

First Semester

19MBA 11 Individuals and Organization

Module 1

07 Hours

Introduction to Organizational Behavior

Organizational behavior: Past to present - Pre Scientific era, The Classical era - Administrative theory, Scientific management, The Behavioral era - Hawthorne legacy, The modern era - Contingency approach, Globalization - trends towards diversity.

Individual Behavior: Diversity - demographic and biographical characters. Ability - Intellectual abilities, Physical abilities and role of disabilities. Diversity Management strategies and Effective diversity programs

Importance of Interpersonal skills in present work place, Management Functions, Manager's role - Henry Mintzberg's conclusions, Management skills, Effective managerial activities, Disciplines that contributes to OB, Challenges and opportunities for OB, A systematic study of OB with intuition, Basic OB Model – Input, processes & outcomes.

Module 2

09 Hours

Attitude: Components of attitudes, Major Job attitudes, Attitude and behavior relation, Job satisfaction, measuring job satisfaction, causes of job dissatisfaction, Job satisfaction and performance, work-life balance.

Emotions and Moods: Emotions and moods difference, Basic emotions and moods and their effects, Function of emotions, Sources of emotions and moods, Emotional labor, Affective events theory, Emotion regulation, Emotional intelligence, OB applications of emotions and moods.

Personality and values - Meaning personality, The Myers-Briggs Type Indicator, The Big Five Personality Model, Johari Window, Behavior prediction at work and OB Criteria Influence using Big Five Personality traits, Personality determinants - Heredity, Other personality traits - Core self-evolution, Machiavellianism, Narcissism, Self-Monitoring, Risk taking, Proactive personality.

Meaning and importance of Values, Linking Individual personality and values at work, Terminal Vs Instrumental values, Generational Values, International Values - Hofstadter's five value dimensions of national culture.

Module 3

09 Hours

Perception and Individual Decision Making: Factors influencing perception, Attribution theory, Link between perception and individual decision making, Common shortcut in judging others – Selective perception, Halo effect and Contrast effect, Specific application of shortcuts in organization in judging others.

Decision making in organizations - rational mode, bounded rationality and intuition, Common bias and errors in decision making, Influences in decision making – individual differences and organizational constraints.

Motivation: Early theories of motivation - Abraham Maslow's Hierarchy of Needs, Two factor theory, Theory of X and theory of Y. Contemporary theories of motivation - Self Determination theory, Goal-Setting theory, Reinforcement theory - Skinner's operant conditioning, Expectancy theory, Application of motivational concepts in the organization.

Module 4**05 Hours**

Group Behavior: Definition, Classification of groups, Five stages model of group development, Group properties, Relation between group cohesiveness, performance norms and productivity, Group decision making - Group vs Individual, Decision making techniques.

Teams: Difference between group and team, Team Composition, Team process, Turning Individual in to team players

Module 5**09 Hours**

Leadership: Leadership and Management, Leader vs Manager, Leadership traits and effectiveness, Leadership styles, Leadership skills, Behavioral perspective of leadership, Leadership behavioral approaches - Ohio State University study consideration and initiating structure, Management Grid, Contingency perspective of leadership - Fiedler's contingency theory, Situational leadership model, Path-Goal theory, Transformational and transactional leadership, Charismatic leadership, Leaders as mentors, Ethical leadership.

Power and Politics: Defining Power, Leadership vs Power, Bases of Power, Application of French and Raven's bases of social power theory, Organizational politics, Conditions for the use of power and politics in organization, Power tactics, Controlling political behavior in organization, Impression management, Ethics in power and politics.

Suggested Reading:

1. Robbins, S, Organization Behavior, Prentice Hall of India
- 2 Kavita Singh, Organization Behavior, Vikas Publishing Pvt Ltd

Additional Readings:

1. Feldman, R. S., Understanding Psychology, Tata McGraw-Hill
2. Organizational Behavior - Fred Luthans, 12/e, McGraw Hill International, 2011.
3. Davis and Newstorm, Human Behavior at Work, McGraw Hill Publication
4. Davis, K, Human Behavior at Work, Tata McGraw Hill Ltd

