RKDF UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION (MBA)
MBA I Year (Semester I & II)

MBA I Semester						
Subject Code	**Subject Name**	**Course Type**	**External**	**Internal**	**Maximum Marks**	**Credit**
CP-101	Management Concepts & Practices	Common	70	30	100	4
CP-102	Quantitative Methods	Common	70	30	100	4
CP-103	Managerial Economics	Common	70	30	100	4
CP-104	Communication Skills	Common	70	30	100	4
CP-105	International Business Environment	Common	70	30	100	4
CP-106	Accounting for Managers	Common	70	30	100	4
Semester Total					600	24

MBA II Semester						
Subject Code	**Subject Name**	**Course Type**	**External**	**Internal**	**Maximum Marks**	**Credit**
CP-201	Organizational Behavior	Common	70	30	100	4
CP-202	Human Resource Management	Common	70	30	100	4
CP-203	Financial Management	Common	70	30	100	4
CP-204	Marketing Management	Common	70	30	100	4
CP-205	Research Methodology	Common	70	30	100	4
CP-206	Production and Operations Management	Common	70	30	100	4
Semester Total					600	24

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Name of Program : MBA- I Semester	Program Code: CP-101
Name of Group:	
Name of the Course: **MANAGEMENT CONCEPTS & PRACTICES**	
Course Code: CP-101	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. Understand the concepts related to Business. Demonstrate the roles, skills and functions of management.
2. Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
3. Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.
4. Explain Organizing- Principles, Structure, Process, Importance: Organizational design.
5. Concepts of Directing and Controlling- Motivation, Morale and Productivity, Leadership.

Syllabus

Units	Content
1	Management- Objective, Overview Process, Functions, Scope and Roles, Nature and Significance of Management.
2	Evolution of Management thought, Taylor, Fayol, Elton Mayo, FC Bemard, Likert and Webber (Theories of Management): Recent tends and Future Challenges of Management.
3	Planning- Concept, Importance, Types and Process, Strategic Management Overview and Process; MBO, MBE: Decision Making Concept, Process, Types, Techniques and Importance
4	Organizing- Principles, Structure, Process, Importance: Organizational design: Departmentation: Span of Control; Delegation; Decentralization Staffing- Meaning, Scope, Features, Steps and Process.
5.	Directing and Controlling- Motivation, Morale and Productivity, Leadership, Communication (Organizational): Controlling- Nature: Process and Techniques ,Coordination

Suggested Readings

1. Koontz O Donnel, Principal of Management.
2. Stonier. J. Management. Prentice Hall of India. 1996
3. Gupta, Sharma and Bhalla: Principal and Practices of Management, Kalyani Publication.
4. Rao and Krishna: Management Text and Cases, Excel Books.

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-I	Program Code: MBA
Name of Group:	
Name of the Course: **Quantitative Methods**	
Course Code: CP-102	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. Understand why statistics are important for making business decisions (when to use quantitative analysis.
2. "common sense Demonstrate a sound knowledge of statistical terms.
3. Be able to explain the merits and limitations of various statistical techniques.
4. Be able to read and interpret statistical information and be able recognize when meaningful statistics are (and are not) being used.
5. Be able to performance statistical analysis on paper as well as using Excel and SPSS where appropriate Be able to apply quantitative techniques to solve a variety of business.

Syllabus

Units	Content
1	Statistical basic of management decision: Frequency distribution and graphic representation of frequency distribution, Measures of Central Tendency- Mean, Median, Mode, Requisite of ideal measures of Central techniques, Merits, Domestic of Mean, Median Mode and their managerial application.
2	Dispersion Measures of dispersion range, Q.D., M.D., S.D., coefficient of variation, skew ness, kurtosis.
3	Theory of Probability and probability distribution- Mathematical probability, Trail and event, sample space, Simple problem based on sample space, Binominal, Poisson, Normal distribution and their application in business decision making.

4	Correlation and regression analysis- Karl Pearson's coefficient of correlation, rank correlation, repeated ranks, spears man's rank correlation, regression equation, Regression coefficient, Time Series analysis and forecasting.
5.	Sampling and Sample Tests- Purposive sampling, Random Sampling, Null-hypothesis, Alternative hypothesis, Chi- square test of goodness of fit and t- test for difference of Means and Application of these test in management;

Suggested Readings

1. Gupta, S.P. and Gupta M.P. "Business Statistics". New Delhi, Sultan Chand, 1997.
2. Levin Richard I and Rubin David S. "Statistics for Management". New Jersey, Prentice Hall Inc., 1995.

