

MBA INTERIOR DESIGN SYLLABUS

SEMESTER I

MBA 101

FOUNDATIONS OF MANAGEMENT

Unit I

Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.

Evolution of management thought and Management thinkers: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

Unit II

Planning: Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.

Strategic management: Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.

Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

Unit III

Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization. **Line & Staff:** concept, line-staff conflict.

Authority & Power: concept, responsibility and accountability. **Delegation:** concept, importance, factors affecting delegation, effective delegation, Span of Management,

Decentralization and centralization, **Staffing**, importance and process. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV

Control: Concept, importance, characteristics, process of control, types and techniques of control.

Comparative study: Japanese Management and Z-culture of American Companies, Chinese Style Management,

Modern management techniques: an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter and Neharika Vohra, *Managemnt*, New Delhi, Pearson, 2011.
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill
- Mukherjee, *Principles of Management and Organisational behaviour*, Tata McGraw Hill.
- Bateman, T. S., and Snell, S. A. (2008). *Management* TMH



MBA 102
Managerial Economics

Unit-I

Introduction to Managerial Economics: Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting,** Demand forecasting of new product.

Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit-II

Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function. **Theory of Cost:** Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory of Cost, Relationship between cost and production function. **Revenue Curve:** Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue ,Average revenue and marginal revenue,



Relationship between Total Revenue ,Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

Unit-III

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model. **Supply:** Introduction to supply and supply curves. **Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices. **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital, Measurement of profit.

Unit-IV

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. **Money market:** Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications, **Inflation:** Meaning, Types, Theories, Causes, Effects and Control, Unemployment Trade off, **Trade Cycles:** Concept and Theories of trade cycles.

Note: Relevant Case Studies will be discussed in class.

Suggested Readings/ Books:

- D. M. Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
- Peterson and Lewis, *Managerial Economic*, Prentice Hall of India
- Gupta, *Managerial Economics*, Tata McGraw Hills
- Geetika, *Managerial Economics*, Tata McGraw Hills
- Froeb, *Managerial Economics*, Cengage Learning
- Koutsoyiannis, A, *Modern Micro Economics*, Palgrave Macmillan Publishers, New Delhi. 2.
- Thomas Christopher R., and Maurice S. Charles, *Managerial Economics – Concepts and Applications*, 8th Edition,
- Peterson and Lewis, *Managerial Economics*, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Shapiro, *Macro Economics*, Galgotia Publications.
- H. L Ahuja *Advanced Economic Analysis*, S. Chand & Co. Ltd, New Delhi. 7.
- G.S Gupta, *Managerial Economics*, Tata McGraw Hill.
- Goel Dean, *Managerial Economics*, Prentice Hall of India, Pvt. Ltd., New Delhi
- K.K. Dewett, *Modern Economic Theory*, S. Chand Publication

MBA 103
QUANTITATIVE TECHNIQUES

Unit I

Introduction to Statistics: Meaning, Definition in singular and plural sense, Features of statistics, Importance, Functions, Scope and Limitations of Statistics.

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.

Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.

Unit II

Simple Correlation Analysis: Meaning of Correlation: Simple, multiple and partial, linear and non linear correlation, correlation and causation, scatter diagram, Pearson's correlation coefficient, calculation and properties of coefficient, Rank Correlation.

Simple Regression Analysis: Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient.

Theory of Probability: Meaning of Probability, Approaches to the calculation of probability, calculation of event probabilities, Addition and Multiplication Laws of Probability (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required).

Unit III

Probability Distribution: Binomial Distribution, Poisson Distribution and Normal Distribution with their properties and applications.

Linear Programming; Formulation of linear programming problems. Solution by Graphic method and by using Simplex method algorithm including Big-M method. Business applications of LP. Degeneracy. Duality. Post-optimality analysis.

Game Theory: Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications.

Unit IV

Transportation: Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method.

Assignment Problems: Assignment problem: Solution using Hungarian Assignment Method.

Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.

Suggested Readings:

- Levin, Richard and David S. Rubin. “*Statistics for Management*”. 7th Edition, Prentice Hall of India, New Delhi.
- Render, B. and Stair, R. M. Jr., “*Quantitative Analysis for Management*”, 7th Edition, Prentice-Hall of India, New Delhi.
- Siegel, Andrew F, *Practical Business Statistics*. International Edition, 5th Edition (2001), McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., “*Business Statistics: A First Course*”, 4th Edition (2008), Pearson Education.
- Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, *An Introduction to Management Science*, South-Western.
- Taha, Hamdy A, *Operations Research – An Introduction*, Prentice-Hall of India Private Ltd., New Delhi.
- Hillier, Frederick S. and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw Hill India (Pvt) Ltd.
- Vohra, N.D., *Quantitative Techniques in Management*, McGraw Hill Education Private Limited, New Delhi.
- Sharma, J. K., *Operations Research; Theory and Applications*, Macmillan Indian, New Delhi.
- Winston, Wayne L., S. Christian Albright and Mark Broadle, *Practical Management Science*, Duxbury – Thompson learning, Australia.
- Gupta C B, Gupta V, “*An Introduction to Statistical Methods*”, 23rd Edition (1995), Vikas Publications.