**19MBA 12
Managerial Economics****Module 1****07 Hours**

A Brief Introduction to the Origin and Development of Economic Science - Classical and Neo Classical Economics (Adam Smith and Alfred Marshall) The Nature and Scope of Managerial Economics - Relationship of Managerial Economics to Economic Theory - Decision Science - Functional Areas of Business - The International Framework of Managerial Economics

Module 2**10 Hours**

The Idea of the Firm - Ronald Coase's Theory - Reasons for the Existence of Firms and their Functions—Trade Off Between Transaction Costs and Internal Operating Costs-The Objective and Value of the Firm-Limitations of the Theory of the Firm - Global Applications. Traditional and Current Perspectives of Utility and Value-Thorstein Veblin and David Korten's Contributions - Human Dignity in Exchanges - Respecting Individual Choices and Individual Dignity - Understanding the Process of Economic Change - Contributions of Douglas North - A Brief Introduction to Institutional and Behavioral Economics - Developing A Frame Work for Flourishing Human Development

Module 3**08 Hours**

The Basics of Demand and Supply for Managers - Individual Demand and Market Demand - The Demand Faced by a Firm - Demand Equations - Price Elasticity of Demand - Types - Point and Arc Elasticities and their Measurement and Application - Factors Affecting the Price Elasticity of Demand - Cross Elasticity of Demand - Advertising Elasticity of Demand - Using Elasticities in Managerial Decision Making - Supply Analysis for Managers - Global Framework

Module 4**07 Hours**

Production Theory and Estimation - The Organization of Production - The Production Function - Total, Average and Marginal Product - The Law of Diminishing Returns and Stages of Production - Optimal Use of the Variable Input - Global Context - Combinations of Inputs for Minimizing Costs or Maximizing Output

Module 5**07 Hours**

Market Structure and Pricing Practices - Perfectly Competitive Markets - When Is A Market Highly Competitive? Do Firms Maximize Profit? Pricing Output and Profit Under A Perfectly Competitive Market - The Efficiency of A Competitive Market - Monopoly - Market - Monopoly-Power - Pricing and Output Decisions Under Monopoly Market - Price Discrimination - Oligopoly Market-Global Framework

Reference Books:

1. **Salvatore and Rastogi (2017)**, Managerial Economics Principles and Applications, Oxford University Press.
2. **Workbook Prepared by the Course Instructor**

19MBA 13**Research and Quantitative Methods - I****Module 1****06 Hours**

Introduction to Business Research: Business Research: Meaning and nature of business research; Characteristics of good research; Applied vs. Basic research

Module 2**09 Hours**

Measurement and Scaling: Primary Scales of Measurement: Nominal scale, Ordinal scale, Interval scale and Ratio scale. Comparative versus non-comparative scales. Scale Evaluation- Validity and Reliability of scales

Module 3**06 Hours**

Data Sources: Primary versus secondary sources; Criteria for evaluating secondary data. Published secondary sources of data, computerized databases, and Syndicated sources of secondary data.

Sources of Primary data: Survey data, Panel data, Observation data.

Module 4**12 Hours**

Descriptive Statistics: Probability Distributions- Binomial, Poisson and Normal distribution. Measures of Central Tendency: Average: (Arithmetic, Geometric, Harmonic). Median -

Quartiles, Deciles and Percentiles, mode, measure of dispersion, Variance, Standard deviation. Use of SPSS for descriptive statistic calculations.

Correlation and co-variance - Scatter Diagram, Karl Pearson's Coefficient of Correlation, Rank Correlation

Module 5

06 Hours

Data Reduction Techniques: Factor analysis, Multi-discriminant analysis, and cluster analysis

Required Texts:

1. **Gupta, S. C.**, *Fundamentals of Statistics*, Himalaya Publishing House, New Delhi.
2. **Levin, Richard I**, *Statistics for Management*, Pearson Education / PHI

Supplementary Texts:

