Five year Integrated MBA Syllabus for admission batch 2016-17

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

<table>
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<tr>
<th>Code No</th>
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| **Total Credits**:195
IMN101: ENGLISH LANGUAGE COMMUNICATION - I

Module 1  Basics of Communication

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

Module 2:  Listening & Speaking

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

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

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

Module - 3: Reading & Writing.

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

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

Module 4: Grammar

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

Reference Books:
4. A University Grammar of English , Quirk et al, Pearson
IMN102: BUSINESS ORGANIZATION

Module-I:

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

Module-II:

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

Module-III:

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

Module-IV:


Reference Books:

IMN103: BUSINESS STATISTICS

Module-I: Introduction:

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

Module-II: Measures of Central Tendency

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

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

Module-IV:

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

Reference Books:

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

**IMN104: BASIC FINANCIAL ACCOUNTING-I**

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

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

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

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

Reference Books:

1. Financial Accounting, TMH
2. Financial Accounting, Satapathy, Mohapatra and Patra
Five year Integrated MBA Syllabus for admission batch 2016-17

IMN105: IT FOR MANAGEMENT


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


Reference Books:

1. Information Technology for Managers, Sudalaimuthu & Hariharan, HPH
2. Understanding Computers Today & Tomorrow, D.Monley & CS Parker, Cengage/Thomson
3. Introduction to Computer Science, ITL Education Solutions Ltd, Pearson
4. Information Technology, Dr Sushila Madan, Taxmann
IMN106: ENGLISH LANGUAGE COMMUNICATION – LAB

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

1. **Role plays for practice in effective use of body language**, paralanguage and spatial communication.

2. **Phonemic transcription using IPAsymbols.**
   (i) Transcription of words in normal English orthography (writing) into IPA symbols
   (ii) Phonemic transcription of words presented orally
   (iii) Syllable division and stress marking (in words presented in phonetic transcription)

3. **Listening exercises**
   (i) Listening with a focus on pronunciation: segmental sounds, stress, weak forms, intonation.
   (ii) Listening for meaning: listening to a short talk / news bulletin.
   (iii) Taking notes from a lecture/speech.

4. **Speaking exercises**
   (i) Pronunciation practice (for accent neutralization), particularly of problem sounds, in isolated words as well as sentences.
   (ii) Practicing word stress, and intonation.

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

6. **Writing exercises**
   Practice in writing paragraphs based on a Topic Sentence.

7. **Practice exercises on the common grammatical errors.**
   Remedial measures to focus on correct use of English verbs, sentence structures, clause-types, Interrogation and parallel structures.
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**IMN107: IT LAB**

1. Introduction to OS and Office Software.
2. Internet Basics, Types of Connection, Internet protocol, IP Address, Connectivity to Internet, Wi-Fi Connectivity.
3. Working with Google Services: Docs, Spreadsheet, Presenter, Sites, etc.
4. Introduction to Oracle or MySQL.
5. Learning Basic DDL and DML Commands.
   a) Create, Alter, Drop, Truncate, View commands. b) Insert, Select, update, Delete commands.
6. Working with Microsoft Project
   a) Introduction
   b) Creating a new project
   c) Building Tasks
   d) Creating Resources and Assigning costs
   e) Understanding of Views
   f) Tracking project progress
IMN201 : ENGLISH LANGUAGE COMMUNICATION-II

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

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

Module -2: Designing & Delivering Oral Presentations:

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

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

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

Module-4: Group Discussion & Business Etiquettes

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

**Business Etiquettes**

Reference Books:

1. Business Communication Today – Bovee, Thill, Schatzman
4. Communication for Management, Urmila Rai and S M Rai, HPH
5. Business and Managerial Communication, Sengupta, PHI
7. BCOM- Business Communication, Lehman, Sinha, Cengage
8. Soft Skills – Alex, S.Chand
IMN202 : SOCIAL PSYCHOLOGY

Module-1:
Introduction: Definition, Scope, Methods and Branches of Psychology (with special reference to Industrial/Organizational Psychology). Major Viewpoints – Behaviouristic approach, Gestalt school, Psychoanalytic school (Freud).