Note: Latest edition of the readings may be used.

MBA 104
ACCOUNTING FOR MANAGEMENT AND REPORTING

Unit I

Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

Unit II

Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing** –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis**; Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

Standard Costing: Introduction, Variance Analysis, types of Variances- Materials and Labour Variances. **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

Unit III

Financial Statement Analysis: Concepts and objectives, **Tools of Financial Analysis:** trend analysis, common size statements, comparative statements, Ratio analysis- Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

Unit IV



Recent Developments in Accounting: Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.

Financial Reporting and Regulations: Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

Suggested Readings:

- Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers
- Khan and Jain, 'Management Accounting', Tata McGraw.
- J. Madegowda, 'Accounting for Managers', Himalaya Publishing.
- 4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
- Ramchandran, 'Financial Accounting for Management', Tata McGraw
- Jawahar Lal, 'Accounting for Management', Himalaya Publishing
- Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.
- Sehgal, A. and Sehgal, D., '*Advanced Accounting – Financial Accounting I*', Taxmann Publications
- Shukla, M.C. and Grewal, T.S. *Advanced Accounts Vol. I & Vol. II*, S. Chand and Co.
- Horngren, C. T., Sundem, G. L. and Stratton, W. O., '*Introduction to Management Accounting*', Pearson Education
- Elliott, B. and Elliott, J., '*Financial Accounting and Reporting*', Pearson
- Gibson, C. H., '*Financial Reporting Analysis (Using Financial Accounting Information)*', South-Western Publications
- Christopher, N. and Parker, R., '*Comparative International Accounting*', Prentice Hall
- Bhattacharya, S.K. and John Dearden, "Accounting for Management – Text and Cases", Vikas Publishing House.
- Arora, M.N., "Cost Accounting – Principles and Practice", Vikas Publishing House.

MBA 105
BUSINESS ENVIRONMENT AND INDIAN ECONOMY

UNIT I

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.

Economic Environment: Concept, features of various economic systems, New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan, Monetary and Fiscal Policy.

UNIT II

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005.

Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.



Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.

Ecological Environment: Concepts of Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

UNIT III

Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.

International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.

Introduction to Indian Economy: Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.

Unit IV

Unemployment-Nature, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector

Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.

Suggested Readings:

- ✓ Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
- ✓ V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
- ✓ A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
- ✓ V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.
- ✓ Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- ✓ K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- ✓ Govt. of India, Five Years Plan Documents.

MBA 106
BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Unit I

Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics.

Business Ethics and Social Responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.

Unit II

Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.

Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.

Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.

Unit III

Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.

Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).



Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

Unit IV

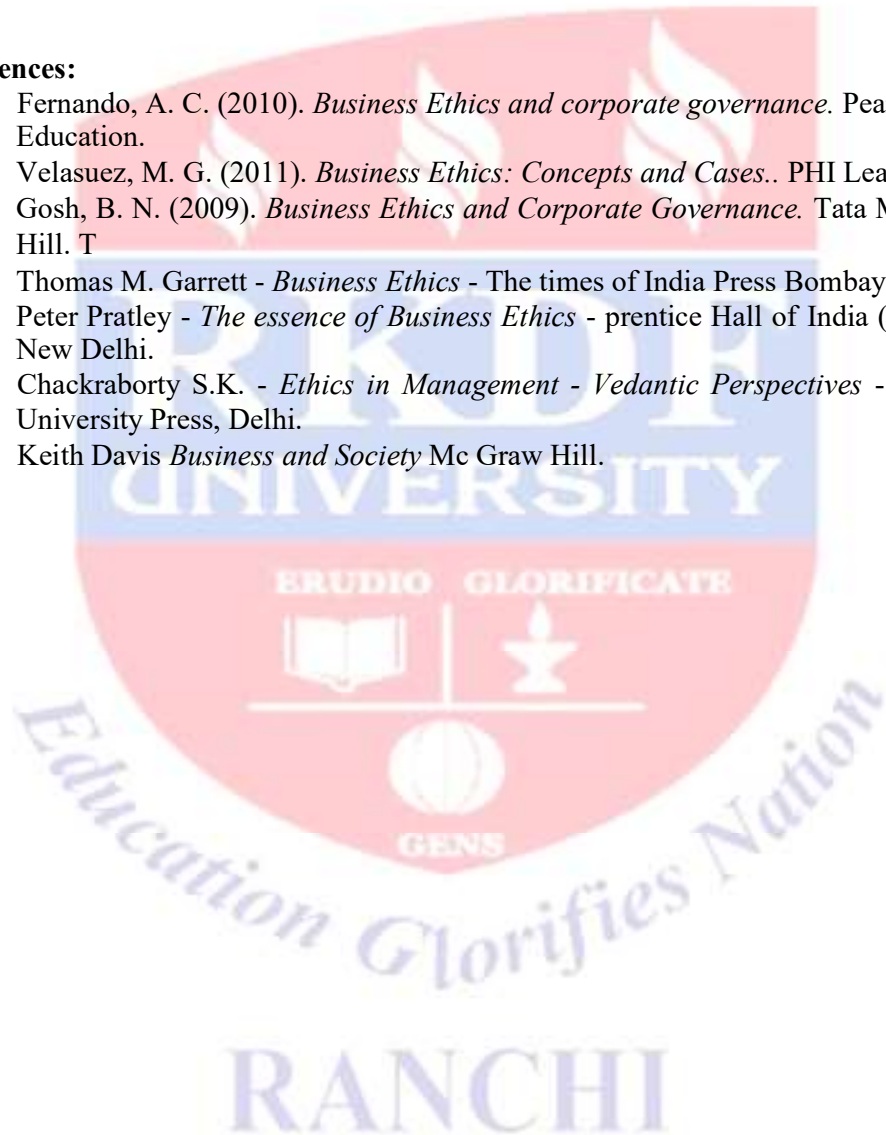
Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.

Corporate Governance: Introduction, Need, Models.

References:

- ✓ Fernando, A. C. (2010). *Business Ethics and corporate governance*. Pearson Education.
- ✓ Velasquez, M. G. (2011). *Business Ethics: Concepts and Cases*. PHI Learning.
- ✓ Gosh, B. N. (2009). *Business Ethics and Corporate Governance*. Tata McGraw Hill. T
- ✓ Thomas M. Garrett - *Business Ethics* - The times of India Press Bombay.
- ✓ Peter Pratley - *The essence of Business Ethics* - prentice Hall of India (P) Ltd., New Delhi.
- ✓ Chackraborty S.K. - *Ethics in Management - Vedantic Perspectives* - Oxford University Press, Delhi.
- ✓ Keith Davis *Business and Society* Mc Graw Hill.

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MBA 107
BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

UNIT - 1

Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication;

Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication

UNIT - II



The Three-Step Writing Process: Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, Crafting brief messages, Crafting messages for electronic media, Writing routine and positive messages, Writing negative messages; Planning, Writing, and Completing Reports and Proposal and Emails.

UNIT – III

Designing and Delivering Oral and Online Presentations: Developing oral and online presentations, Enhancing presentations with slides and other visual aids, Just-A-Minute Presentation, Individual/Group Presentations, Feedback and overcoming Glossophobia, Group discussion.

UNIT - IV

Writing Employment Messages and Interviewing for Jobs: Employment strategy, Planning, writing and completing your resume, Applying and Interviewing for Employment: Understanding, preparing and follow-up, Role Play and Simulation games – Employer - employee and Interviewer – interviewee relationship.

Suggested Readings:

- Penrose/Rasberry/Myers *Business Communication for Managers (5th edition)* Cengage Learning.
- Courtland/John/Roshan *Business Communication Today (13th edition)* Pearson
- Rizvi *Effective Technical Communication* Tata Mcgraw Hills
- Raymond/Marie/Kathryn/Neerja *Business Communication* Tata Mcgraw Hills



The logo of RKDFE University is a shield-shaped emblem. At the top, it says 'RKDFE' in large, bold, blue letters. Below that, 'UNIVERSITY' is written in smaller blue letters. The shield is divided into four quadrants by a cross. The top-left quadrant contains an open book, the top-right contains a lit lamp, the bottom-left contains a globe, and the bottom-right contains a smaller globe. Above the shield, the motto 'ERUDIO GLORIFICARE' is written in red. Below the shield, the motto 'GENS' is written in red. A banner at the bottom of the shield reads 'Education Glorifies Nation' in blue. The word 'RANCHI' is written in large, blue, serif letters below the shield.