1. **Chawla Deepak, Nina Sondhi**, (2014) *Research Methodology- Concepts and Cases*, New Delhi, Vikas Publishing House.
2. **Cooper Donald, Pamela Schindler**, (2004) *Business Research Methods*, Eighth Edition, New Delhi, Tata McGraw Hill Edition,
3. **Aczel and Sounderpandian**, *Complete Business Statistics*, Tata- McGraw Hill, 6th Edition.
4. **Pal, Nabendu and Sahadeb Sarkar**, *Statistics - Concepts and Applications*, PHI
5. **Sweeney, Aanderson and William**, *Statistics for Business and Economics*, Thomson Publishing.
6. **Gupta, S. P.**, *Statistical Methods*, Sultan Chand & Sons, New Delhi.
7. **Ken Black**, *Business Statistics for Contemporary Decision-Making*, 4th Edition, John Wiley.
8. **Chandan**, "Jit S., *Statistics for Business and Economics*, Vikas Publishing House

19MBA 14

Business Law and Practice

Module 1

10 Hours

Law of Contract: Definition, Essentials and Types of Contracts - Offer - Definition and Essentials - Acceptance - Definition and Essentials, Consideration - Definition and Essentials, Exceptions to Consideration, Capacity of Parties - Free Consent - Quasi Contract - Legality of Object - Performance of Contract- Termination of Contract - Remedies for Breach of Contract - Case Studies

Module 2

07 Hours

Special Contracts: Law of Agency- Essentials, Kinds of Agents - Rights and Duties of Agent and Principal - Creation of Agency - Termination of Agency - Bailment and Pledge - Bailment, Definition - Essential Elements - Rights and Duties of Bailor and Bailee - Pledge - Essentials - Rights and Duties of Pledger and Pledgee - Contracts of Indemnity and Guarantee - Rights and Liabilities of parties in a contract of guarantee- Discharge of Surety - Case studies

Module 3**06 Hours**

Sale of Goods Act: Essentials - Sale V/S Agreement to Sell - Conditions and Warranties - Breach and its Consequences - Rights of Unpaid Seller - **Law of insurance** - Fundamental principles - Reinsurance and Double insurance - **Negotiable Instruments Act, 1881** - Nature and Characteristics of Negotiable Instruments - Kinds of Negotiable Instruments - Features of Promissory Notes, Bills of Exchange and Cheques - Crossing and Marking of Cheques - Bouncing of cheques and its consequences - Case studies

Module 4**08 Hours**

Consumer Protection Act, 1986 - Objectives, Definition, Rights of Consumers - Consumer Protection Councils and CDRA`s - Procedure under Consumer Protection Act - **Arbitration and Conciliation Act, 1996** - Objectives and Scope, Arbitral Tribunal - Arbitral Award- Modes of Arbitration - Conciliation - Commencement of Proceedings - Settlement of Agreement - Termination of Conciliation Proceedings.

Module 5**08 Hours**

Important provisions of Competition Act, 2002, The Information Technology Act, 2000 and Foreign Exchange Management Act, 1999, Right to Information Act, 2005 - and important Provisions Regarding Copy Rights, Patents and Trademarks. Factories Act- Provisions Relating to Health, Safety and Welfare of Workers under Factories Act, 1948.

Book for study

Kapoor, N D., *Elements of Mercantile Law*, 36th Revised Edition, Sultan Chand, New Delhi, 2014.

Reference Books:

1. Singh, Avtar, *Business Law*, Eastern Book Company, Tenth Edition, 2014
2. Prasad, Manmohan, *Principles of Business Law and Management*, HPH.
3. Kuchhal, M C., *Business Law*, Vikas Publishing House, New Delhi.

19MBA 15**Marketing Management****Module 1****04 Hours**

Marketing Basics: Introduction to Marketing, Concepts of Marketing, Scope and Evolution of Marketing and its role in modern business.

Module 2**06 Hours**

Analyzing Marketing Environment: Meaning and Importance, Micro Environmental Factors - Macro Environmental Factors - Brief Overview of Indian Marketing Environment - Marketing Research - Importance

Module 3**06 Hours**

Identifying and Selecting Market: Buyer Behavior- Buying Motives - Buying Roles - Factors Affecting Consumer Behavior - Buying Decision Process - Types of Buying Behavior

Analyzing Industrial Markets - Characteristics of Industrial Markets

Market Segmentation - Mass Marketing - Niche Marketing- Local Marketing - Mini Marketing - Bases for Segmenting Consumer Markets and Business Markets - Market Positioning - Meaning, Positioning Strategies

