

# **KAZI NAZRUL UNIVERSITY**

**MASTERS OF BUSINESS ADMINISTRATION (FULL TIME)**

**MBA (FULL TIME)**

**(TWO YEAR FULL-TIME PROGRAMME)**

**PROGRAMME BROCHURE**



**FACULTY OF COMMERCE AND MANAGEMENT**

**KAZI NAZRUL UNIVERSITY**

**ASANSOL-713340, W.B.**

## **SEMESTER-I**

### **Course Name: Principles of Management & Organisational Behaviour**

**Course Code : MBAC101; Course Type : Core ; Course Details :CC-1**

**L-T-P: 4-0-0 ; Course Credit: 4**

**Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;**

#### **Course Objectives:**

The objective of the course is to help students develop an understanding of the basic management concepts and behavioural processes in organizations which are important for them to adapt to the changing corporate environment.

#### **Course Learning Outcomes :**

After completing the course, the student shall be able to:

1. Understand the evolution of management and apprehend its effect on future managers.
2. Analyze how organisations adapt to an uncertain environment and decipher decision making.
3. Analyze the relationship amongst functions of management i.e. planning, organizing, directing and controlling.
4. Understanding the concept of organizational behavior.
5. Developing an understanding of managerial functions, skills and roles.
6. Strengthening the foundations of individual behavior with an understanding of human personality, perception, learning and emotions.
7. Understanding the basic process of interpersonal relationship.
8. Understanding the use of models to enhance motivational levels of Employees.
9. Understand the concept of stress and learn to manage it.
10. Understanding the behavioural approach to Managerial decision-making.
11. Develop an understanding of teams and groups in organizations.
12. Understanding the process of leadership.
13. Understanding the various organization structures and their usefulness.

## **Module I: Principles of Management (50 Marks)**

**Unit I:** Introduction to Management: Concept, importance, management functions; levels of management; managerial skills, roles.

Different Schools of Management Thought: Classical School, Neo-classical School and Modern approach.

**Unit II:** Planning: Importance, classifications of plans, types, steps of planning, Strategic Planning.

**Unit III:** Organizing: Steps of organizing, Departmentation –basis, Delegation of Authority, Span of management, barriers; Decentralization -concept and determining factors, Organization structure and design.

**Unit IV:** Decision Making: Introduction, Types of Decision, Process of Decision making, Individual and Group Decision Making Models.

**Unit V:** Control: Importance, types of control, steps, and techniques, features of a good control system, limitations of control.

## **Module II : Organisational Behaviour (50 Marks)**

**Unit I:** Introduction: Concept of organizational behaviour, Scope and importance of OB, Hawthorne Studies.

**Unit II:** Introduction to Individual Behaviour: Personality: Determinants, types of personality, theories of personality, Measurement, Perception: Process, perceptual selectivity, Attribution Theory; Learning: Approaches, steps of learning, Attitude: significance of attitude in OB, components of attitude, attitude change and measurement; Values and Emotions.

**Unit III:** Motivation at Work: Introduction, Content Models of Motivation, Process Models of Motivation.

**Unit IV:** Leadership and followership: Introduction, Trait, Behavioural and Contingency Approaches to leadership, Transactional and Transformational leadership.

**Unit V :** Work teams and Groups: Introduction, Reasons for joining groups, Types of groups, Group Cohesiveness, Group Think ; Team characteristics, Types of Teams.

### **Suggested Readings:**

1. Essentials of Management: Wehrich and Koontz, et al, Tata McGraw Hill.
2. Management: Stoner J and Freeman RE, Prentice-Hall.
3. Management: Daft, RL, Thomson.
4. Management-Text & Cases: V.S.P Rao & Hari Krishna, Excel Books.
5. Principles of Management: Ramaswami, T, Himalaya Publishing.
6. Management: Robbins, SP, Prentice Hall.
7. Luthans, F.(2015).*Organizational Behaviour: An Evidence Based Approach*(13<sup>th</sup>ed.) .McGraw-Hill Irwin.
8. Nelson, D. L., Quick, J.C., & Khandelwal, P. (2016).*ORGB: A South Asian Perspective* (2<sup>nd</sup> ed.). Cengage Learning India Pvt. Ltd.
9. Pareek, U. and Khanna, S. (2016).*Understanding Organizational Behaviour* (4<sup>th</sup> ed.). New Delhi: Oxford University Press.
10. Robbins, S. P., & Judge, T.A. & Vohra, N. (2015). *Organizational Behaviour*(16<sup>th</sup> ed.).New Delhi: Pearson Education.

## **Course Name: Data Analysis and Decision Tools**

**Course Code: MBAC102; Course Type: Core; Course Details: CC-2**

**L-T-P: 4 -0 -0; Course Credit: 4**

**Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;**

### **Course Objectives:**

Data collection, presentation and analysis are important for objective decision making. Organizations today value the significance of data. Managers should possess the skills to extract actionable information from data and apply them. This introductory course will equip participants with such skills. The course has two components. In the first, basic statistical tools would be introduced. With the second component, participants would learn how to build decision models. Use of spreadsheet and package software will be extensive. On successful completion, participants would feel encouraged to use quantitative analysis in their work.

### **Course Learning Outcomes:**

1. Know different sources of data.
2. Ability to summarize and present data to a diverse audience.
3. Understand and use sampling and inferential statistics.
4. Ability to use spreadsheet software for data analysis and statistical model building.
5. Learn management science tool linear and integer programming.
6. Identify opportunities for application of management science tools.
7. Ability to build and solve linear programming models using spreadsheet software.
8. Develop critical thinking and problem-solving skills.

### **Contents:**

**Unit I:** Statistics and its importance for managers, Data collection, Quality of data, Descriptive statistics.

**Unit II:** Probability and Probability Distributions: What is Probability? Terminologies, Probability Rules, Joint and Conditional probability and Bayes' theorem.

**Unit III:** Random variables: Concept, Discrete and continuous probability distributions. Binomial, Poisson, Negative binomial and Hyper geometric distributions. Uniform, Normal, Exponential, Log-normal, Weibull distributions.

**Unit IV:** Inference from Samples: Sampling From a Population, Sampling Distribution of the Sample Mean, Central Limit Theorem, Point Estimation, Estimators and their properties. Confidence Interval for the Population mean and Proportion, Introduction to Hypothesis Testing, Type I and Type II Errors, Hypothesis testing the population mean and proportion using confidence intervals. Hypothesis testing for comparison of two populations. Analysis of Variance.