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-I	Program Code: MBA
Name of Group:	
Name of the Course: **Managerial Economics**	
Course Code: CP-103	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. Understand the internal and external decisions to be made by managers.
2. Analyze the demand and supply conditions and assess the position of a company.
3. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
4. Analyze real-world business problems with a systematic theoretical framework.
5. Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

Syllabus

Units	Content
1	Concepts and Techniques- Nature and Scope of managerial Economics, Application of Economics in Managerial Decision Making- Marginal Analysis;

	Theory of Demand- demand functions, income and substitution effects, demand forecasting.
2	Production and Cost- returns to scale, cost curves, break even analysis; economics of Scale, Theory of firm- profit maximization, sales maximization
3	Market Structure- Price and output decision under different market structures, price discrimination, non- price completion.
4	Macro Economics- Aggregates and Concepts GNP and GDP, Concept and Measurement of National Income: Determination of National Income.
5.	Money Supply and Monetary Policy, Fiscal Policy: Aggregate Consumption- Gross Domestic Savings, Gross Domestic Capital Formation- WPI, CPI and Inflation. Consumption Function.

Suggested Readings

1. Adhikary, M. "Business Economics', New Delhi, Excel Books, 2000.
2. Chopra, O.P. "Managerial Economics". New Delhi Tata McGraw Hill 1985.
3. Divedi D.N., "Managerial Economics', Vikas Publication.
4. Varshney R.L. & Maherhwari R.L., "Managerial Economics".
5. Koutsoyiannis, A. "Modern Mico- Econmics', New York, Macmillan, 1991.

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-I	Program Code: MBA
Name of Group:	
Name of the Course: **Communication Skills**	
Course Code: CP-104	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. Understand the role of communication in personal & professional success.
2. Develop awareness of appropriate communication strategies.
3. Prepare and present messages with a specific intent. Analyze a variety of communication acts.

4. Ethically use, document and integrate sources.
5. To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.
6. To draft effective business correspondence with brevity and clarity.
7. To stimulate their Critical thinking by designing and developing clean and lucid writing skills.
8. To demonstrate his verbal and non-verbal communication ability through presentations.

Syllabus

Units	Content
1	Meaning, nature, needs, types of communication: Oral Written & non verbal, Upward, Downward & Lateral, Theories of Communication, Process of Communication, Barriers to Effective Communication.
2	Writing Strategies: Letter Writing, types of business letter, Do's and Don'ts of business letter, Business Memos, resume writing, Essentials of resume writing, Importance of resume and covering letter.
3	Communication for employment: Strategies to develop effective communication skills, Speeches, public Speaking, Interviews, Group Discussion, Conference, Effective Listening, and Grapevine Communication.
4	Types of Non Verbal Communication: meaning and importance Kinesics, Proxemics, Chronemics, Paralanguage and Artifacts, Business etiquettes: Dressing & Grooming, Business Meals, Table Manners.
5.	Report Writing: Types and structure of reports, Drafting of reports, Introduction to electronic communication, designing and delivering business presentation.

Suggested Readings

1. Rodriques, M.V., Effective Business Communication, Concept Publishing Company, Delhi, 2003
2. Rayudo, C.S., Communication, Himalaya Publishing House, Delhi 2008
3. Sinha, K.K., Business Communication, Galgoita Publishing Company, New Delhi, 2006.
4. Raymond V. Lesikar, John D. Pettit, Jr, Business Comunication- Theory and Application, AITBS Publishers & Distribution, Delhi, 1999
5. Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas, Effective Business Communication, Tata McGraw- Hill Publishing Company Limited, New Delhi- 2008.

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-I	Program Code: MBA
Name of Group:	
Name of the Course: **International Business Environment**	

Course Code: CP-105	Max. Marks :100 (External :70+ Internal 30)

Course Learning Outcomes

1. Explain business expansion abroad and key issues related to their operations in other countries.
2. Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.
3. Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.
4. Identify the main features of the international business environment and its main institutions; analyse the political, social, economic, technological and other configurations that support cross-border trade.
5. Apply an understanding of the nature of the multinational firm as an institutional structure for the conduct of cross-border trade and investment.