Module 4**18 Hours****Marketing Mix decisions:**

a) Product management - Levels of products, Classifications of Product, Managing Product mix and Product line. Branding, Labelling and Packaging decisions; Managing Product life cycle, New product development.

b) Pricing decisions - Importance and Objectives of Pricing - Factors Affecting the Pricing-General Pricing Approaches

c) Distribution Management - Importance - Functions and Number of Channel Levels for Consumer Markets and Business Markets - Channel Dynamics - Vertical Marketing System-Channel Conflicts. Retailing & Wholesaling- Meaning, Functions and Types

d) Promotion Management - Integrated Marketing Communication - Advertising - Designing Effective Advertising Programs - Sales Promotion - Consumer Promotion tools and Trade Promotion Tools-Publicity; Public Relation - Major Public Relation Tools; Direct Marketing

Module 5**06 Hours**

Controlling of Marketing Function Annual Marketing Plan-Nature of Marketing Planning - Contents of Annual Marketing Plan - Organization of Marketing Functions; Controlling of Marketing Functions - Marketing Effectiveness Review and Marketing Audit

Note: Type of Question Paper for SEE: Objective type (Online)

Reference Books:

1. Kotler, Philip, *Marketing Management - Analysis, Planning, Implementation and Control*, Prentice Hall of India Pvt. Ltd., New Delhi,
2. Bearden, Ingram and La Forge *Marketing - Principles and Perspectives*, McGraw Hill International Edition, 2001.
3. Etzel M.J, B.J. Walker and Stanton, *Fundamentals of Marketing* 13th Edition, Tata McGraw Hill Publishing Co. Ltd, New Delhi.
4. Loudon David and Albert J.D. Bitta, *Consumer Behavior*, 4th Edition, McGraw Hill Editions, New York.

19MBA 16**Financial Statements - Analysis and Reporting****Module 1****06 Hours****Overview of Business Activities and Financial Statements**

Understanding business organizations. Forms of business organizations. Accounting, capital market and corporate governance. Users of accounting information. Generally accepted accounting principles, IFRS.

Module 2**Accounting Cycle****08 Hours**

Accounting measurement assumptions. Cash basis versus accrual basis in accounting. Double entry system of accounting. Various agencies influencing financial reporting in India. Processing transactions using accounting equation. Journal Entries. Ledge Posting. Trial Balance. Adjusting entries. Adjusted Trial Balance.

Module 3 **08 Hours**

Preparation of financial statements

Preparation of principal financial statements - Statement of Profit and Loss, Balance Sheet and Cash-flow Statement.

Module 4 **11 Hours**

Financial Statement Analysis

Sources of financial information. Standards of comparison for financial statements. Horizontal analysis, trend analysis and vertical analysis. Financial ratios.

Module 5 **06 Hours**

Financial Reporting and Communication

Earnings quality management. Corporate governance and financial reporting. Stakeholder versus shareholder approach in financial reporting. Non-financial disclosures.

Note: Type of Question Paper for SEE: Objective type (Online)

Reference Books:

1. Wild, John J., Financial Accounting: Information for Decisions, 7th Edition, McGraw Hill India, New Delhi, 2017.

19MBA 17
Communication - I (Seminar)

Module 1 **09 Hours**

Communication: Concept - Process and barriers to communication - Media (oral, written and non-verbal) - Organizational communication - Downward Vs. Upward Communication - Formal vs Informal Communication - Impact of technology on Communication - Suggested exercises: Self introduction, Introduction of guest, Course expectations and Career choices.

Module 2 **06 Hours**

Oral Communication: Speaking skills- Listening skills - Conversation - Telephone etiquette - Interviews: Job interviews - Stress interview - Interviews for conducting research - Suggested exercises: Just-a minute, Talk on a chosen topic, Conversation, interviews and preparation of speech and research questionnaire - Body language.

Module 3 **09 Hours**

Written Communication: Principles of letter writing - Job applications - Internal communication - Emails - Memos - Minutes - Notices - Writing proposals - Suggested exercises: Writing letters, emails, memos and proposal.

Module 4 **06 Hours**

Intrapersonal Communication: Reading skills- Interpersonal communication - Styles of Communication - Communication audit - Suggested exercises: Rapid reading and communication log.

