he/she was involved.
  2. Communication Skills: Oral / Written / Listening skills
  3. Ability to work in a team
  4. Ability to take initiative
  5. Ability to develop a healthy long term relationship with client
  6. Ability to relate theoretical learning to the practical training
  7. Creativity and ability to innovate with respect to work methods & procedures
  8. Ability to grasp new ideas and knowledge
  9. Presentations skills
  10. Documentation skills
  11. Sense of Responsibility
  12. Acceptability (patience, pleasing manners, the ability to instill trust, etc.)
  13. His/her ability and willingness to put in hard work
  14. In what ways do you consider the student to be valuable to the organization?  
Consider the student's value in term of:
    - (a) Qualification
    - (b) Skills and abilities
    - (c) Activities/ Roles performed
  15. Punctuality
- Any other comments \_\_\_\_\_.

Assessor's Overall rating

Assessor's Name:

Designation:

Organization name and address:

Email id:

Contact No:

\*Paper M-404A is a paper on Project Work. The project is real life short term corporate study. The candidate will be allotted the project by the faculty of the institute in consultation with the director/principal of the institute. The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor of the project certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by Vice Chancellor. The concerned institute will bear the traveling, remuneration, DA and other incidental expenditure of external examiner with recourse to RTU. There shall be regular internal assessment and a time line to be followed according to the guidelines for project work. The guidelines for project work to be issued separately.

Extra 10 days for Project work will be given to the students after their last working day.

# The purpose of this lab is to give exposure to students various computer software relevant to subjects of Major such as Finance Lab, Marketing Lab, HRM Lab, Operations Lab etc.

## List of Optional Groups for MBA (Third & Fourth Semester)

### Group A [FINANCE]

M-310A	Security Analysis & Portfolio Management
M-311A	International Financial Management
M-312A	Management of Financial Services
M-313A	Corporate Taxation or Economic and Business Forecasting
M-314A	Project Planning and Control
M-315A	Mergers and Acquisitions
M-316A	Econometrics for Finance
M-410A	Financial Derivatives
M-411A	Banking & Insurance
M-412A	Treasury and Credit Risk Management
M-413A	Global and Capital Market

### Group B [MARKETING]

M-320A	Advertising Management
M-321A	Retail Management & Franchising
M-322A	Sales, Distribution & Logistics Management
M-323A	Product & Brand Management
M-324A	Business to Business marketing
M-325A	Product and Brand Management
M-326A	Strategic Marketing
M-327A	Managing Corporate Relations
M-420A	Consumer Behaviour & Market Research
M-421A	Marketing of Services
M-422A	International marketing management
M-423A	Rural and Industrial Marketing
M-424A	Direct marketing
M-425A	Internet Marketing
M-426A	Customer Relationship Management
M-427A	marketing of Innovation

### Group C [HUMAN RESOURCE MANAGEMENT]

M-330A	Training & Organizational Development
M-331A	Strategic Human Resource Management
M-332A	Leadership Skills & Change Management
M-333A	Human Resource Planning
M-334A	Compensation Management
M-335A	Recruitment and Selection
M-336A	Personality Development and business Etiquette
M-337A	Human Resource Development
M-430A	Employment Laws
M-431A	Performance Management & Retention Strategies
M-432A	Stress Management
M-433A	International Human Resource Management
M-434A	Management of Co-operation and Conflict
M-435A	Transactional Analysis
M-436A	Development of Management

### Group D [PRODUCTION AND OPERATION MANAGEMENT]

M-340A	Materials Management
M-341A	Total Quality Management
M-342A	Production Planning & Control
M-343A	Management of Business Process Outsourcing (BPO) Organization



M-440A	Logistics & Supply Chain Management
M-441A	Technology Management
M-442A	Manufacturing Policy and Implementation
M-443A	Knowledge Management
M-444A	Operations Management in Services

**Group E [INFORMATION TECHNOLOGY MANAGEMENT]**

M-350A	Business Process Re-engineering
M-351A	System Analysis and Design
M-352A	Strategic Management of Information Technology
M-353A	Data Base Management
M-354A	Client Server Application Management
M-355A	Data Warehousing and Data Mining
M-450A	Management Support System
M-451A	E-Business
M-452A	Security and Cyber Law
M-453A	Enterprise Resource Planning
M-454A	Multi-Media management

**Group F [TOURISM AND HOTEL MANAGEMENT]**

M-360A	Introduction to tourism
M-361A	Airlines Management
M-362A	Management of Travel agency and Tour management
M-363A	Legal and regulatory Framework of tourism.
M-460A	Hotel Management
M-461A	Field study and project report: Event and conference management.
M-462A	Foreign Language Course