Syllabus

Units	Content
1	International Business: An Overview- Types of International Business: The External Environment. The Economic and Political Environment, The Human Cultural Environment.
2	Balance of Payments, WTO and its importance for Indian Business, International Monetary Fund (IMF), World Bank (IBRD)
3	Exchange rate determination, Fixed and Flexible exchange rate, Convertibility of Rupee and its implication, foreign Institutional Investors (FII), Foreign Direct Investment (FDI), EuroCurrency
4	Regional Blocks: Internationalization of Service Firms, Export Management; Joint Ventures and Global Competitiveness
5.	Globalization and Human Resource Development; Globalization with Social Responsibility

Suggested Readings

1. Alowrth, Julian S. The Finance, Investment and Taxation Decisions of Multinational London, Basil Blackwell 1988
2. Bhalla, V.K. and S. Shivaramu, International Business Environmental and Business New Delhi, Anmil 1995
3. Bhalla, V.K. International Economy, Liberalisation Process, New Delhi, Anmol, 1993
4. Daniel, John D and Radebangh, Lee H International Business 5th ed., New York, Addision Wesley, 1989.

RKDF UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-I	Program Code: MBA
Name of Group:	
Name of the Course: **Accounting For Managers**	
Course Code: **CP-106**	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. Demonstrate the applicability of the concept of accounting to understand the managerial Decisions and financial statements.
2. Apply the Financial Statement Analysis associate with Financial Data in the organization.
3. Analyze the complexities associated with management of cost of product and services in the Organization.
4. Demonstrate how the concepts of accounting and costing could integrate while identification and resolution of problems pertaining to LM Sector.
5. Understand Costing for Decision- Making, Marginal Costing and Absorption Costing.

Syllabus

Units	Content
1	Financial Accounting- Concept, Importance and Scope, Principles, Double Entry, Ledger Accounting, Preparation of Trial Balance.
2	Preparation of Financial Statements- Profit and Loss Account and Balance Sheet; Depreciation Accounting.
3	Financial Statement analysis- Comparative Statement; Common Size Statements; Ratio analysis, Cash flow and fund flow analysis.
4	Management Accounting- concept; Needs, Importance; Cost Accounting- Records and Processes, Inventory Valuation, Reconciliation between Financial and Cost Accounts.
5.	Costing for Decision- Making, Marginal Costing and Absorption Costing.

Suggested Readings

1. Anthony R n and Reece, J.S. “Accounting Principles”, 6th ed. Homewood, Illinois Richard D, Irwin, 1995.

2. Bhattacharya S.K and Dearden J. "Accounting for Management". Text and Cases. New Delhi, Vikas 1996
3. Sharma & Gupta, "Management Accounting" Kalyani Publication.
4. Pandey I.M., "Management Accounting", Vikas Publication

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-II	Program Code: MBA
Name of Group:	
Name of the Course: **Organizational Behaviour**	
Course Code: CP-201	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. Identify personal dimensions of personality. job satisfaction, motivation and learning.
2. May analyze the group formation and management process.
3. Discuss group and group dynamics. Examine group types and team working techniques.
4. May describe the basic subjects for improving the performance of employees and organizations.
5. Evaluate the developments of basic conflict resolutions.

Syllabus

Units	Content
1	Understanding Organizational behavior: Levels of analysis within OB- individual, group and organization; challenges and opportunities for OB; relationship of OB with other fields.
2	Foundation of individual behavior; learning theories; Perception: factors influencing Perception; Personality, Attitudes, Job satisfaction and Values.
3	Motivation: concept and process; Motivation theories; Maslow, McGregor, Herzberg, Alderfor's, Vroom, Porter & Lawler and Equity theory; Motivating employee techniques; Group: nature, functions & development

4	Organizational Change: Forces for change; Resistance to change; Managing change; Stress; Concept, Sources of Stress, Consequences, Management of Stress; Burnout: Causes and Handling of Burnout; Managing diversity in organization.
5.	Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

Suggested Readings

1. Baron, R.A. and Greenbeg. J (Behaviour in organization. Pearson India).
2. Luthans, F., "Organizational Behavior", 7 th ed. New York, McGraw Hill 1995.
3. Chandan, J., "Organizational Behavior", Vikas Publishing House Pvt. Ltd.
4. Udai Pareek, "Organizational Behavior", Oxford University Press, 2004.
5. Robbins, S.P., Judge, T.A. and Sanghi, S. (2007). Organizational Behavior Delhi: Pearson Education.