SEMESTER-II

MBA 201

Business Analytics for Decision Making

Unit I

Introduction to Statistics: Meaning, Importance, Applications of inferential statistics in managerial decision making. **Collection of Data:** concept of primary data and secondary data, sources of primary data and secondary data, **Classification and Tabulation of Data:** Concept and types of classification, construction of frequency distributions, tabulation of data: role of tabulation, parts of table, rules of tabulation, review of table, types of table.

Sampling: Concept, definitions, census and sampling, probability and non probability methods of sampling, relationship between sample size and errors.

Unit II

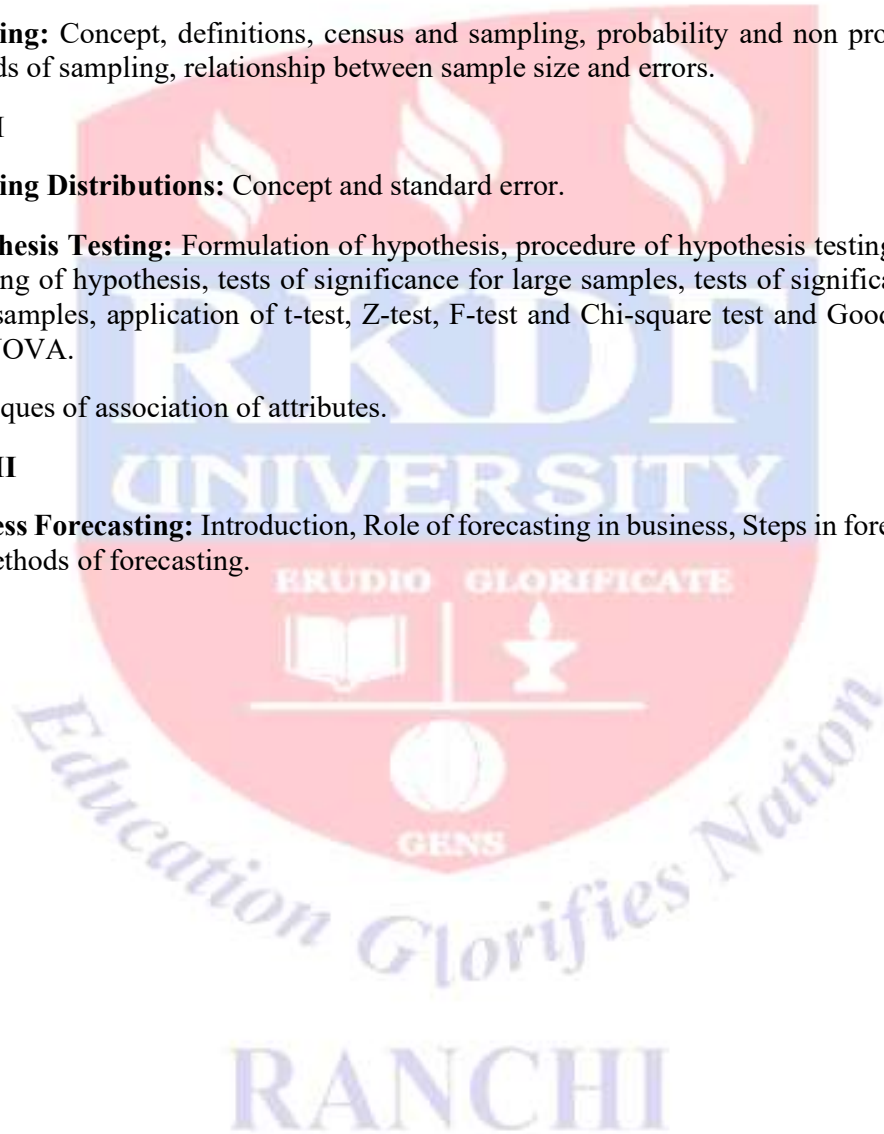
Sampling Distributions: Concept and standard error.

Hypothesis Testing: Formulation of hypothesis, procedure of hypothesis testing, errors in testing of hypothesis, tests of significance for large samples, tests of significance for small samples, application of t-test, Z-test, F-test and Chi-square test and Goodness of fit, ANOVA.

Techniques of association of attributes.

Unit III

Business Forecasting: Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting.



Correlation: Partial and Multiple correlation.

Regression Analysis: Multiple regression analysis, Testing the assumptions of regression: multicollinearity, heteroscedasticity and autocorrelation.

