

SHRI VISHWAKARMA SKILL UNIVERSITY
(Enacted by the Act 25 of 2016, State of Haryana)
DUDHOLA, PALWAL



MBA
NSQF Level 9
Batch 2021-2023 and Onwards

MBA Scheme and Syllabus - For Academic Session 2021 and Onwards

Scheme (Semester I & II)

Semester 1: (12+18)

Semester 2: (12+18)

Semester 3: (12+18)

Semester 4: (12+18)

Semester 1

Code	Subject	Credits			Hours			Theory (Marks)			Practical (Marks)			Total
		T	Tu	To	T	P	To	I	E	To	I	E	To	
CSE803	Information & Technology for Managers	2	2	4	30	60	90	30	70	100				100
MAN802	Statistical Analysis	3	1	4	45	30	75	30	70	100				100
MF805	Accounting and Financial Management	3	1	4	45	30	75	30	70	100				100
MAN803	Managerial Economics	3	1	4	45	30	75	30	70	100				100
AEC801	Viva-Voce	0	2	2							50	50	100	100
SEC Total		12	6	18	165	150	315	120	280	400	50	50	100	500
MGM801	Fundamentals of Management and Organizational Behaviour	3	1	4	45	30	75	30	70	100				100
MGM804	Professional Communication	3	1	4	45	30	75	30	70	100				100
MMK804	Marketing Management	3	1	4	45	30	75	30	70	100				100
GEC Total		9	3	12	135	90	225	90	210	300				300
Total		21	9	30	300	240	540	210	490	700	50	50	100	800

Semester 2

Code	Subject	Credits			Hours			Theory (Marks)			Practical (Marks)			Total
		T	Tu	To	T	P	To	I	E	To	I	E	To	
CSE804	Management Information System	1	2	3	15	60	75	30	70	100				100
OMS802	Entrepreneurship	2	0	2	30	0	30	30	70	100				100
MF806	Management Accounting	1	2	3	15	60	75	30	70	100				100
MGM808	Production & Operations Management	1	2	3	15	60	75	30	70	100				100
AEC802	Industry Project	0	7	7	0	210	210				100	100	200	200
SEC Total		5	13	18	75	390	465	120	280	400	100	100	200	600
MGM809	Business Environment	2	2	4	30	60	90	30	70	100				100
MGM810	Marketing Research	2	2	4	30	60	90	30	70	100				100
MHR803	Human Resource Management	2	2	4	30	60	90	30	70	100				100
GEC Total		6	6	12	90	180	270	90	210	300				300
Total		10	20	30	165	570	735	210	490	700	100	100	200	900

Syllabus (Semester I)

SEMESTER-I

INFORMATION & TECHNOLOGY FOR MANAGERS

Course Code: CSE803

Course Credit: 04 (2-2-0)

Max. Marks: 100 (30I+70E)

Objective: The objective of course is to familiarize the students with the basic concepts of IT application in business.

Learning Outcome:

L01: Develop an information technology solution to a real-world problem including design, implementation, and evaluation of the computer-based system.

L02: Explain and apply the core aspects of information technology principles and tools, and manage use of various operating systems in a business context

L03: Apply various network and communication technologies for computing in business organisation

L04: Design and use spreadsheets and database applications for business processes and tracking

L05: Construct a conceptual database model and write queries for relational databases

Unit	Contents
Unit I L01	Evolution of Information Technology, Indian Computing Environment, computer applications in Business, IT enabled Services, current and Emerging Trends in IT, IT and Innovation, Process Modelling and digital convergence
Unit II L02	Generations of programming languages, operating systems, Types of Software, Operating System, memory and storage, Input and output Devices and their mechanisms, flowcharts and system Modelling, phases of Information System, Traditional System Life Cycle, Prototypes, Application Packages, End User Involvement
Unit III L03	Approaches to computing in organizations, Telecommunications in Business, types of networks, Functions and components, protocols, IP Addresses, Bounded and unbounded medium Technologies, ISP, Web Server, Domain Names, Mail Server, SMTP, POP3 and IMAP4
Unit IV L04	Microsoft EXCEL, Introduction to Spread Sheet software, creation of spreadsheet, Applications using worksheets and workbooks, formatting, editing, functions, Graphics, what-if analysis. MS Power Point 2007 features and applications for customized shows and settings
Unit V L05	Concept of Databases, Types of database models, Relational databases, concept of primary and secondary key, Introduction to MS Access; concept

	of forms and queries in MS ACCESS
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Suggested Readings:

- Information Systems- The Foundation of Steven Alter, E- Business Pearson Education
- Information Systems for Managers Ashok Arora & Akshay Bhatia, Excel Books
- Introduction to Information Technology ITL Education Solutions, Pearson

STATISTICAL ANALYSIS

Course Code: MAN802

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Objective

The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management

Learning Outcomes

- L01: To enhance knowledge in probability theory
L02: To understand normality and its distribution concepts.
L03: To stress the need for collection of data and its dispersion techniques.
L04: To draw conclusions over the hypothetical situations.
L05: To determine the relationship between dependent and independent variables.
L06: To apply time series analysis in market prediction rates.
L07: To measure the trend setting factors for projection of sales and demand curves.
L08: To extract the variance among the factors of study concerned.

Unit	Topics
I L01 L02	Introduction to Statistics - Collection of Data - Measures of Central Tendency & Dispersion in Frequency Distribution; Probability Theory- Addition, Multiplication & Baye's Theorem. Test for Normality. Skewness & Kurtosis; Clean Data; z-scores, measuring performance
II L03 L04	Distributions and confidence intervals; One sample tests and Bivariate Analysis; Visually represent descriptive statistics; Hypothesis Testing -Test for Single Mean & Two Mean- Chi-Square test, F test - ANOVA
III L04 L05 L06	Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov - test for goodness of fit, comparing two populations. Mann - Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.
IV L06 L07	Linear and Logistic Regression; Dummy Variable; Bivariate analysis; Selecting the best model and reporting results; Multivariate analysis
V	Time Series Analysis , Components Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting -

L07 L08	Characteristics of business forecasting - Steps in forecasting , Methods of Business Forecasting.
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Recommended Books

1. R.S.N. Pillai, V. Bagavathi," Statistics", S.Chand Limited, latest Ed,
2. N.D. Vohra, "Business Statistics", Tata McGraw-Hill Education, latest Ed.
3. G. V. Shenoy, Uma K. Srivastava, S. C. Sharma," Business Statistics", New Age International, latest Ed.
4. Beri," Business Statistics" TataMcGraw Hill, latest Ed.
5. Keller. G," Statistics for Management", Cengage Learning, latest Ed.
6. J. K Sharma, "Business Statistics", Pearson, latest Ed.
7. Arora PN &others," Complete Statistical Methods", S. Chand, latest Ed.

ACCOUNTING AND FINANCIAL MANAGEMENT

Course Code: MFM805

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Objectives:

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

Learning Outcomes:

- L01: Understanding how accounting decisions affect real company practices.
L02: Understand the concepts of Depreciation, Inventory valuation and the methods employed by Indian Companies.
L03: Strengthening the foundations of the analytical approach to Managerial decision-making.
L04: Understanding the production problem and how managers make input purchase decisions.

Unit	Topics
I L01	Accounting Theory: Concept, Importance, Scope of Accounting, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Preparation of Financial Statements, Corporate Balance Sheet – Terms, Contents, Format and Analysis.
II L02 L03	Presentation and Disclosure of Accounting Information: Presentation of Financial Position. Financial Statements of Companies, Analysis of Accounting Information: Financial Statement Analysis. Interpretation of Accounting information,
III L01 L03 L04	Cash Flow Statement, Preparing a statement of Cash Flows. Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing: Definition, Objectives and Methods of Transfer Pricing, Recent developments in the field of Accounting.
IV L03	Introduction to Financial Management: Meaning & Scope. Long term sources of funds, cost of capital and its computation, leverage, EBIT & EPs Analysis;

L04	Capital Structure – Theories & Determinants.
V L03 L04	Investment Decisions: Conventional and DLF Methods, Risk Analysis and Capital Budgeting, Introduction to Financial Analysis. Walter Model, Gordon Model, MM Approach. Factors affecting Dividend Policy, Forms of Dividend.