Module 5 **09 Hours**

Presentation skills: What is a presentation - Elements of presentation - Designing & Delivering Business Presentations - Advanced visual support for managers.

Negotiation skills: What is negotiation - Nature and need for negotiation - Factors affecting negotiation - Stages of negotiation process - Negotiation strategies?

Reference Books:

1. Asha Kaul, Effective Business Communication, Prentice Hall of India, New Delhi.
2. Mary Munter, Guide to Managerial Communication: Effective Business Writing and Speaking, Prentice Hall: New Delhi.
3. P D Chaturvedi and Mukesh Chaturvedi, Business Communication-concepts, cases and application, Dorling Kindersley (India) Pvt. Ltd. New Delhi. ISBN 81-317-0172-7
4. Shirley Taylor: Communication for Business, Pearson, New Delhi.
5. Lesikar, Raymond V., & Flatley, Marie E, "Basic Business Communication – Skills for Empowering the Internet Generation", Tata McGraw Hill, New Delhi.

Second Semester

19MBA 21 Managing Organizations

Module 1

07 Hours

Introduction to Management of Organizations: Evolution of organization theory - Organizational theories - Classical theories - Human Relations theories - Contingency theories - Political Nature of Organizations - Modern theories of Organizational Management.

Module 2

09 Hours

Organizational Structure - types, functions. Organizational Processes. Contextual elements of organizational design. Organizational Culture and Organizational Design. Learning Organization - Nature of organizational - Creating learning organization - Appreciative inquiry.

Module 3

07 Hours

Dynamic Organizational Processes: Management Processes- planning, organizing, staffing, leading and controlling. Organizational change and development. Organizational Effectiveness.

Module 4

08 Hours

Human Resource Management: Introduction to HRM - Functions of HRM - Evolution of HRM - HRM model - Organizing the HR department - Evolving role of HRM. HR Planning and Recruitment & Selection-HR Planning. Performance management process. Compensation management.

Module 5

08 Hours

Advances in HRM: Modern Challenges to HRM. Quality of Work - Life - Stress Management - Cultural Diversities - Ethics at Workplace. Transformational HR -Quality Circles - TQM - Kaizen - Participative Management. Challenges for HRM. Changing roles of HR practitioners.

References:

1. Fred Luthans, Organisational Behaviour, Tata McGraw Hill Ltd
2. Stephen Robbins, Organisation Behaviour, Prentice Hall of India.
3. Daft R.L (2012), Understanding the Theory and Design of Organization (11th edition), Cengage Learning.
4. Zorlu Senyucel, Managing the Human Resource in the 21st century.Booksboon.com
5. Koontz, H. and Weihrich, H, Essentials of Management (13th edition),McGraw-Hill.

19MBA 22
International Business Environment

Module 1 **10 Hours**
The Globalization Debate - The Globalization of Markets - The Globalization of Production - Drivers of Globalisation - Managing Business in the Global Market Place - The Changing World Order and Geo Politics - Implication for Global Business. International Trade Theory - An Overview of Trade - Theory - The Benefits of Trade -The Pattern of International Trade-Comparative Advantage Theory - The Heckscher - Ohlin Theory - New Trade Theory - Product Life Cycle Theory - Porter's Diamond Model-Global Competitiveness Alignment Matrix

Module 2 **07 Hours**
The Instruments of Trade Policy - Basic Tariff Analysis - Costs and Benefits of A Tariff - Measuring the Costs and Benefits - Dumping and Anti-Dumping Policies - Other Instruments of Trade Policy - The Effects of Trade Policy for Business

Module 3 **08 Hours**
The Political Economy of Free Trade - The Case for Free Trade - Free Trade and Efficiency - International Negotiation and Trade Policy - From GATT to WTO - The Future of WTO - Benefits and Costs - Implications for Business

Module 4 **05 Hours**
Indian Economic Environment - Economic Development vs Economic Growth -Determinants - Structural Changes - Implication for Business.

Module 5 **09 Hours**
Macro Economies Policies in India -The RBI and Monetary Policy - Objectives of Credit Control - Tools and their Implication - The Government and Fixed Policy - Fiscal Policy Instruments - GST and its Implications to Business - Managing Business in the Indian Economic Environment.