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-II	Program Code: MBA
Name of Group:	
Name of the Course: **Human Resource Management**	
Course Code: CP-202	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. Today's competitive business environment owes its success to effective management of its human resource.
2. The quality of the organization's employees, their attitude, behavior and satisfaction with their jobs, and their behavior towards ethics and values and a sense of fair treatment all impact the firm's productivity, level of customer service, reputation, and survival.
3. The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting.
4. Therefore, this introductory course on Human Resource Management is designed for engineering students who wants.

5. Overview of Industrial Relation, Trade Union, Collective Bargaining, Industrial dispute Act 1947.

Syllabus

Units	Content
1	Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment; Corporate Objective and Human Resource Planning
2	Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources.
3	Induction and Socialization; Manpower Training and Development
4	Performance Appraisal and Potential Evaluation; Job Evaluation & Wage Determination.
5.	Overview of Industrial Relation, Trade Union, Collective Bargaining, Industrial dispute Act 1947

Suggested Readings

1. Aswathappa, K. "Human Resource and Personnel Management", Tata McGraw- Hill, New Delhi1997.
2. Edwin B. Flippo, "Personnel Management', New York Mc Grew Hill Book Company, International Edition, 1984.
3. Monappa, A & Saiyadain M. "Personnel Management", 2nd Ed., New Delhi, Tata McGraw-Hill, 1966.
4. Pattnayak, "Human Resource Management', Prentice Hall of India.
5. Mamoria C.B., "Personnel Management", Himalaya Publication.
6. R.S. Dwivedi, "Managing Human Resource", Galgotia Publishing Ltd.

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-II	Program Code: MBA
Name of Group:	
Name of the Course: **Financial Management**	
Course Code: CP-203	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. This course is to inform the students about the basic concepts of financial management and contemporary theory and policy in order to master the concepts, theories and technique of financial management, what represents the condition of profitable business operations and survival respectively development of business subjects and the economy as a whole.
2. Students should acquire the basic knowledge by means of combining theoretical cognitions and practical attitudes to enable them the understanding of financial problems in business practice after completed the vocational studies.
3. The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.
4. Cost of Different sources of Raising Capital, Weighted Average cost of Capital; Capital Structure.
5. Management of Working Capital- Cash Receivables and Inventory management.

Syllabus

Units	Content
1	Aims and Objectives of Financial Management; Du Pont Analysis, Economic Value Added, Cost Volume Profit Analysis.
2	Instruments of Long Term Finance, Share Capital, Debentures/ Bonds, Hybrid Instruments, Venture Capital, Time Value of Money, Operating Leverage Financial Leverage & Combined Leverage.
3	Cost of Different sources of Raising Capital, Weighted Average cost of Capital; Capital Structure, Theories and Optimum Capital Structure
4	Capital Budgeting, Methods of Capital Budgeting- Traditional Methods, Pay Back Period, ARR, Discounted Cash Flows, NPV, IRR, Profitability Index.
5.	Management of Working Capital- Cash Receivables and Inventory management. Internal Financing and dividend Policy.

Suggested Readings

1. Hampton, John, “Financial Decision Making”, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1997.
2. Van Home, James C. “Financial Management and Policy”, 10th ed, New Delhi, Prentice Hall of India, 1997.
3. Pandey I.M., “Financial Management”, Vikas Publication.
4. Khan & Jain, “Financial Management”, Tata Mc Graw Hill.
5. Sharma & Gupta, “Financial Management”, Kalyani Publication

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-II	Program Code: MBA
Name of Group:	
Name of the Course: **Marketing Management**	
Course Code: **CP-204**	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. Understand the dynamics of marketing in business.
2. Apply the theoretical marketing concepts to the practical situations.
3. Demonstrate the ability to carry out a market research projects.
4. To communicate unique marketing mixes and selling propositions for specific products.
5. Construct written sales plans and professional interactive presentations.