Unit IV

Index Number: Definition, importance of index number in managerial decision making, methods of construction, tests of consistency, base shifting, splicing and deflation, problems in construction.

Time Series Analysis: Meaning, component and, methods of time series analysis. Trend analysis: Least square method, linear and non linear equations, applications of time series in business decision making.

Suggested Readings:

- ✓ Levins, Krehbiel, *Business Statistics*, Pearson Berenson
- ✓ Levin & Rubin, *Statistics for Management*, Prentice Hall
- ✓ S P Gupta, *Statistical Methods*, Sultan Chand
- ✓ Beri, *Business Statistics*, Tata Mc Graw Hill
- ✓ Croucher, *Statistics: Making Business Decisions*, Tata McGraw Hill
- ✓ C.R. Reddy, *Quantitative Techniques for Management Decisions*, Himalaya Publishing
- ✓ Anderson Statistics for Business & Economics, Cengage Learning
- ✓ Levin, Richard and David S. Rubin. “*Statistics for Management*”. 7th Edition, Prentice Hall of India, New Delhi.
- ✓ Render, B. and Stair, R. M. Jr., “*Quantitative Analysis for Management*”, 7th Edition, Prentice–Hall of India, New Delhi.
- ✓ Siegel, Andrew F, *Practical Business Statistics*. International Edition, 5th Edition (2001), McGraw Hill Irwin.
- ✓ Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., “*Business Statistics: A First Course*”, 4th Edition (2008), Pearson Education.

MBA 202
Legal Environment for Business

UNIT-I

Introduction to Business Laws:- Business Management and Jurisprudence; Structure of the Indian Legal Systems: sources of Law. **Law of Contract:** Definition, features of a valid contract, offer and Acceptance, Consideration, Capacity of parties, Free consent, Legality of Object, Performance and Discharge of Contract, breach of a contract and its remedies. Meaning and types of agents. Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity.

UNIT-II

Sales of Goods Act- Principles of Sales of Goods- Transfer of Ownership& Property- Performance of contract.

Unit III

Partnership Act: Introduction to Partnership Act, admission of partner, retirement and death of partner, dissolution of partnership firm.

Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques, Dishonour of cheques and liability of banker and drawer.

UNIT-IV



Company law: Definition and features of company; concept of corporate veil; distinction between company and partnership firm; type of companies, Process of formation and incorporation of Company, Memorandum of Association and Articles of Association, Definition, qualification, rights, duties and position of Directors, Constitution of Board of Directors, Chairman of Board, independent and executive directors, Introduction to meetings and resolution.

SUGGESTED READINGS:

1. Bansal, C. L. 'Business Laws' Taxmann Publishers (Edition-2011)
2. Kuchhal, M. C. and Kuchhal, Vivek-'Business Legislations for Management' Vikas Publications (4th Edition 2014).
3. Maheshwari, S.N. and Maheshwari, S.K.-A Manual of Business Laws- Himalya Publishing House Pvt. Ltd. (7th Edition-2018)
4. Singhanian, V. and K., Singhanian, K. and Singhanian, M. 'Direct Taxes – Law & Practice', Taxmann's Publication, Pvt. Ltd. (60th Edition 2018-19)
5. **Swain, Dr. Anil Kumar and Agrawal, Mr. Gopal Prasad**, GST Concepts and Applications, Himalya Publishing House Pvt. Ltd. (1st Edition-2018)
6. Tulsian, P.C. and Tulsian, Bharat, Business Laws, McGraw Hills Education, (3rd Edition-2014)



MBA 203
Marketing Management

Unit –I

Understanding Marketing and Consumers: Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance. **Marketing Environment and Competition:** Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. **Corporate Strategic Planning:** Defining role of marketing strategies, marketing planning process. **Marketing Information System:** Concept and Components. **Consumer Behaviour:** Consumer buying process, Factors Influencing Consumer Buying Behaviour,