**Unit V:** Chi-square test, Sign test, Mann-Whitney U test, Wilcoxon signed-rank test, Kruskal Wallis test, Kolmogorov-Smirnov test.

**Unit VI:** Covariance and Correlation, Introduction to Regression: what is linear regression, fitting of the linear model, using Regression for prediction.

**Unit VII:** Introduction to Linear Programming (LP): Quantitative analysis and decision making, Formulation of LP models, Meaning of solution, Graphical method for solving LP problems, Duality, Sensitivity analysis.

**Unit VIII:** Applications of LP in Marketing, Finance, Operations management.

**Unit IX:** Transportation problem and transshipment problem. Assignment problem.

**Unit X:** Integer programming: Model building, applications of models, binaryinteger programming problems, basics of solutions methods for solving integer programming problems.

### **Suggested Readings:**

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). *Complete Business Statistics*
2. (7<sup>th</sup> ed.). India: McGraw Hill Education India Private Limited.
3. Albright, S. C., & Winston, W. L. (2015). *Business Analytics: Data Analysis and Decision Making* (5<sup>th</sup> ed.). Cengage Publications.
4. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). *Statistics for Business & Economics* (12<sup>th</sup> ed.). India: Cengage Learning.
5. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling*. Upper Saddle River, Pearson Education.
6. Powell, S. G., & Baker, K. R. (2017). *Business analytics: The art of modeling with spreadsheets*. Wiley.
7. Stine, R. E., & Foster, D. (2013). *Statistics for Business: Decision Making and Analysis* (2<sup>nd</sup> ed.). India: Pearson Education.

## **Course Name: Managerial Economics**

**Course Code: MBAC103; Course Type: Core; Course Details: CC-3**

**L-T-P: 4 -0 -0; Course Credit: 4**

**Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80:**

### **Course Objectives:**

The objective of this course is to familiarize the students with the concepts and techniques used in Micro-Economic Theory and to develop managerial capabilities for effective decision-making in a variety of different business situations and market conditions. Managerial Economics provides the student with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. This course provides the foundation for a variety of other courses, like finance, marketing and strategy.

### **Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Understanding consumer behavior.
3. Understanding the production problem and how managers make input purchase decisions.
4. Understanding the various market structure and how supply is determined in each.
5. Understanding the external environment, common information problems faced/created by managers.

### **Contents:**

**Unit I:** Introducing Management Students to Microeconomic. Decisions of Business Firms under Different Objectives, Marginal Analysis and its uses in the Business Decision-Making.

**Unit II:** Theories of Demand: Preference, Utility Function, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand functions, Demand Forecasting; Managerial Applications.

**Unit III:** Production and Cost: The Production Function, Returns to Scale, Profit Maximization Constrained Optimization Approach to Developing Optimal Input Combination, Relationships, Input Demand Function, Derivation of Cost Curves, Short- Run, Long-Run.

**Unit IV:** Market Structure: Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, Monopolistic Competition, Game Theory, Models of Oligopoly --- Bertrand duopoly, Cournot duopoly.

**Unit V:** Market Failures: Externality, Public Good, Economics of Information: Moral Hazard, Adverse Selection.

### **Suggested Readings:**

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. (2009). *Managerial Economics: Theory, Applications and Cases* (7<sup>th</sup>ed.). W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. (2008). *Microeconomics*. McGraw Hill Education.
3. Geetika, Ghosh P., & Roy Chowdhury, P. (2017). *Managerial Economics* (3<sup>rd</sup>ed.). McGraw Hill Education.
4. Hirschey, M. (2009). *Managerial Economics: An Integrative Approach*. Cengage Learning.
5. Koutsoyiannis, A. (2008). *Modern Microeconomics* (2<sup>nd</sup>ed.). Palgrave, McMillan.
6. Mark, H. (2009). *Fundamentals of Managerial Economics* (9<sup>th</sup>ed.). Cengage Learning.
7. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). *Managerial Economics* (7<sup>th</sup>ed.). Pearson.
8. Salvatore, D. (2016). *Managerial Economics* (8th ed.). Oxford University Press.
9. Thomas C. R., & Maurice, S.C. (2010). *Managerial Economics: Foundations of Business Analysis and Strategy* (10<sup>th</sup>ed.). McGraw Hill Education.
10. Varian, H. R. (2010). *Intermediate Microeconomics* (8<sup>th</sup>ed.). East-West Press Pvt.Ltd.



## **Course Name: Accounting for Managers**

**Course Code: MBAC104; Course Type: Core; Course Details: CC-4**

**L-T-P: 4 -0 -0; Course Credit: 4**

**Marks: Theory [100]; Continuous Assessment-20 & End Semester Examination-80:**

### **Course Objectives:**

The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of accounting and utilisation of accounting information for general purpose decision making in an organisation. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

### **Course Learning Outcomes:**

1. Understanding how accounting decisions affect real company practices.
2. Understand the concepts of Depreciation, Inventory valuation and the methods employed by Indian Companies.
3. Strengthening the foundations of the analytical approach to Managerial decision-making.
4. Understanding consumer behavior.
5. Understanding the production problem and how managers make input purchase decisions.
6. Understanding the various market structure and how supply is determined in each.
7. Understanding the external environment, common information problems faced/created by managers.

### **Contents:**

**Unit I:** Accounting Theory: Concept, Importance, Scope, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Harmonization of Accounting Standards, Preparation of Financial Statements, Corporate Balance Sheet – Terms, Contents, Format and Analysis.

**Unit II:** Depreciation Accounting and Inventory Valuation: Meaning and Techniques of Depreciation, Methods employed by Indian Companies, Inventory Valuation, Methods,

Policies of Indian Companies.

**Unit III:** Presentation and Disclosure of Accounting Information: Presentation of Financial Position. Financial Statements of Companies. Analysis of Accounting Information: Financial Statement Analysis. Interpretation of Accounting information,

**Unit IV:** Cash Flow Statement, Preparing a statement of Cash Flows.

**Unit V:** Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing: Definition, Objectives and Methods of Transfer Pricing, Recent developments in the field of Accounting.