References

1. Hill and Jain (2014), International Business Competing in the Global Market Place, McGraw Hill Education (India) Private Limited, New Delhi.
2. Workbook Prepared by the Course Instructor.

19MBA 23
Research and Quantitative Methods - II

Module 1 **08 Hours**
Problem Formulation: Building blocks of Theory: Concepts, Constructs, Variables, Propositions and Research hypotheses, Models.
Literature survey, development of research questions.

Module 2 **08 Hours**
Development of Research Design Sampling, Probability sampling - simple random sampling, stratified random sampling, systematic sampling, cluster sampling and Non-probability methods of Sampling - Preparation of Questionnaire. Data collection methods.

Module 3**08 Hours****Tests for Means:** Descriptive versus inferential analysis.

Testing of hypothesis, types of errors, p-value.

Z test, t-test - one sample test, two sample tests, paired t-test. ANOVA,

Module 4**07 Hours****Further Inferential Analysis:** Tests for proportion, Simple linear regression, logistic regression.**Module 5****08 Hours****Non-parametric Tests and Report Preparation:** Non-parametric tests - Sign test, Chi-square test, Mann - Whitney U test for independent samples.

Oral Reports- Written Reports - Preparation of the Reports-Report Format - Presentation of the Reports.

Recommended Book:

1. Deepak Chawla, and Neena Sondhi, (2016), Research Methodology - Concepts and Cases, Vikas Publishing House Pvt Ltd, Bengaluru.

Additional Reference:

2. William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adhikari and Mitch Griffin, (2013), Business Research Methods - A South-Asian Perspective, Cengage learning, New Delhi.

3. Cooper Donald, Pamela Schindler, (2004), Business Research Methods, Eighth Edition, New Delhi, Tata McGraw Hill Edition,

4. Uma Sekaran and Roger Bougie (2018), Research Methods for Business: A Skill-Building Approach, Wiley.

5. Malhotra Naresh and Satybhushan Dash, (2011), Marketing Research- An Applied Orientation Sixth Edition, Pearson Education, New Delhi,

**19MBA 24
Corporate Finance****Module 1****12 hours****Financial Management:** Introduction to finance - Objectives of financial management - Profit maximization and wealth maximization - EVA - Changing role of finance managers - Organization of finance function - Indian financial system. Time value of money - Rationale - Techniques- Practical applications of compounding and discounting**Module 2****06 hours****Cost of capital:** Sources of various types of Capital - Significance of cost of capital- Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital. CAPM model (covering only the final result) - Cost of retained earnings - Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.**Module 3****06 hours****Investment decisions:** 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 - Depreciation tax shield.

Module 4**06 hours**

Working capital management - Factors influencing working capital requirements- Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle, Estimation of working capital requirements of a firm. (*Does not include Cash, Inventory & Receivables Management*)

Module 5**09 hours**

Capital Market and Capital structure decisions - Stock Market - stock and commodity exchanges - Trading and settlement - lease financing - Derivatives - Introduction - Basic concepts of derivatives - Types of derivatives - Forward, Futures, Options, Swaps and their uses in hedging, speculation and arbitrage. Planning the capital structure. (No capital structure theories to be covered) Leverages - Determination of operating leverage, financial leverage and total leverage - EBIT-EPS analysis. Dividend policy - Factors affecting the dividend policy - dividend policies - stable dividend, Stable payout - Dividend practices of Indian companies

Required Texts:

1. Pandey, I.M : *Financial Management*, Vikas Publishing House, Delhi, 2014
2. Khan M.Y and P.K Jain, 7th Edition, *Financial Management*, Tata McGraw Hill, Delhi; 2014
3. N. R Parashuraman, *Financial Management- A step by step Approach*, Cengage Publication, New Delhi

Supplementary Texts:

1. Van home, J.C. and J.M Wachowicz Jr.: *Fundamentals of Financial Management*, Prentice Hall, New Delhi.
2. Chandra, Prasanna: *Financial management*, Tata McGraw Hill, Delhi;
3. Damodaran, *Corporate Finance*, John Wiley & Co, 3rd Edition, New Delhi, 2009
4. Brealy and Myers, *Principles of Corporate Finance: Theory & Practice*, TMH, 7th Edition, 2009.