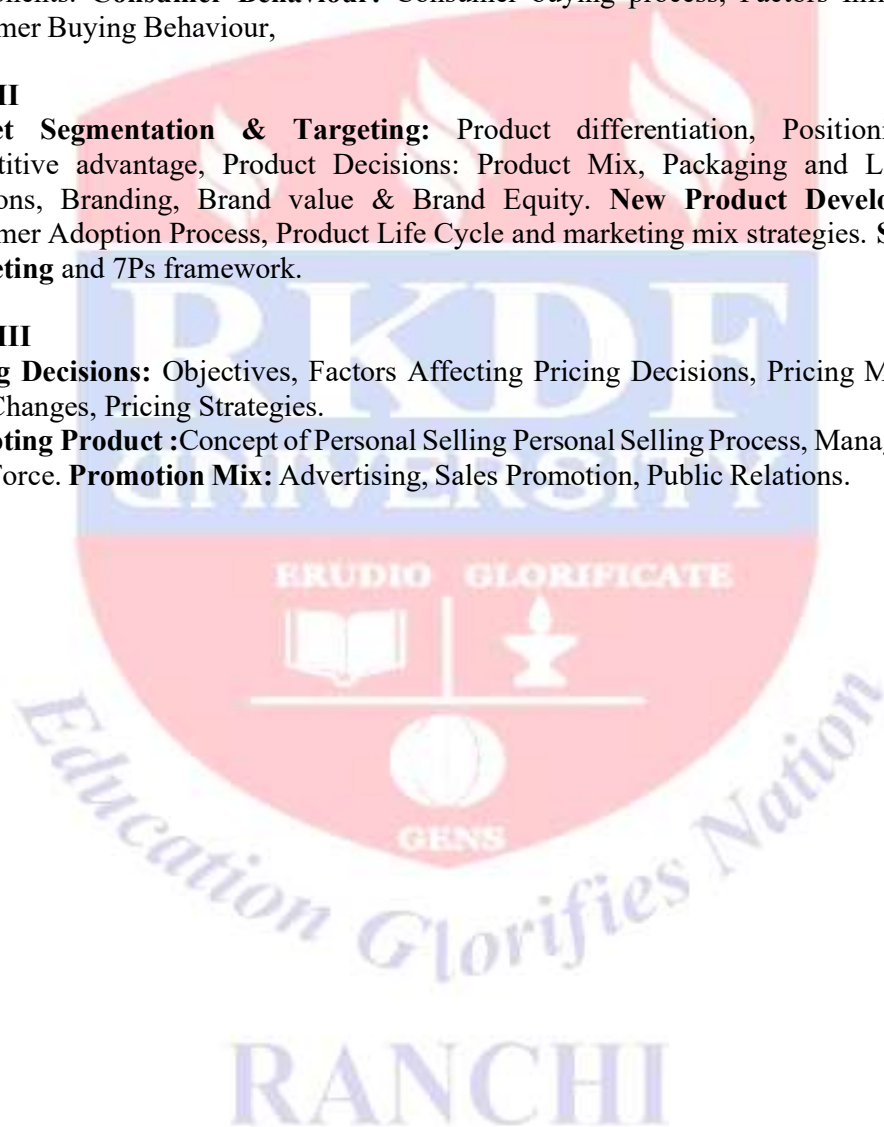
Unit –II

Market Segmentation & Targeting: Product differentiation, Positioning for competitive advantage, Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity. **New Product Development,** Consumer Adoption Process, Product Life Cycle and marketing mix strategies. **Services Marketing** and 7Ps framework.

Unit –III

Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

Promoting Product : Concept of Personal Selling Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales Promotion, Public Relations.



Unit -IV

Supply Chain Decisions Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling

Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Customer Relationship Management (CRM), Global Marketing, Rural Marketing, E- Commerce, Understanding Digital Marketing, Understanding **Bottom of Pyramid Marketing**

Suggested Readings:

- Kotler & Koshy, *Marketing Management*, Pearsons Education
- Ramaswamy & Namakumari, *Marketing Management*, McMillian.
- McMEtzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGraw Hill
- Kurtz & Boone, *Principles of Marketing*, Cengage Learning
- Kotler & Armstrong, *Principles of Marketing*, Prentice Hall
- Biplab S. Bose, *Marketing Management*, Himalaya Publications
- Subhash c. Jain, *Marketing Management*, Cengage Learning
- Rajan Saxena,, *Marketing Management*, Tata McGraw Hill.



MBA 204

Human Resource Management

Unit I

Human Resource Management (HRM): Nature, Scope, Objectives and functions of HRM. Evolution of HRM, HR as a factor of competitive advantage. Organization of HR department, Line and staff responsibility of HR managers, competencies of HR Manager. Personnel Policies and Principles. **Strategic HRM:** Introduction, Integrating HR strategy with Business Strategy, Difference between SHRM and HRM. HRM Environment and Environment Scanning. **Human Resource Planning:** Meaning, Process and importance, factors affecting Human Resource Planning. **Job Analysis:** Process, methods of Job Description & Job Specification.