Module-II:

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

Module-IV:
Emotion - Reaction (types), Physiological basis.
Intelligence - Definition, Concept of IQ, Emotional Intelligence.
Personality – Definition, Types, Traits, Tests.

Reference Books:

2. Baron, R.A : Psychology : The Essential Science, Allyn and Bacon

IMN203: QUANTITATIVE METHODS-I

Module-I: Linear Programming:
Basic concept; Structure of Linear Programming Model; Application areas of Linear Programming; General Mathematical Model of Linear Programming Problem; Guidelines on Linear Programming Model Formulation; Examples of LP Model Formulation in various functional areas of management; Graphical Solution Method of LP Problems; The Simplex Method( Maximization Case; Minimization Case-Two Phase Method & Big M Method).
Module-II: Transportation Problem:
Mathematical Model of Transportation Problem; The Transportation Algorithm; Methods for Finding Initial Solution (North-West Corner Method, Least Cost Method, Vogel’s Approximation); Test of Optimality- MODI Method (Transportation Algorithm).

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

Module-IV: Decision Theory and Decision Tree:
Steps of Decision making Process; Types of Decision Making Environment; Decision Making under Uncertainty (Optimism Criterion, Pessimism Criterion, Equal Probabilities criterion, Coefficient of Optimism Criterion, Regrate Criterion); Decision Tree Analysis, Decision Making with Utilities.

Reference Books:

IMN204: BASIC FINANCIAL ACCOUNTING-II

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

Module-II: Discloser in Annual Reports:
Discloser under the Companies Act, 2013; Discloser under Listing Agreement; Discloser under Accounting Standards; Voluntary discloser; Key difference between existing Accounting Standard and Converted Ind Accounting Standard.

Module-III: Analytical Accounting:
Types of analysis, Horizontal and Vertical analysis, Trend analysis, Ratio analysis, Funds flow.

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

Reference Books:
1. Financial Accounting, Satapathy, Mohapatra and Patra
2. Modern Accountancy – Hanif and Mukherjee Part I & II (TMH)
3. An Introduction to Accountancy- S N Maheshwari S K Maheshwari (Vikas)
IMN205: ENVIRONMENTAL STUDIES

Module –I:
Fundamentals of Environment Management:
Definition, principles and scope; Types and components environment; Man-Environment relationship; Causes of environment destruction; Environmental ethics; Environment awareness programmes.

Module-II:

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

Module-IV:

Reference Books:
1. Environmental Studies, Bosak, Pearson
2. Environmental Studies, Asthana / Asthana – S. Chand
5. Environmental Management ,G.N. Pandey ,Vikas

IMN206: ENGLISH LANGUAGE LAB-II

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

Reference Books:
Practical:
1. English Language Lab, Nira Kanor, PHI
2. Guide to managerial Communication, Mary Munter, Pearson
IMN301: QUANTITATIVE METHODS-II

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

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

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

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

Reference Books:

IMN302: PRINCIPLES OF MANAGEMENT

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

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

Module-III:

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

Reference Books:
7. Principles and practices of Management – Pillai, Schand

IMN303: LAW OF CONTRACT

Module-I:

Module-II:
Concept of Agency and various types of mercantile agents.

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

Module-IV:

Reference Books:
IMN304: ECONOMIC ANALYSIS

Module - I The Art and Science of Economic Analysis:

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

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

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

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

Module - II Consumer choice and Demand Analysis:

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

Module - III Production and Cost Analysis:

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

Module - IV Theory of Distribution:

Marginal productivity theory; Theory of Wages, Concepts and Theories of Rent, Concepts and Theories of interest, Concepts and Theories of Profit
IMN 305: COST ACCOUNTING

Module-I. Introduction to Cost Management:

Module-II. Cost Accounting Systems:
Material Cost Management: Material Costs, Valuing material issues and stock.
Overheads: Measuring and importance, production overheads, Primary Distribution and Secondary distribution, allocation and apportionment of cost, absorption by production units, Methods,
Activity Based Costing.

Module-III. Methods and Techniques:
Job Costing: batch costing method and contract costing.
Process Costing: Process losses and inter-process profits, Simple Equivalent Production, Joint Product and By Products.
Service Costing: Transport, Hospital, Canteen
Marginal Costing: Nature and scope, marginal cost equation. Profit volume Ratio, Break-even chart, Impact on profits due to changes in various factors, use of probabilities and Application of marginal costing for management decisions.