### **Suggested Readings:**

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. (2013). *Accounting: Text and Cases* (13<sup>th</sup> ed.). Tata McGrawHill.
2. Needles B.E., Powers, M., & [Crosson](#), S.V. (2013). *Principles of Financial Accounting* (12<sup>th</sup> ed.). South-Western College/West.
3. Hilton, R.W., & Platt, D.E. (2017). *Managerial Accounting* (10<sup>th</sup> ed.). Tata McGrawHill. Narayan aswamy, R. (2017). *Financial Accounting: A Managerial Perspective* (6<sup>th</sup> ed.). Prentice Hall of India.
4. Horngren, T.C., Datar, S.M., & Rajan, M.V. (2017). *Horngren's Cost Accounting: A Managerial Emphasis* (16<sup>th</sup> ed.). Pearson.
5. Horngren, T.C., Sundem, G.L., Schatzberg, J., & Burgstahler, D. (2014). *Introduction to Management Accounting* (16<sup>th</sup> ed.). Pearson.
6. [Spiceland](#), D., [Thomas](#), W.M., & [Herrmann](#), D. (2018). *Financial Accounting* (5<sup>th</sup> ed.). McGraw-Hill.
7. Vij, M. (2013). *Management Accounting* (1<sup>st</sup> ed.). Excel Books, 2013.
8. Horngren, T.C., Datar, S.M., & Rajan, M.V. (2014). *Cost Accounting, Student Value Edition* (15<sup>th</sup> ed.). Pearson.
9. Arora, R.K. (2018). *Financial Accounting: Fundamentals, Analysis and Reporting* (2<sup>nd</sup> ed.). Wiley

## **Course Name: Marketing Management**

**Course Code: MBAC105; Course Type: Core; Course Details: CC-5**

**L-T-P: 4 -0 -0; Course Credit: 4**

**Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80:**

### **Course Objective:**

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.

### **Course Learning Outcomes:**

1. Understanding the nature and scope of marketing.
2. Develop an understanding of various marketing philosophies.
3. Understanding the marketing mix and marketing environment.
4. Understanding segmentation, targeting and positioning.
5. Understanding consumer behavior and its application in marketing.
6. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion.
7. Understanding contemporary issues in marketing.

### **Course Contents:**

**Unit I:** Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.

**Unit II:** Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.

**Unit III:** Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational

Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information.

**Unit IV:** Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process.

**Unit V:** Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling.

**Unit VI:** Developing Pricing Strategies: Setting Price, Factors influencing Price Determination

**Unit VII:** Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics

**Unit VIII:** Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.

**Unit IX:** Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

### **Suggested Readings:**

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). *Marketing* (14<sup>th</sup>ed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. & Armstrong, G. (2017). *Principles of Marketing* (17<sup>th</sup>ed.). Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). *Marketing Management: A South Asian Perspective* (14<sup>th</sup>ed.). New Delhi: Pearson.
4. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). *Basic Marketing*. New Delhi: Tata McGraw-Hill.
5. Ramaswamy, V. S. & Nama kumari, S. (2010). *Marketing Management: Global perspective Indian context* (4<sup>th</sup>ed). New Delhi: Macmillan.
6. Saxena, R. (2009). *Marketing Management* (4<sup>th</sup>ed.). New Delhi: Tata McGraw Hill.

## **Course Name: Human Resource Management**

**Course Code: MBAC106; Course Type: Core; Course Details: CC-6**

**L-T-P: 4 -0 -0; Course Credit: 4**

**Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80:**

### **Course Objective:**

The objective of the course is to sensitize students to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts. The course is designed to familiarize participants with human resource policies and practices that they need to know regardless of their field of managerial functions. The course highlights the need for well-designed human resource policies that promote employee motivation and performance, and in achieving organizational objectives. The course will provide basic concepts, techniques, and practices of human resource management in diverse contexts.

### **Course Learning Outcomes:**

1. Participants will be able to understand the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics in the health sector.
2. Participants will be able to understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices.
3. Participants will be able to appreciate the need for well-designed HR policies that enhance employee motivation and performance.
4. Participants will be able to learn the tools and techniques of human resource management systems.
5. The entire course is based on case studies and students will be able to understand the dynamics of managing people from real-world examples.

## **Course Content:**

**Module 1:** Foundations and Principles of Managing People in Organizations: Concepts and Perspectives; Contemporary issues and challenges in managing human resources.

**Module 2:** Job Analysis; Human Resource Planning: Demand and Supply Forecasting, Downsizing and Retention; Talent Acquisition: Recruitment, Selection and Induction; Performance Management: Systems and Strategies; Learning, Training and Development: Process and methods; Compensation and Rewards Management.

**Module 3:** Industrial Relations: Dynamics of Employer, Employee and the State; Trade Unions: Past, present and the future; Industrial Harmony: Workers' Participation, Collective Bargaining, Grievance, Discipline; Dispute Resolution and Conflict Management; Employee Engagement; International Dimensions of HRM.

## **Suggested Readings:**

1. Armstrong, M. & S. Taylor. (2017). *Armstrong's Handbook of Human Resource Management Practice* (14<sup>th</sup>ed.). London: Kogan Page.
2. Aswathappa, K. (2017) *Human Resource Management: Text and Cases*. (8<sup>th</sup>ed.) New Delhi: McGraw Hill.
3. Bohlander, G.W., & Snell, S.A. (2016) *Principles of Human Resource Management* (16<sup>th</sup>ed.). New Delhi: Cengage India.
4. Carbonara, S. (2013) *Manager's Guide to Employee Engagement*. New York: McGraw Hill.
5. Cascio, W. (2015). *Managing Human Resources: Productivity, Quality of Work Life, Profits* (10<sup>th</sup>ed.). New York: McGraw Hill.
6. DeCenzo, D.A., Robbins, S.P., & Verhulst, S.L. (2016) *Human Resource Management* (12<sup>th</sup> ed.). Wiley.
7. Dessler, G. & Varkkey, B. (2015). *Human Resource Management* (14<sup>th</sup>ed.). New Delhi: Pearson.
8. Espinoza, C. & Ukleja, M. (2016). *Managing the Millennials: Discover the Core*

- Competencies for Managing Today's Workforce* (2<sup>nd</sup> Ed.). New Jersey: Wiley.
9. Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2016). *Managing Human Resources* (8<sup>th</sup>ed). Essex: Pearson.
  10. Ivancevich, J.M. (2017). *Human Resource Management* (11<sup>th</sup>ed.). New York: McGraw Hill.
  11. Muller-Camen, M., Croucher, R.,& Leigh, S. (2016). *Human Resource Management: A Case Study Approach*. CIPD. New Delhi: Viva Books.
  12. Sharma, R.C. (2016). *Industrial Relations and Labour Legislation*. New Delhi: Prentice Hall.
  13. Venkat Ratnam, C.S.,& Dhal, M. (2017). *Industrial Relations* (2<sup>nd</sup>ed.). New Delhi: Oxford University Press.