Unit 2

Recruitment & Selection: Meaning & Concept, Process & Methods Recruitment & Selection, Induction & Placement. **Training & Development:** Meaning & Concept of Training & Development, Methods of Training & Development, Evaluating training effectiveness. HRM vs. HRD. **Career Planning & Development:** concept of career, career planning, career development, process of career planning and development, factors affecting career choices, responsibilities of Employers / managers, organization and employees in career planning and development, career counseling. **Internal Mobility:** Promotion, Transfer, Demotion, Separation, downsizing and outplacement.

Unit 3

Performance Appraisal: Meaning & Concept of Performance Appraisal, Methods & Process of Performance Appraisal, Issues in Performance Appraisal, Potential Appraisal. **Compensation Management-** Concept and elements of compensation, Job evaluation, Wage / Salary fixation, Incentives Plans & Fringe Benefits. **Quality of work life (QWL):** Meaning, Concept, Techniques to improve QWL. Health, Safety & Employee

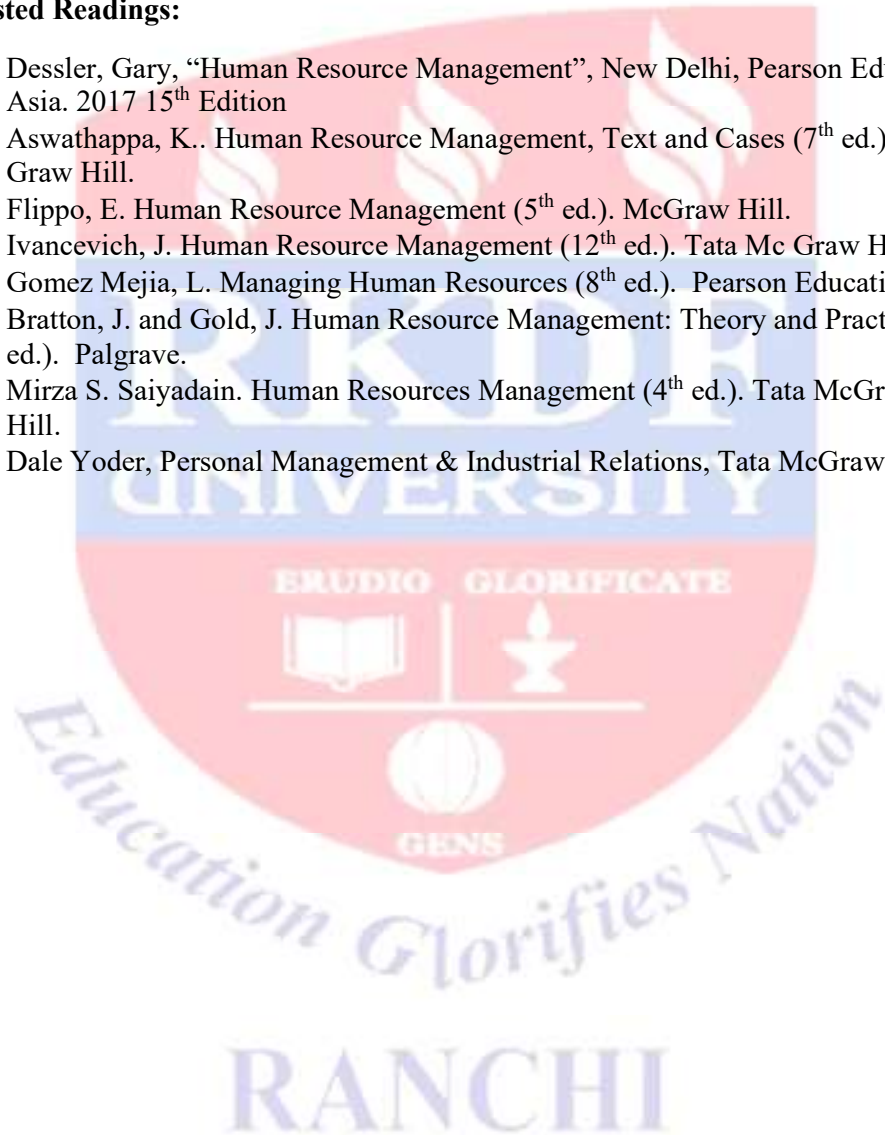
Welfare, Social Security. **Quality Circles:** Concept, Structure, Role of Management, QCs in India.

Unit 4

Industrial Relations: Government's concerns, Union's concerns, Management concerns; Approaches of IR; Dispute Resolution Machinery. **Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, steps of collective bargaining, negotiation skills. Participative Management, Grievance Handling, Disciplining and Counseling of employees, HRIS, HR Audit. Ethical Issues in HRM. Human Resource Management practices in India.