Recommended Readings:

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. Accounting: Text and Cases (latest ed.).Tata McGraw Hill.
2. Needles B.E., Powers, M., & Crosson, S.V. Principles of Financial Accounting (12th ed.). South-Western College/West.
3. Hilton, R.W., & Platt, D.E. .Managerial Accounting (latest ed.). **Tata McGraw Hill.**

MANAGERIAL ECONOMICS

Course Code: MAN803

Course Credit: 4 (3-1-0)
Max. Marks: 100 (30I + 70E)

Course Objective:

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

Learning Outcomes:

- L01: Strengthening the foundations of the analytical approach to Managerial decision-making.
L02: Understanding Consumer Behaviour.
L03: Understanding the production problem and how managers make input purchase Decisions.
L04: Understanding the various market structure and how supply is determined in each.
L05: Understanding the external environment, common information problems faced/created by managers.

Unit	Topics
I L01 L02	Introduction to Microeconomics. Objectives, Marginal Analysis and its uses in the Business Decision- Making.
II L0 L02 L03	Theories of Demand: Preference, Utility Function, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand functions, Demand Forecasting; Managerial Applications.
III L03 L04	Production and Cost: The Production Function, Returns to Scale, Profit Maximization Constrained Optimization Approach to Developing Optimal Input Combination, Relationships, Input Demand Function.
IV	Market Structure: Profit Maximization under Different Market Structures,

L04 L05	Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, Monopolistic Competition, Game Theory.
V L04 L05	Models of oligopoly, economics of information.

Suggested Readings:

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. *Managerial Economics: Theory, Applications and Cases* (latest ed.). W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. . *Microeconomics*. McGraw Hill Education.
3. Geetika, Ghosh P., & Roy Chowdhury, P. (2017). *Managerial Economics* (latest ed.). McGraw Hill Education.
4. Hirschey, M. . *Managerial Economics: An Integrative Approach*. Cengage Learning.
5. Koutsoyiannis, A. *Modern Microeconomics* (latest ed.). Palgrave, McMillan.
6. Mark, H. (2009). *Fundamentals of Managerial Economics* (latest ed.). Cengage Learning.

VIVA-VOCE

Course Code: AEC801

**Course Credit: 02 (0-0-2)
Max. Marks: 100 (50I+50E)**

FUNDAMENTALS OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Code: MGM801

**Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)**

Course Objectives:

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

Learning Outcomes:

L01: Understanding the concept of organizational behavior and developing an understanding of managerial functions, skills and roles.

L02: Understanding the various organization structures and their usefulness

L03: Strengthening the foundations of individual behavior with an understanding of human personality, perception, learning and emotions.

L04: Understanding the basic process of interpersonal relationship and the behavioral approach to Managerial decision-making.

L05: Understanding how managers can use the models to enhance motivational levels of employees.

L06: Develop an understanding of leadership and teams building in organizations.

Unit	Topic
I LO1	Basics of Management: Concept, nature, process and significance of management; Managerial levels, skills, functions and roles (with special reference to BFSI); Management Vs. Administration; Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo.
II LO1 LO2	Managerial Skill and Functions: Level of Management- Functions of Management; Centralization - Decentralization; Managerial Planning; Organising and Organization structures - Line & Staff - functions, Leading and Staffing; Controlling - Definition, Nature, Importance, Steps, Techniques
III LO3 LO4	Organisation Behaviour: Definition, Scope, Importance, Concepts of Organisation Behaviour; Values, Attitude and Perception; Perceptual Process, Social perception (stereotyping and halo effect).
IV LO4 LO5	Motivation- Definition, Theories of motivation, Mc Gregor, A.H. Maslow, Herzberg; Learning- Meaning & Theories.
V LO5 LO6	Leadership & Team Building -Definition, Importance, qualities of leaders, types of leaders; Success stories of today's Global and Indian leaders ; Interpersonal and Group Dynamics; Team Building; Personality- Attributes of personality, Type, Ego state, Johari window.