## **Course Name: Business Communication**

**Course Code: MBAC107; Course Type: Core; Course Details: CC-7**

**L-T-P: 4 -0 -0; Course Credit: 4**

**Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80:**

### **Course Objectives:**

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium. This course will make students conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. Sensitivity towards cross-cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be lecture cum workshop- based format with emphasis on practice and skills development.

### **Course Learning Outcomes:**

1. Understanding the role of communication in the organizational and Global Context.
2. Understanding the basics of effective written and verbal communication.
3. Understanding the theoretical models of communication and development in communication research.
4. Analyzing one's own communication style in different contexts and mediums.
5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues.



## **Contents:**

**Unit I:** Communication in Organizations: Introduction to Business Environment and Communication, Basics of Communication (7Cs), Corporate Communication, Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication

**Unit II:** Written Communication: Planning and executing different types of messages, Writing reports, proposals and Business plans, Improving personal writing skills.

**Unit III:** Interpersonal Communication: Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring . and Appraisals, Communication in Social Media and Digital Communication.

**Unit IV:** Cross Cultural Communication: Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures.

**Unit V:** Career management and communication: Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication.

## **Suggested Readings:**

1. Lehman, C. M., Dufrene D. D.,& Sinha, M. (2016). *BCOM: The South Asian Perspective on Business Communication* (2<sup>nd</sup>ed.). New Delhi: Cengage Learning.
2. [Murphy](#), H. A., [Hildebrandt](#), H.W.,& Thomas, J.P. (1997). *Effective Business Communication* (7<sup>th</sup> Revised ed.). Boston: McGraw-Hill Companies.
3. Bovee, C., & Thill, J.V.,& Raina, R.L. (2016). *Business Communication Today* (11<sup>th</sup>ed.).Pearson.
4. Mukerjee, H. S. (2012).*Business Communication* (2<sup>nd</sup>ed.). New-Delhi: Oxford University Press.
5. Post Emily. (2005). *The Etiquette Advantage in Business* (2<sup>nd</sup> ed.). New York: Collins.
6. Sandra, M. O. (2004). *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. Routledge.

## **Course Name: Information Technology Management**

**Course Code: MBAC108; Course Type: Core; Course Details: CC-8**

**L-T-P: 4 -0 -0; Course Credit: 4**

**Marks: Theory [100]: Continuous Assessment-20 & End Semester Examination-80;**

### **Course Objectives:**

The objective of this course is to develop micro-level individual competency amongst the participants with regard to contemporary Information Technology Tools and to develop an understanding of the data processing systems existing in organizations.

### **Course Learning Outcomes:**

1. Developing an appreciation of IT in General and Elements of IT Systems Setup for organizations and discussions on the emerging information technology.
2. Familiarizing the students with the Indian IT Industry and the latest developments in the same.
3. Help students appreciate the nuances of Data Processing Systems for organizations.
4. Providing hands-on dexterity to the students with regard to an executive software suite.
5. Understanding the basics of networking and integrated information systems.

### **Course Contents:**

**Unit I:** Computers: An Introduction; Computers in Business Organizations; Generations of Computers and Computer Languages; Personal Computers in Business; Elements of Information Technology: Hardware, Software, Data, Telecommunications and People; Planning an Information Technology set up for an organization. Discussion on emerging technologies such as Cloud, Social Media, IoT, Robotics etc.

**Unit II:** Indian Computing Environment: Growth of IT Sector in India; Trends in IT and ITes sectors; Applications of information technology in business, government and service organizations. E-Commerce and E-Governance. Latest developments in IT applications. E-Governance as a social transformational tool.

**Unit III:** Modes of Data Processing: Computer Software Systems; Software Development Process; Data Design & Report Design; Data Files - Types/Organizations; Master & Transaction Files; Relevance of Data Base; Software/Program Development Cycle; Flow Charting; Input-Process-Output Analysis; Report Generation; Programming Concepts; Use of Data Files in Programming. Management of Data Processing Systems in Organizations.

**Unit IV:** PC-Software Packages: An Introduction - Operating System and Windows; Text Processing Software. Introduction to spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Introduction to a micro data base manager. Presentation Graphics - Creating a Presentation on a PC.

**Unit V:** Management Systems and Integration of Applications. Application Portfolio Development. Internet: Intranets and Extranets; Application of Internet technology in organizations. Data Communications. Networking: LAN&WANs. Applications Service Providers and Internet Service Providers.

### **Suggested Readings:**

1. Bill, H., & Jaffe, B. D. (2012). *IT manager's handbook* (3<sup>rd</sup> ed.). New York: Morgan Kauffman.
2. Efraim, T., & Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7<sup>th</sup> ed.).NY: John Wiley & Sons.
3. George, K. (2008). *Selected readings on information technology management: Contemporary issues*. New York: Information Science Reference.
4. Lambert, J.& Frye, C. (2015). *Microsoft Office 2016 Step by Step*. Washington: Microsoft Press.
5. Lucas, Henry C. Jr. (2017).*Information Technology for Management* (7<sup>th</sup>Ed).McGraw Hill Education.
6. Rogers,D.(2016).*TheDigitalTransformationPlaybook–RethinkYourBusinessforthe Digital Age*. Columbia University Press
7. Westerman, George, et al. (2014). *Leading Digital: Turning Technology into Business Transformation*. Harvard Business Publishing.
8. Williams, B. K., & Sawyer, S. C. (2014). *Using information technology: A practical introduction to computers & communications* (11<sup>th</sup>ed.). McGraw Hill Education.

## **SEMESTER-II**

### **Course name: Organization Effectiveness and Change**

**Course code: MBAC201; Course type: core; Course details: CC-9**

**L-T-P: 4-0-0; Course credit: 4**

**Marks: Theory [100]: continuous assesment-20 & End Semester Examination-80;**

### **Course Objectives:**

The purpose of this course is to familiarize students with the basic organizational processes which enable them to understand to dynamics of organizational life thereby leading to organizational effectiveness and change.