Module-IV. Cost Management Tools:
Cost Reduction and Productivity (only concepts): Cost reduction, value analysis, productivity, value added and Learning curves.

Reference Books:
1. Cost Accounting : Bhabatosh Banerjee, PHI
2. Cost Management; Eldenburg and Wolcott, Wiley-India
3. Cost Management: Arora M.M, Vikas
IMN401: ORGANIZATION BEHAVIOUR

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

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

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

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

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


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


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

IMN402: MARKETING MANAGEMENT-I

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

Module-II Concept of Marketing Environment:
Macro and Micro environmental; analysis, Need for analyzing the Marketing Environment.

STP concept - Segmentation: Definition, Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation - Target Market: Concept of target market and criteria for selection of target market - Positioning: Concept of differentiation & positioning, Introduction to the concepts of Value Proposition & USP.
Module-III Understanding Consumer Behaviour:
Buying motives, factors influencing buying behavior, meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, stages in consumer buying decision process- Perception, learning and personality affecting consumer behavior.

Module-IV Contemporary Topics:
Viral Marketing, Guerrilla Marketing, Societal and social Marketing, Relationship Marketing, Green Marketing, Digital Marketing, Network Marketing (Concepts only)

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

IMN403: COMPANY LAW

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

Module-II:

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

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


**Reference Books:**

**IMN404: ENTREPRENURESHIP & SMALL BUSINESS MANAGEMENT**

Module-I:
Entreprenureship; General concept; Definition; Entreprenurial Culture; Theory of Entreprenurship; Types of Entreprenurship; Entreprenurial trade and motivation; Entreprenure and Professional manager; Process of Entreprenurial Development.

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

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

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

**Reference Books:**
2. Desai & vasant, Management of Small-Scale Industries, Himalaya.
3. Desai, Dynamics of Entreprenurial Development and management, HPH.
IMN405: MANAGEMENT ACCOUNTING

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

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

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

Module-III:
Cost Control and Cost Reduction: Meaning of cost control; cost control process; importance of cost control; meaning of cost reduction; importance of cost reduction; techniques of cost reduction; distinction between cost control and cost reduction. Budgeting and Budgetary Control: Meaning of a budget; budgeting and budgetary control; advantages of budgeting; limitations of budgeting; types of budget; process of budgeting; fixed and flexible budget; zero base budgeting. Standard Costing: Introduction; standard cost and standard costing; standard costing vs. budgetary control; analysis of variance (for Material and Labor only); advantages and limitations of standard costing.

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

Reference Books:
2. Management Accounting: Principles and Practice – Sharma & Gupta(KP)
3. Cost Accounting Principles and Practice- Manash Dutta (Pearson)
5. Cost Accounting principles and practice- M N Arora (Vikas)
6. Management Accounting- I M Pandey (Vikas)
IMN501: FINANCIAL MANAGEMENT-I

Module-I:

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

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

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

Reference Books:

IMN502: MARKETING MANAGEMENT-II

Module-I Fundamentals of Product and Brand Management:
Packaging & Labeling: Meaning & role of Packaging & Labeling,
Module-II Pricing Basics:
Meaning, Importance and factors influencing pricing decisions. Setting the price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors’ pricing, Selecting pricing method, pricing approaches

Module-III Distribution and Channel Management
The Role of Marketing Channels: Channel functions & flows, channel levels. Channel Design Decisions: Analyzing customers’ desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives, Channel conflicts and resolution (Overview only)
Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices.

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

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

IMN503 : OPERATION MANAGEMNT-I

Module-1: Nature & Scope of Production & Operations Management:
Nature of Production, Production as a system, Production as an organization function, Decision making in production, Importance of production function, Scope of Production & Operations management, Evolution of production function, Characteristics of Modern Production & Operations function, Productive system – examples, products vs. services.