19MBA 25**Operations Research****Module 1****15 Hours**

Introduction to Operations Research - Origin, development, meaning and definition of OR Scope, techniques, characteristics and limitations of OR Theory - Methodology and models in OR, Application of LPP in management Theory- Advantages of LPP - Formulation of LPP Solution by graphical method Infeasible and unbounded solutions Formulation of dual of a LPP.

Module 2**10 Hours**

Transportation Model and Assignment Model - Transportation Model - General structure, various methods for finding initial Solution - Maximization and minimization problem - North west corner method - Least cost method - Vogel's approximation method, finding optimal solution Modified distribution method - Variations: Unbalanced transportation problems degenerate. Assignment problems - General structure, finding optimal solution, variations: non square matrix, maximization problem - Restrictions on assignment, alternate optimal solutions.

Module 3**06 Hours**

Network Analysis - Terminology: Networking concepts; Rules for drawing; Network diagram; CPM computations, CPM terminology - Finding critical path - different types of floats, PERT computations - Computation of earliest and latest allowable times - Probability of meeting the scheduled dates, difference Between PERT and CPM; Crashing of a project solution.

Module 4**03 Hours**

Replacement theory - Replacement policy for gradually deteriorating items, Replacement theory for suddenly failing items.

Module 5**05 Hours**

Queuing models and Simulation - Introduction, Characteristics of queuing model for arrival and service times, Single Poisson arrival with exponential service rate, Applications of queuing models. Simulation of Management systems -Terminology, process of simulation Monte Carlo method, waiting line simulation method, Inventory management simulation Marketing management simulation, Financial management simulation.

Required Texts:

1. Vora, N.D, Quantitative techniques in management, TMH, 3e, 2003
2. Sharma, J.K., Operations Research, McMillan India, third edition

Supplementary Texts:

1. Richard I. Levin, David S. Rubin, Joel P. Stinson, Everette S Gardner, Quantitative Approaches to Management, eight edition, Tata McGraw Hill, 2003
2. Russell and Taylor, Operation Management, Wiley India, fifth edition, 2007
- Winston, Wayne L., Operations Research, Thomson, 4e, 2004.

19MBA 26
Strategic Management

Module 1**09 Hours**

Strategy Preliminaries: What is “Strategic” and why is it important to be strategic? Characteristics of Strategic Management decisions. Strategic Thinking, Triple Bottom Line, Firm’s environment and stakeholders, Difference between Business Strategy and Corporate Strategy, Strategic Analysis and Choices. Defining Company’s Mission & Vision, Goals, Objective, Values and Beliefs, and Philosophy

Module 2**06 Hours**

Context of a Business: General Environment analysis - PESTLE, Industry Environment analysis - Porter’s Model
Risk Assessment, Change Drivers: Globalization, technology etc. Internal Organizational Analysis - McKinsey’s 7S model, Scenario Development.

Module 3**06 Hours**

Value Creation and Generic Strategies: Resource Based View (RBV), Types of resources, Competitive Assessment of the firm through Five force analysis, Value Chain Analysis, SWOT analysis, Product - Market Positioning, Generic Competitive Strategies Low Cost, Differentiation, Cost Leadership

Strategy Clock, Innovative Business and Revenue Models. International Business - Implications on the above

Module 4 **12 Hours**
Corporate Strategy: Corporate Parenting, Ansoff's Matrix, BCG Portfolio Model, the GE - Nine Cell Planning Grid, Strategic Alliances - Collaborative Partnerships, Mergers and Acquisitions, Joint Ventures Strategies, Outsourcing Strategies, Long-term Objectives and Developing Core competencies, Blue Ocean and Red Ocean strategies

Module 5 **06 Hours**
Strategic Implementation: Evaluating Strategy, Performance Challenges of Strategy Implementation. Balanced Score Card, Organizational Design, Leadership.

Note: Type of Question Paper for SEE: Objective type (Online)

Reference Books:

Hiit, Ireland, Hoskisson, Manikutty, *Strategic Management*, 9th Edition, Cengage Learning, New Delhi, 2016.