### **Course Learning Outcomes:**

1. Understanding the concept of organizational change and development
2. Developing an understanding of different models of change
3. Familiarization with the concept of organization climate and culture
4. Understanding how managers manage conflict & develop collaborative behavior
5. Develop an understanding of intergroup behavior and negotiation
6. Understanding the concept of power and politics in organizations and learn to manage it
7. Understanding how managers can use the models to enhance creativity levels of employees both at the individual and organizational level
8. Understanding the basic concept of managing gender issues in organizations
9. Develop an understanding of cross-cultural management
10. Understand the evolution and development of learning organization

### **Contents:**

**Unit I:** Introduction to concepts of Organizational Change and Development: Forces, Resistance and Management of Change; Models of Change

**Unit II:** Organizational Climate and Culture: Introduction; Evolution; Determinants; and

## Dimensions

**Unit III:** Management of Conflict & Negotiations: Sources, Reactions and Management of Conflict; Approaches to Negotiation

**Unit IV:** Intergroup Behaviour and Negotiation: Understanding Competition and Collaboration, Approaches to negotiation

**Unit V:** Power and Politics in Organization: Introduction, Bases of Power, Power and Political tactics, Sources of Political Behaviour

**Unit VI:** Management of Creativity and Innovation: Individual and Organizational Creativity, Creative Blocks, Overcoming Blocks, Organizational Innovation

**Unit VII:** Understanding Gender Issues in management: Gender stereotypes, Women in Management, Individual and Organizational strategies to manage Gender Issues in Organizations

**Unit VIII:** Cross-Cultural Management; Learning Organizations

### **Suggested Readings:**

1. Luthans, F. (2015). *Organizational Behaviour: An Evidence Based Approach*(13<sup>th</sup> ed.), McGraw-Hill Irwin.
2. Nelson, D. L., Quick, J.C.,&Khandelwal, P. (2016). *ORGB: A South Asian Perspective*(2<sup>nd</sup> ed.). India: Cengage Learning India Pvt. Ltd.
3. Nelson, D. L., Quick, J.C.,&Khandelwal, P.(2013).*Organizational Behaviour: A South Asian Perspective*(7<sup>th</sup> ed.). India: Cengage Learning India Pvt. Ltd.
4. Pareek, U. &Khanna, S. (2016). *Understanding Organizational Behaviour* (4<sup>th</sup> ed.). New Delhi: Oxford University Press.
5. Robbins, S. P., Judge, T.A.,&Vohra, N. (2015). *Organizational Behaviour*(16<sup>th</sup> ed.). Pearson Education.
6. Singh, K. (2015). *Organizational Behaviour: Text and Cases*(3<sup>rd</sup> ed.). New Delhi: Vikas Publication.
7. Singh, K. (2010). *Organization Change and Development* (2<sup>nd</sup> ed.). New Delhi: Excel Publications.

## **Course name: Decision Modelling and Optimization**

**Course code: MBAC202; Course type: core; Course details: CC-10**

**L-T-P: 4-0-0; Course credit: 4**

**Marks: Theory [100]: continuous assesment-20 & End Semester Examination-80;**

### **Course Objectives:**

Managers need to take real-time decisions in complex environments. Quantitative tools based on data are proving to be indispensable for good decision making. In this course, the analytical model building approach of management science would be discussed. Students would be introduced to important techniques like optimization and simulation. The course will encourage the spread-sheet model building of business problems. Practical examples and case studies would be an integral part of teaching-learning pedagogy.

### **Course Learning Outcomes:**

1. Understand the benefits of data-driven decision making
2. Learn the model building approach of management science in improving managerial decision making
3. Ability to identify decision problems amenable for management science approach to finding a solution
4. Develop skills to use important prescriptive analytics tools
5. Develop skills for spreadsheet model building and use of relevant software packages.

### **Contents:**

**Unit I:** Model building for optimization. Distribution and network models: Shortest route and other routing problems, maximal flow problem

**Unit II:** Multiple criteria decision models: Introduction of goal programming, modelling and solution

**Unit III:** Waiting line models: Introduction to theory of queues, standard terminologies,

pure birth-and-death model, M/M/1 and M/M/c models

**Unit IV:** Simulation: Types of simulation, Monte-Carlo simulation method, Verification and validation.

**Unit V:** Decision making under uncertainty: Decision criteria, decision tree, Value of Information, Risk profile

**Unit VI:** Project scheduling: Scheduling with known activity times, time-cost trade-offs, Scheduling with uncertain activity times

**Unit VII:** Markov processes: Introduction to stochastic process, terminologies, Markov process, transition probabilities, simple business applications

**Unit VIII:** Theory of games, two-person zero-sum, constant-sum and non-constant sum games, application of linear programming in finding equilibrium solutions.

### **Suggested Readings:**

1. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). *An introduction to management science: quantitative approaches to decision making* (13<sup>th</sup> ed.). Cengage Learning.
2. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). *Managerial decision modeling*. Upper Saddle River, Pearson Education.
3. Hillier, F.& Lieberman, G.J. (2014). *Introduction to operations research* (10<sup>th</sup> ed.).McGraw-Hill Education.
4. Powell, S. G., & Baker, K. R. (2017). *Business analytics: The art of modeling with spreadsheets*. Wiley.

## **Course name: Economic Environment of Business**

**Course code: MBAMIE201; Course type: MIE; Course details: MIE-1**

**L-T-P: 4-0-0; Course credit: 4**

**Marks: theory [100]: continuous assesment-20 & End Semester Examination-80;**

### **Course Objectives:**

This course introduces students to the basics of Macroeconomic theory and International Economics. The objective of this course is to familiarize students with the fundamentals of macroeconomics and to emphasize the importance of assessing the external macro environment by businesses in order to survive and prosper. The course introduces students to the basic macroeconomic variables, like GDP, inflation and unemployment and the basic frameworks to understand how policy choices affect these variables. Understanding the role of institutions, like the Reserve Bank of India, and understanding how international trade works are some of the other objectives of the course.

### **Course Learning Outcomes:**

1. Understanding the relevance of the basic macroeconomic variables and their measurement
2. Understanding economic growth and its determinants
3. Understanding the various medium-run and short-run macro-frameworks
4. Analyzing policies and the role of institutions

### **Contents:**

**Unit I:** Introduction, Key Macroeconomic Variables and their Relevance to Business, National Accounts, Measuring the State of the Economy, Problems of GDP Measurements, Inflation, Inequality, and Unemployment – Measurement and Issues

**Unit II:** Economic Growth, Growth around the World, Lessons for Developed and Developing



Countries, India's growth in the post liberalization period, Impacts of various govt. policies on growth rate for Indian Economy. -

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**Unit III:** The Simple Keynesian Model in an open Economy without Government activity, Keynesian Multiplier, Govt. Expenditure and Tax, Samuelson's Business cycle model – Case Study.