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

Module-III: Product Design and Analysis:
Concept, Product development –concept and steps; Product Life Cycle, Process design, Interrelationship of product design & process design, Process technology, Process technology life cycle, Economic analysis of production processes (cost function of processing alternatives, operating leverage, break even analysis, financial analysis).
Module-IV: **Inventory Management**: Meaning & definition, Objectives of inventories, Inventory Management & control, Factors influencing inventory management & control, Benefits, Process of Inventory mgmt. & control, Inventory control techniques – ABC, HML, VED, SDE, FSN, EOQ, MRP & JIT, Kanban, Japanese Inventory system.

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

IMN504:HUMAN ESOURCE MANAGEMENT-I

Module-I:

Module-II:

Module-III:

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

IMN505: EMPLOYMENT LEGISLATIONS

Module 1: Labour and Employment Laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment injury, health, maternity benefit, Statutory Regulation of condition of service in certain establishments, voluntary retirement scheme and golden handshake, Overviews of labour laws in India.


Module 3: Factories Act,1948; Employees’ Compensation Act,1923.


IMN601: FINANCIAL MANAGEMENT-II

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

Module-II:

Module-III:
Receivables Management: Purpose of Receivables, Cost of Maintaining Receivables, Credit Policy Variables (Credit Standard, Credit Period, Cash Discount, and Collection Program), Credit Evaluation, The Process of Credit Evaluation, Decision, Tree Approach, Monitoring Receivables.
Treasury Management & Control: Different between profits and cash, Need for and Objectives of Cash Management, Factors for Efficient Cash Management, Internal Treasury Controls.

Module-IV:

Reference Books:
2. I.M. Pandey, Financial Management, Vikas publishing.

IMN602:RESEARCH METHODS

Module I: Introduction to BRM:
Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs.

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

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

Module IV: Data Analysis – II:
Factor analysis, Multiple Regressions Analysis.Discriminant Analysis (Concept)

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

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

(I) Draw frequencies, bar charts, histogram.
(ii) Creating and editing graphs and charts.
(iii) Bi-variate correlation.
(iv) The t-test procedure.
(v) Non-parametric Tests : Chi-square Test.
(vi) One way ANOVA Procedure.
(vii) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.
Reference Books:
1. Research Methodology, by Deepak Chawla / Neena Sandhi (Vikas)
2. BRM by Zikmund / Babin / Carr / Adhikari / Griffin (Cengage)
3. Research Methodology, by V. Upadade & A. Shende (S. Chand)
5. Business Research Methods by Naval Bajpai, Person
7. Research Methodology by Khatua and Majhi, HPH.
8. Research Methodology by Swain, Kalyani Publishers
10. Research Methodology by Kothari, Newage

IMN603: OPERATIONS MANAGEMENT-II

Module-I: Plant Location & Layout:
Nature; Freedom of location; Errors in location; Steps in location; Locational models – Factor Rating, Point rating, Break Even Analysis, Quantitative factor analysis; Layout – meaning, Definition & scope; Factors influencing layout; Principles of layout; Types of layout – process, Product, static, group technology, hybrid; Work Study & Work Measurement:
Introduction, objectives, Method study, Time study, relationship of time & motion study to work Study, work measurements – benefits, steps & techniques (time study, synthesis method, analytical estimation)

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

Module-III: Resource Requirements Planning:

Module-IV: Project Planning & control:
Nature, Project life cycle, project organization, Role of a project Manager, problems in Managing a project, Project Planning & Control techniques – CPM, PERT;
Quality Assurance & Control: Meaning, the quality assurance system, choice & process & reliability, Control of quality, kinds of control, controlling the quality of services; Quality Control – nature, ensuring quality, quality control techniques; Statistical Quality control (SQC); types of control charts – Xchart, Rchart, construction of X – R chart.
Five year Integrated MBA Syllabus for admission batch 2016-17

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

IMN604: HUMAN RESOURCE MANAGEMENT-II

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

Module-II: Industrial Relations: Concept, Approaches to Industrial relations; Unitary, Pluralistic, Systems and Radical approaches, Industrial Relation System, Role of State in IR.
Trade Unionism: Concept, function and structure, union registration and recognition, Present Trade Unionism in India,

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

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

Reference Books:
2. R.P.Lynton & U. Pareek : Training for Development
3. R. Buckley & J. Caple : Theory and Practice of Training
4. Peter Sheal : The Art of HRD (Vol 6 : Staff Development)
5. TV Rao : HRD Audit
7. Mamoria & Mamoria, Dynamics of Industrial Relations, Himalaya Pub.
**IMN605: BUSINESS ETHICS**

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

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

**Module III: Managing Ethics:**
Ethical activities; Company Codes; recipients of the intended Ethical action; Codes of Ethics; Ethics Training Programmes; ethics commitees; Laws enforcing Ethical Issues; supporting of ethics in companies with two Ethical Titbits to muse.