Syllabus

Units	Content
1	Nature and scope of marketing, Corporate orientations towards the marketplace. The Marketing Environment and Environment Scanning.
2	Marketing information system and Marketing research, Understanding consumer and Industrial markets, market segmentation, Targeting and positioning.
3	Product decisions, product mix, product life cycle, new product development, branding and packaging decisions, Pricing methods and strategies, Promotion decision- promotion mix, advertising, sales promotion, publicity and personal selling.
4	Channel management- selection, co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing Marketing in the organization.
5.	Evaluation and control of marketing efforts; New issues in marketing- Globalization, Consumerism, Green marketing, Legal issues.

Suggested Readings

1. Enis, B.M. "Marketing Classics: A Selection of Influential Articles', New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. "Principles of Marketing", New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip, "Marketing Management Analysis, Planning, Implementation and Control", New Delhi, Prentice Hall of India 1994.

4. Ramaswamy, V.S and Namakumari, S. “Marketing Management Planning Control”, New Delhi, MacMillan, 1990.

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-II	Program Code: MBA
Name of Group:	
Name of the Course: **Research Methodology**	
Course Code: **CP-205**	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. Search for, select and critically analyze research articles and papers, Prepare a literature review, Formulate and evaluate research questions, Develop a research proposal or industry project plan, Gain experience with instrument development and data collection methods , and Gain experience with ethics proposals.
2. Defining Research Problem; Setting of Hypothesis; Research Design.
3. Sampling Design- Steps in Sampling Design; Criteria of Selecting a Sampling Procedure.
4. Data Collection- Primary and Secondary data; Observational and Survey Methods.
5. Analysis and Report Writing- Selection of Appropriate Statistical Techniques; Parametric Test.

Syllabus

Units	Content
1	Introduction to Research Methodology- Meaning, Objectives, Significance of Research in Management; Importance and scope of Research Methodology.
2	Research Process- Defining Research Problem; Setting of Hypothesis; Research Design Exploratory, Descriptive and Experimental Research Designs.
3	Sampling Design- Steps in Sampling Design; Criteria of Selecting a Sampling Procedure, Characteristics of Good Sample Design; Types of Sample Design.
4	Data Collection- Primary and Secondary data; Observational and Survey Methods; Questionnaire Design; Processing of Data- Editing, Coding, Classification, Field Work and Tabulation of Data.

5.	Analysis and Report Writing- Selection of Appropriate Statistical Techniques; Parametric Test for hypothesis testing- t- test, Chi- Square test; Characteristics of Non Parametric Test; Oneway ANOVA; Report Writing.

Suggested Readings

1. Gupta, S.P. "Statistical Methods", 30th ed., Sultan Chand, New Delhi- 2001.
2. Golden, Biddle, Koren and Karen D. Locke; "Composing Qualitative Research', Sage Pub. 1997.
3. Kothari C.R., "Research Methodology", Wishwa Prakashan.
4. Dwivedi R.S., "Research Methods in Behavioural Sciences', Macmillan.

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Name of Program : MBA-II	Program Code: MBA
Name of Group:	
Name of the Course: **Production and Operations Management**	
Course Code: CP-206	**Max. Marks :100** **(External :70+ Internal 30)**

Course Learning Outcomes

1. To understand the concepts and principles of Production and Operations. ‹
2. To appreciate the importance of quality in Production Management. ‹
3. To apply the productivity improvement techniques.

Syllabus

Units	Content
1	Transformation process model: Inputs, Process and outputs; Classification of operations; Responsibilities of Operations Manager; New Product Development, Selection and Design of Product / Services.

2	Process types in manufacturing: Project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services; Plant location; Layout planning
3	Production Planning & Control: Production planning techniques for various process choices, Techniques of production control, Aggregate planning techniques
4	Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application
5.	Productivity Improvement Techniques: Work study; Method study; Work measurement: time study: stop watch time study; Work sampling. Maintenance: maintenance policies for facilities and equipment; Time of failure; Preventive versus breakdown maintenance; Procedure for maintenance, total productive maintenance (TPM)

Suggested Readings

1. Adam Jr Everetl E. R J, Production and Operations Management , Prentice-Hall, 1992, 2000 5th ed.
2. Chary, Production and Operations Management, Tata McGraw-Hill, 1997 9th e
3. Hill T, Operations Management , Palgrave, 2000
4. Haleem A, Production and Operations Management ,Galgotia Publication, 2004
5. Shanker Ravi, Industrial Engineering, Galgotia Publication.
6. Kanishka Bedi, Production & Operations Management, Oxford University Press