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**Unit IV:** Keynesian IS/LM Framework, Analyzing Policy Effectiveness, Supply-Side Economics, AD/AS Framework, Developing the Framework, Analyzing Policy Effectiveness – Fiscal Policy, Monetary Policy, Crowding Out, Liquidity Trap.

**Unit V:** Inflation, Phillips Curve, Expectation Augmented Phillips Curve. Role of the Central Bank, Inflation Targeting, Neutrality of Money

**Unit VI:** Open Economy, Balance of Payments. Exchange Rate, devaluation of currency, GDP growth of developing and developed countries, Barriers to trade – tariff and non-tariff barriers to trade.

### **Suggested Readings:**

1. Blanchard, O. (2017). *Macroeconomics* (6<sup>th</sup> ed.). Pearson Education.
2. Dornbusch, R., S. Fischer & Startz, R. (2017). *Macroeconomics* (11<sup>th</sup> ed.). McGraw Hill Education.
3. D'Souza E. (2012). *Macroeconomics* (2<sup>nd</sup> ed.). Pearson Education.
4. Farnham, P. G. (2014). *Economics for Managers* (3<sup>rd</sup> ed.). Pearson Education.
5. Jones, C. (2017). *Macroeconomics*. W. W. Norton & Company.
6. Krugman, P. & Obstfeld, M. (2017). *International Economics: Theory and Policy* (10<sup>th</sup> ed.). Pearson Education.
7. Mankiw, N. G. (2012). *Principles of Macroeconomics* (6<sup>th</sup> ed.). Cengage India.
8. Moorthy, V. (2017). *Applied Macroeconomics: Employment, Growth and Inflation*. I K International Publishing House Pvt. Ltd.
9. Moss, D. A. (2015). *A Concise Guide to Macroeconomics: What Managers, Executives, and Students Need to Know* (2<sup>nd</sup> ed.). Harvard Business School Press.
10. Roy, S. (2017). *Macroeconomic Policy Environment: An Analytical Guide for Managers* (2<sup>nd</sup> ed.). McGraw Hill Education.

## **Course name: Corporate Finance**

**Course code: MBAC203; Course type: core; Course details: CC-11**

**L-T-P: 4-0-0; Course credit: 4**

**Marks: Theory [100]: continuous assesment-20 & End Semester Examination-80;**

### **Course Objectives:**

The course is designed to provide an understanding of the essential elements of financial management and the financial environment in which the business firm operates. The paper will examine the objective of shareholder wealth maximization which encompasses much of modern corporate finance and its implication for decision making in the present context.

### **Course Learning Outcomes:**

1. Understanding the evolution and growth of the finance function. The objective of the firm – Shareholder wealth maximization.
2. Make Strategic Investment decisions with the help of NPV, IRR and PI techniques. Calculating and interpreting the cost of capital for companies.
3. Financing options available to firms, Tradeoff between debt and equity, Criteria for deciding the optimal financing mix.
4. How do managers decide how much to reinvest and how much to return to owners as dividends?
5. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

### **Contents:**

**Unit I:** Financial Management – An Overview: Evolution of Finance, The Basic Goal: Creating Shareholder Value, Agency Issues, Business Ethics and Social Responsibility, Time Value of Money concept.

**Unit II:** Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting - Sensitivity Analysis, Certainty Equivalent Approach. Cost of Capital - Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting Cost of

Capital for Risk, International Dimensions in Cost of Capital.

**Unit III:** Financing Decisions - Capital Structure, Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, Costs of Bankruptcy and Financial Distress. EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.

**Unit IV:** Dividend Decisions- Factors determining Dividend Policy, Theories of Dividend- Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.

**Unit V:** Working Capital Management -Working Capital Policies, Risk-Return trade-off, Cash management, Receivables management, Inventory Management.

### **Suggested Readings:**

1. Brealey, R.A., Myers, S.C., Allen, F., & Mohanty, P. (2014). *Principles of Corporate Finance* (11<sup>th</sup> ed.). Tata McGraw Hill.
2. Brigham, E.F., & Daves, P.R. (2016). *Intermediate Financial Management* (12<sup>th</sup> ed.). South Western.
3. Brigham, E. & Houston, J. (2014). *Fundamentals of Financial Management* (14<sup>th</sup> ed.). Thomson.
4. Keown, A.J., Martin, J.D., Petty, J.W., & Scott, Jr. (2017). *Foundations of Finance* (9<sup>th</sup> ed.). Pearson Prentice Hall.
5. Megginson, W.L., Smart, S.B., & Gitman, L.J. (2009). *Corporate Finance* (2<sup>nd</sup> ed.) Thomson.
6. Chandra, P. (2015). *Financial Management* (9<sup>th</sup> ed.). McGraw Hill.
7. Ross, S.A., Westerfield, R.W., Jaffe, J., & Jordan, B.D. (2016): *Fundamentals of Corporate Finance* (11<sup>th</sup> ed.). Tata McGraw Hill.
8. Wachowicz, V. (2009): *Fundamentals of Financial Management* (13<sup>th</sup> ed.). Pearson Education.
9. Watson, D., & Head, A. (2016). *Corporate Finance- Principles and Practice* (7<sup>th</sup> ed.). Pearson Education.
10. Brigham, E.F., & Ehrhardt, M.C. (2015). *Financial Management: Theory & Practice* (15<sup>th</sup> ed.). Engage Learning.

## **Course name: Management Accounting**

**Course code: MBAC204; Course type: core; Course details: CC-12**

**L-T-P: 4-0-0; Course credit: 4**

**Marks: Theory [100]: continuous assesment-20 & End Semester Examination-80;**

### **Course Objectives:**

To gain knowledge of use of costing data for decision-making and control, and emerging modern cost management concepts. This course will focus on providing skills in contemporary Management Accounting methodologies and issues. The teaching environment will cover lectures, case discussions and discussion of project assignments.