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

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

**IMN701: ENTREPRISE RESOURCE PLANNING**

**MODULE 1**
ERP as Integrated Management Information System, Evolution of ERP, Benefits of ERP and Competitive Advantages, ERP vs. Traditional Information System.

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

**MODULE 2**
**ERP Packages:** Basic Constituent of ERP, Selection Criteria for ERP packages, Procurement Process for ERP Packages, Overview of ERP packages - PEOPLE SOFT, SAP-R/3, BAAN IV, MFG/PRO, IFS/AVALON, ORACLE-FINANCIAL.

**MODULE 3**
**ERP Implementation** - issues, Role of Consultants, Vendors, Users, Need for Training, Customization, ERP Implementation Methodology and Post Implementation Issues.

**Supply Chain Management** - Order Management, Logistics, SCM Basic Principles, Task and Competencies, Interfaces and Complexities. Types of SCM, Potential Benefits of SCM, Possible Obstacles, Application System Supporting SCM Engineering. Product Data Management, Sales, Procurement, Production, MRP, Distribution
MODULE 4
ERP case studies in HRM, FINANCE, PRODUCTION, PRODUCT DATABASE, and MATERIAL SALES & Distribution.

Reference Books:

2. Enterprise Resource Planning By S Sadagopan, PHI
3. Enterprise Resource Planning, Murthy CSV, HPH
5. A Text Book Of ERP , Jaiswal M., Mcmillan

IMN702: BANKING & INSURANCE MANAGEMENT

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

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

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

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

Reference Books:

1. Banking Theory, Law and Practice – Gordon – Natarajan, HPH
2. Banking and Insurance – Mohapatra and Acharya, Pearson
3. Insurance and Risk Management, P.K. Gupta – HPH
4. RISK Management and Insurance – Triechmann, Cengage
5. Banking Theory & Practice – Shekhar / Shekhar (Vikas)
6. Banking Law and Practice – S. Mishra (S Chand)
7. Banking law and Practice – Maheshwari and Maheshwari, Kalyani
8. RBI Bulletin 2013, 2014
9. National Insurance Academy publications
IMN703: MANAGERIAL ECONOMICS

Module - I: AN INTRODUCTION TO MANAGERIAL ECONOMICS:

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

MODULE-II: PRODUCTION AND COST ESTIMATION:

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

Module - III: MARKET STRUCTURE AND PRICING PRACTICES:

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

Module - IV: MACRO ECONOMIC ANALYSIS:

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

IMN704: TOTAL QUALITY MANAGEMENT

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

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

Module – III Statistical Process Control

Quality Systems

Reference Books:
1. Total Quality Management – J.R. Evans – Cengage
2. Quality Management – Bedi – Oxford
5. Total Quality – Bharat Wakhlu – S. Chand
6. Quality Control and Management – Evans / Lindsay – Cengage
7. Total Quality Management – K. Sridhara Bhatt, HPH
8. Introduction to Statistical Quality Control – Montgomery – Wiley
9. 100 methods of TQM, Gopal Kanji, Sage.

IMN705: PROFESSIONAL SKILL DEV (LAB)

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

Module-II:
Social Communication:
Telephone calls (official), colleagues in the workspot, discussing issues (social, political, cultural clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes, sharing jokes.
**Group/Mass Communication**

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

**Module- III: Integrated Speaking and Presentation Skills**

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

**Module- IV: Employability and Corporate Skills**

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

**References Books:**

3. Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries)

**IMN801: STRATEGIC MANAGEMENT**

**Module-I: Introduction**


**Module-II: Strategy formulation.**

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

**Module - III: Strategic Implementation**


**Module-IV: Strategic Evaluation and control**
An overview of Strategic evaluation and control, Participants in strategic evaluation, barriers in Evaluation, Strategic control vs. operational control, Types of strategic control

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