Books Recommended

Text Books

1. Management by Stomen and Jane
2. Organisational behaviour by Stephen Robbins

Reference Books

1. Principles and Practices of management by Shejwalkar
2. Essential of management by Koontz H and Weirich
3. Principles and Practices of Management by T. N. Chabra
4. Organisational behaviour by Keith & Davis
5. Organisational behaviour by Fred and Luthans
6. Organisational behaviour by K. Ashwathapa

Web Links

- <https://www.swayamprabha.gov.in/index.php/program/archive/16>
<https://www.swayamprabha.gov.in/index.php/program/archive/5>
<http://cec.nic.in/E-Content/Pages/default.aspx>

PROFESSIONAL COMMUNICATION

Course Code: MGM804

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Objectives:

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

Learning Outcomes:

L01: Understanding the role of communication in the organizational and Global Context

L02: Understanding the basics of effective written and verbal communication

L03: Understanding the theoretical models of communication and development in communication research

L04: Analysing one's own communication style in different contexts and mediums

L05: Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

Unit	Topics
I L01 L02	Concepts of Communication in Business: Introduction to Business Communication, Components of Communication (7Cs), Listening Skills , Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication
II L02 L03	Formal Communication: Planning and executing different types of messages, writing reports, proposals and Business plans, Improving personal writing skills
III L03 L04	Interpersonal Communication Skills: Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication
IV L04 L05	Cross Cultural Communication: Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures
V L04 L05	Communication for career: Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication

Recommended Readings:

- Lehman, C. M., Dufrene D. D., & Sinha, M. *BCOM: The South Asian Perspective on Business Communication* (latest ed.). New Delhi: Cengage Learning.
- Murphy, H. A., Hildebrandt, H.W., & Thomas, J.P. *Effective Business Communication* (latest ed.). Boston: McGraw-Hill Companies.
- Bovee, C., & Thill, J.V., & Raina, R.L. . *Business Communication Today* (latest ed.). Pearson

- Mukerjee, H. S. *Business Communication* (latest ed.). New-Delhi: Oxford University Press
- Post Emily. *The Etiquette Advantage in Business* (latest ed.). New York: Collins.
- Sandra, M. O. *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. Routledge.

MARKETING MANAGEMENT

Course Code: MMK804

Course Credit: 04 (3-1-0)
Max. Marks: 100 (30I+70E)

Course Objective:

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

Course Learning Outcomes:

- L01: Understanding the nature and scope of marketing
- L02: Develop an understanding of various marketing philosophies
- L03: Understanding the marketing mix and marketing environment
- L04: Understanding segmentation, targeting and positioning
- L05: Understanding consumer behaviour and its application in marketing
- L06: Develop an understanding of decisions concerning 4 P's – product, price, place and promotion
- L07: Understanding contemporary issues in marketing

Unit	Topics
I L01 L02 L03	Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing, Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.
II L03 L04	Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information, Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process
III L04 L05	Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling, Developing Pricing Strategies: Setting Price, Factors influencing Price Determination
IV L05 L06	Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics, Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.
V L06 L07	Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

Recommended Readings:

- Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. *Marketing* (latest ed.). New Delhi: Tata McGraw-Hill.
- Kotler, P. & Armstrong, G. *Principles of Marketing* (latest ed.). Pearson.
- Kotler, P., Keller, K., Koshy, L., & Jha, M. *Marketing Management: A South Asian Perspective* (latest ed.). New Delhi: Pearson.
- Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. *Basic Marketing*. New Delhi: Tata McGraw-Hill.
- Ramaswamy, V. S. & Namakumari, S. *Marketing Management: Global perspective Indian context* (latest ed). New Delhi: Macmillan.
- Saxena, R. *Marketing Management* (latest ed.). New Delhi: Tata McGraw Hill.