### **Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Understanding cost behavior
3. Understanding how managers make a variety of decisions
4. Understanding the relevance of budgeting and computing variances to undertake performance evaluation
5. Understanding Activity Based Cost Management vs. Traditional Cost Management

### **Contents:**

**Unit I:** Cost concepts in Accounting: Evolution of Management Accounting & Current Issues, Overview of Management Accounting, Classification of costs, Methods of costing, Reconciliation and Integration between Financial and Cost Accounts; Material Cost and Control, Labour Cost and Control, Overhead Cost and Control, Job Batch and Contract Costing, Process Costing, By-Products and Joint Product Cost.

**Unit II:** Cost concepts in Decision Making: Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost, Objectives of a Costing System, Marginal Costing, Distinction between Marginal Costing and Absorption Costing, Break-Even Analysis, Cost-Volume-Profit Analysis, Various decision-making problems, Standard Costing and Variance Analysis, Budgetary Control & Performance measurement: Flexible Budgets; Performance Budgets, Zero-based Budgets.

**Unit III:** Cost Management: Activity-based approaches to management and cost analysis, Analysis of common costs in manufacturing and service industry, Techniques for profit improvement, cost reduction, and value analysis, Throughput accounting, Target costing, cost ascertainment and pricing of products and services, Life cycle costing, Impact of just in time, Backflush costing.

**Unit IV:** Strategy, Balanced Scorecard, and Strategic Profitability Analysis  
Balanced Scorecard: Quality and Time

**Unit V:** Inventory Management, Just-in-Time, and Simplified Costing Methods; Capital Budgeting and Cost Analysis

**Unit VI:** Performance Measurement, Compensation, and Multinational Considerations

### **Suggested Readings:**

1. Kaplan, R.& Atkinson, A. A. *Advanced Management Accounting* (3<sup>rd</sup> ed.). Pearson India.
2. Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2007). *Management Accounting* (5<sup>th</sup> ed.). New Jersey: Pearson Prentice Hall.
3. CIMA (2015). *CIMA Management Accounting*: CIMA Publishing Kaplan Publishing
4. Horngren, T. C., Datar, S. M., Rajan, M. V. (2015). *Cost Accounting: A Managerial Emphasis* (15<sup>th</sup>ed.). Pearson
5. [Horngren, T. C.](#), [Sundem, G. L.](#), [Stratton, W. O.](#), [Schatzberg, J.](#), & [Burgstahler, D.](#) (2014). *Introduction to Management Accounting* (16<sup>th</sup> ed.). Pearson.
6. Khan, M. Y., & Jain, P. K. (2017). *Management Accounting* (7<sup>th</sup>ed.). McGraw Hill.
7. Pandey, I. M. (2007). *Management Accounting* (3<sup>rd</sup> ed.). New Delhi.
8. Vij, M. (2009). *Management Accounting*. New Delhi: MacMillan India.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **Course name: Production & Operations Management**

**Course code: MBAC205; Course type: core; Course details: CC-13**

**L-T-P: 4-0-0; Course credit: 4**

**Marks: Theory [100]: continuous assesment-20 & End Semester Examination-80;**

### **Course objectives:**

This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance. It would help them understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same. The course would also seek to familiarize the students with the contemporary challenges being faced by the organizations in the domain of operations and supply chain.

### **Course Learning Outcomes:**

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.
4. Understand the elemental processes involved in designing a product and a service.
5. Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.
6. Understand suitable production strategies to be adopted for meeting the varying level of demand depending on the type of product and nature of demand and also an appropriate

volume of input materials to be procured at a particular point of time depending on the production schedule and available inventory.

7. Learn different quality tools and the tools of statistical process control for analyzing a process in terms of quality and also develop an understanding of six sigma quality.
8. Learn how a process could be run with minimal resources without sacrificing service and also with minimum wastes generated.
9. Learn how process output could be improved by committing extra inputs to bottleneck resource.

### **Contents:**

**Unit I:** Nature, Evolution and Scope of Production and Operations Management. Emerging trends in Operations Management. Operations Strategy: Linkage with Competitive Strategy and formulation of Operations Strategy.

**Unit II:** Facilities location: Globalization of operations, factors affecting location decisions, location planning methods, linkage with supply chain network design decisions.

**Unit III:** Design of production process and facility layout, Process design and analysis.

**Unit IV:** Design of products and services: Process of product and service design, tools.

**Unit V:** Inventory Management: Deterministic Models, Probabilistic Models: Multi-period and Single period (News vendor) models, Selective Inventory Models

**Unit VI:** Aggregate Production Planning (APP), Master production schedule (MPS), Materials requirements planning (MRP).

**Unit VII:** Quality: Quality Management, Statistical Process Control (SPC), Process capability and Six Sigma.

**Unit VIII:** Just-in-time, Lean operations and Toyota Production System

**Unit IX:** Theory of Constraints, Critical chain project management

### **Suggested Readings:**

1. Bedi, K. (2014). *Production and Operations Management* (3<sup>rd</sup> ed.). Oxford University Press, New Delhi
2. Cachon, G. and Terwiesch, C. (2018). *Matching supply with demand*. McGraw Hill, 3<sup>rd</sup> edition, Chennai
3. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management* (15<sup>th</sup> ed.) Mc Graw Hill, Chennai

4. Gaither, N. and Frazier G. (2011). *Operations Management* (9<sup>th</sup> ed.), Cengage Learning, New Delhi.
5. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). *Operations Management* (12<sup>th</sup> ed.). Pearson Education, Delhi.
6. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (2016). *Operations Management: Processes and Supply Chains* (11<sup>th</sup> ed.), Pearson Education, Delhi.
7. Mahadevan, B. (2015). *Operations Management* (3<sup>rd</sup> ed.). Pearson Education, Delhi.
8. Nahmias S. and Olsen, T.L. (2015). *Production and Operations Analysis* (7<sup>th</sup> ed.). Waveland Press, Inc.
9. Russell, R. S. and Taylor, B.W. (2016). *Operations and Supply Chain Management* (9<sup>th</sup> ed.), Wiley, New Delhi.
10. Stevenson, W.J., (2018). *Operations Management* (12<sup>th</sup> ed.). McGraw Hill, Chennai.



## **Course name: Marketing Research**

**Course code: MBAC206; Course type: core; Course details: CC-14**

**L-T-P: 4-0-0; Course credit: 4**

**Marks: Theory [100]: continuous assesment-20 & End Semester Examination-80;**

### **Course Objectives:**

To provide an understanding of fundamental concepts in the field of marketing research and to equip the students with research tools to conduct research and analysis for effective decision making.