19MBA 27
Communication - II (Seminar)

Module 1 **06 Hours**
Business Letters and Reports: Introduction to business letters - Types of Business Letters - Writing routine and persuasive letters - Positive and Negative Messages Writing Reports: Purpose, Kinds and Objectives of reports - Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation - Writing memos

Module 2 **09 Hours**
Media Management: The press release - Press conference - Media interviews
Group Communication: Meetings - Planning meetings - objectives - participants - timing - venue of meetings.
Meeting Documentation: Notice, Agenda, and Resolution & Minutes

Module 3 **09 Hours**
Employment Communication: Introduction - Composing Application Messages-writing C vs - Group discussions - Interview skills.
Case Methods of learning: Understanding the case method of learning.

Module 4 **06 Hours**
Impact of Technological advancement on business communication and application:
Technology-enabled Communication-Communication networks - Intranet - Internet - E-mails - SMS - teleconferencing - videoconferencing. Ethics in use of technology and its advantages. Technical report writing- Proposal, Presentation and Reporting.

Module 5 **09 Hours**
Business Correspondence: Purchase: Requests for Quotations, Tenders, Samples and Drawings; Purchase Order, Order acceptance, Complaints and Follow-Up
Sales: Drafting of Sales Letters, Circulars, Preparation of Sale Notes, Sales Reports, Sales Promotion Matters, Customers' correspondence -Regarding Dues, Follow up Letters

References:

1. Asha Kaul, Effective Business Communication, Prentice Hall of India, New Delhi.
2. Mary Munter, Guide to Managerial Communication: Effective Business Writing and Speaking, Prentice Hall: New Delhi.
3. P D Chaturvedi and Mukesh Chaturvedi, Business Communication-concepts, cases and application, Dorling Kindersley (India) Pvt.Ltd. New Delhi. ISBN 81-317-0172-7
4. Shirley Taylor: Communication for Business, Pearson, New Delhi.
5. Lesikar, Raymond V, & Flatley, Marie E, "Basic Business Communication - Skills for Empowering the Internet Generation", Tata McGraw Hill, New Delhi.

19MBA 28
Analytical Thinking (Seminar)

Module 1**06 Hours****Thinking and reasoning**

Thinking as a skill - An introduction to critical thinking - Solutions not problems - Critical Thinking: the basics - Claims, assertions, Statements - Judging claims - Flaws and fallacies

Module 2**04 Hours**

Paying Special Attention to the Language of Arguments-Introduction- Ambiguity-Vagueness- Definitions- Ostensive Definition-Verbal Extensional Definition- Intensional Definition- Definitions That Show How a Word is Commonly Used- Definitions That Introduce a New Word into the Language- Definitions That Reduce Vagueness-Definitions for Theoretical Purposes-Definitions Designed to Transfer Emotive Force-Syntactic Definitions and Implicit Definitions-Operational Definitions-Use and Mention

Module 3**04 Hours**

Reconstructing and Analyzing Arguments-What is an argument? - Identifying arguments - Analyzing arguments - Complex arguments - Assumptions - Arguments vs. Explanations - More complex argument structures- Using your own paraphrases of premises and conclusions to reconstruct arguments in standard form- Validity - Soundness- Deductive vs. inductive arguments- Arguments with missing premises - Assuring, guarding, and discounting- Evaluative language-Analyzing a real-life argument

Module 4**06 Hours**

Problem Solving: Basic Skills - What do we mean by a 'problem'? - How do we solve problems? -Selecting and using information -Processing data - Finding methods of solution - Solving problems by searching - Recognizing patterns-Hypotheses, reasons, explanations and inference - Spatial reasoning - Necessity and sufficiency- Choosing and using models - Making choices and decisions

Module 5**06 Hours**

Applied Critical Thinking- Inference - Explanation - Evidence – Credibility- Two case studies - Introducing longer arguments - Applying analysis skills - Critical evaluation - Responding with further argument - A self-assessment

Reference Books:

1. Butterworth, J., & Thwaites, G. (2013). Thinking skills: Critical thinking and problem solving. Cambridge University Press.
2. Salmon, M. H. (2012). Introduction to logic and critical thinking. Cengage Learning.
3. Van Cleave J.(2016),Introduction to Logic and Critical Thinking, Lansing Community College
4. Moore, B. N., & Parker, R. (2009). Critical thinking. Boston, MA: McGraw-Hill.