### **Course Learning Outcomes:**

1. Understanding the nature and scope of marketing research
2. Develop an understanding of different types of research design and their applicability
3. Understanding different types of scales that can be used by a researcher
4. Understanding different methods of data collection, their advantages and limitations
5. Develop an understanding of sampling techniques
6. Learning about coding, editing and presentation of data
7. Understanding the process of hypotheses testing
8. Learning various univariate and multivariable data analysis techniques and their application in marketing research
9. Develop an understanding of how to write a report
10. Understanding various ethical issues in marketing research

### **Contents:**

**Unit I:** Introduction: Nature and scope of Marketing Research, Marketing Research Process, Formulation of research problem; Research Design: Exploratory, Descriptive and Conclusive research

**Unit II:** Data Collection Methods: primary and Secondary Data, Sources of Secondary

Data, Conducting review of literature; Qualitative Research Tools: Depth Interviews, focus groups and projective techniques, Observation method, Survey and Questionnaire Design: Form and layout, Pilot testing

**Unit III:** Scaling techniques: Comparative and Non-Comparative Scaling Techniques, Reliability and Validity of Scales

**Unit IV:** Sample Design and Field Work: Probability and Non-Probability Sampling Techniques, Sample Size determination, Data coding and data preparation, tabulation, Graphical presentation, sampling and non-sampling errors

**Unit V:** Hypothesis Testing and Data Analysis: Concepts, Parameter and Non-parametric Testing, Use of statistical Software; Univariate and Multivariate data analyses techniques

**Unit VI:** Report Writing: Types of report, Format of writing the report

**Unit VII:** Marketing Research Applications and Ethical Considerations: Consumer research, attitude measurement and scaling techniques; Product research; Advertising research; Marketing and sales forecasting; Sales analysis, Ethical issues in Marketing Research

### **Suggested Readings:**

1. Malhotra, N., & Dash, S. (2015). *Marketing Research: An Applied Orientation* (6<sup>th</sup> ed.). New Delhi: Pearson.
2. [Burns](#), A. C., Veeck, A.F. & [Bush](#), R. F. (2017). *Marketing Research* (8<sup>th</sup>ed.). New Delhi: Pearson.
3. Churchill, G., Iacobucci, D., & Israel, D. (2010). *Marketing Research: A South Asian Perspective*. Delhi: Cengage.
4. [Zikmund](#), W. G., & [Babin](#), B. J. (2016). *Exploring Marketing Research*(11<sup>th</sup>ed.), USA: Cengage South-Western.
5. Aaker, A. D. (2014). *Marketing Research*(10<sup>th</sup>ed.). New Delhi: Wiley.
6. Cooper, D. R., & Schindler, P.S. (2005). *Marketing Research*. Tata McGraw Hill- Education.
7. Bradley, N. (2013). *Marketing Research: Tools and Techniques*(3<sup>rd</sup>ed.). New Delhi: Oxford University Press.
8. [Tull](#), D. S., & [Hawkins](#), D. I. (1993). *Marketing Research: Measurement and Method* (6<sup>th</sup>ed.). New York: Collier MacMillan.
9. Boyd, H., Westfall, R., & Stasch, S. (1989). *Marketing Research: Text and Cases*, Homewood, Ill. : R. D. Irwin

## **Course name: Management of Information Systems**

**Course code: MBAC207; Course type: core; Course details: CC-15**

**L-T-P: 4-0-0; Course credit: 4**

**Marks: Theory [100]: continuous assesment-20 & End Semester Examination-80;**

### **Course Objectives:**

This course has been designed to develop a macro-level perspective of the information technology and its potential to help organizations create sustainable competitive advantage in respective industries. This should also help the participants appreciate the significance of IT investment decisions made by organizations.

### **Course Learning Outcomes:**

1. Developing a macro level understanding among the students with regard to the exploitation of information technology by organizations.
2. Discuss various types of Computer Based Information Systems and their relevance for organizations.
3. Develop an understanding of role of IT for competitive advantage.
4. Discuss the importance of system development and system life cycle.
5. Understand the role of IT Architecture in making IT investments.

### **Contents:**

**Unit I:** Emerging Technology Issues and Data Processing in Organizations; Introduction to Information Systems; Shift in information system thinking. Decision Making and MIS. Cost and Value of Information.

**Unit II:** Computer Based Information Systems: Office Automation Systems; Transaction Processing Systems; Management Information Systems; Decision Support Systems; Group Decision Support Systems; Executive Information Systems. Artificial Intelligence Based Systems such as Expert Systems. End User Computing.

**Unit III:** Discussion on using IT for competitive advantage; Role of Internet and emerging technologies; IT enabled services; Seamless organizations; Virtual corporations; Web enabled

computing as a strategic tool; Outsourcing as a strategic alternative. International Information Systems. Interorganizational Information Systems.

**Unit IV:** Structured Systems Analysis; System Development; System Development Life Cycle. Discussion on ERP, CRM and SCM.

**Unit V:** Planning and Building IT Architecture; Information Infrastructure; Legal Issues and National Information Infrastructure. IT Leadership & IS Strategic Planning; IS Strategy and Effects of IT on Competition. Re-engineering Work Processes for IT application. Cases on strategic use of IT in different industries.

### **Suggested Readings:**

1. Davis, G., & Margrethe, O.(2017). *Management Information System: Conceptual Foundations - Structure and Development*(2<sup>nd</sup> ed.). McGraw Hill Education.
2. [Effy, OZ. \(2013\). \*Management information systems\* \(6<sup>th</sup>ed.\). USA:Cengage Learning.](#)
3. Efrain, T., &Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7<sup>th</sup>ed.).NY: John Wiley & Sons.
4. [Kelley,G.\(2008\).\*Selected readings on information technology management: Contemporary issues\*. New York: Information Science Reference.](#)
5. [Rainer, R.K.,& Prince, B. \(2015\). \*Management Information Systems: Moving Business Forward\*.John Wiley & Sons.](#)
6. Joseph, P.T. (2013). *Management Information Systems in the Knowledge Economy* (2<sup>nd</sup>ed.). New Delhi: Prentice Hall of India.
7. [Laudon, K. C., & Laudon, J. P. \(2018\). \*Management information systems: managing the Digital Firm\* \(15<sup>th</sup>ed.\). New Delhi: Pearson Education.](#)
8. [O'Brien, J. A., & Marakas, G. \(2017\).\*Management information systems\* \(10<sup>th</sup>ed.\).McGraw Hill Education.](#)