Suggested Readings:

- ✓ Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia. 2017 15th Edition
- ✓ Aswathappa, K.. Human Resource Management, Text and Cases (7th ed.). Mc Graw Hill.
- ✓ Flippo, E. Human Resource Management (5th ed.). McGraw Hill.
- ✓ Ivancevich, J. Human Resource Management (12th ed.). Tata Mc Graw Hill.
- ✓ Gomez Mejia, L. Managing Human Resources (8th ed.). Pearson Education.
- ✓ Bratton, J. and Gold, J. Human Resource Management: Theory and Practice (6th ed.). Palgrave.
- ✓ Mirza S. Saiyadain. Human Resources Management (4th ed.). Tata McGraw Hill.
- ✓ Dale Yoder, Personal Management & Industrial Relations, Tata McGraw Hill



MBA 205

Production & Operations Management

Unit- I

Operations management: concept, functions, transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of Henryford, Deming, Crossby, Taguchi.

Facility Location – importance, factors in location analysis, location analysis techniques. **Product Design and Development** – product design and its characteristics, product development process (technical), product development techniques. **Process selection-** project, job, batch, mass and process types of production systems. operations management in corporate profitability and competitiveness

Unit- II

Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout. **Production Planning & Control (PPC):** –Concepts, Objectives, and Functions, work study – Productivity: Method study; Work measurement. **Capacity Planning** – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

Unit- III

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. **Acceptance Sampling** – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

Unit- IV

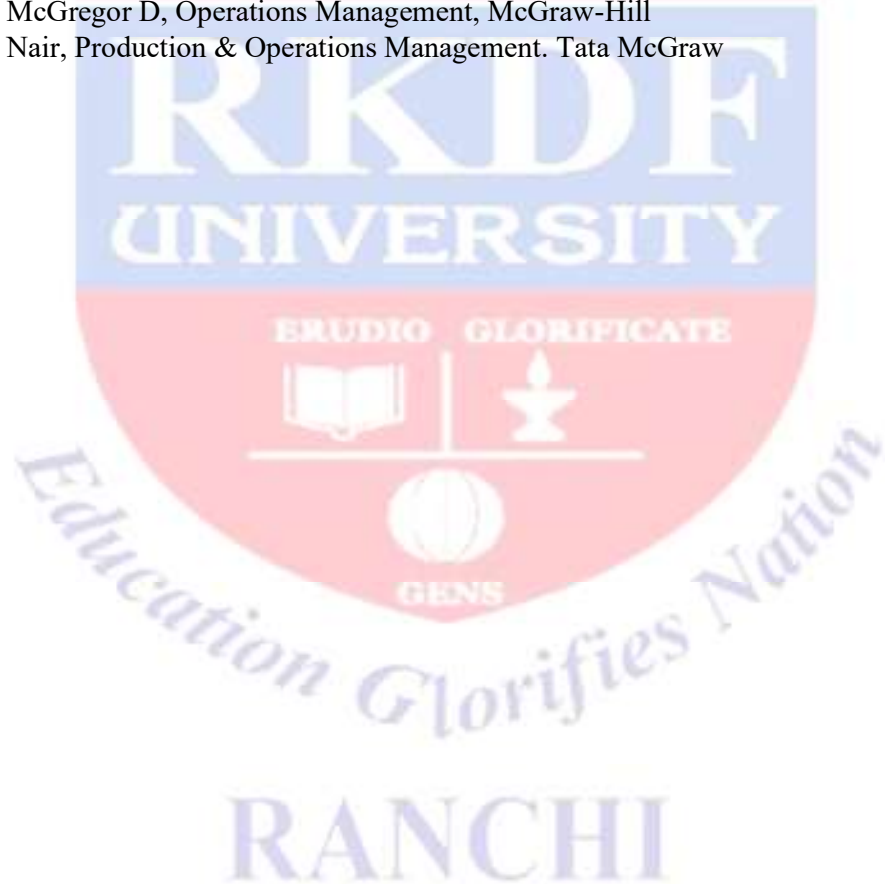
JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. **Inventory Management:** Concepts, Classification, Objectives, Factors affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising. **Purchasing Management** – Objectives, Functions, Methods, Procedure.

Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

Note : Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

- ✓ Mahadevan B, Operations Management: Theory and Practice (2nd Ed.). Pearson Education
- ✓ Krajewski & Ritzman, Operations Management (5th Ed.) Pearson Education
- ✓ Buffa & Sarin, Modern Production/Operations Management, (8th Ed.) John Wiley
- ✓ Chary, Production and Operations Management, Tata McGraw-Hill
- ✓ Johnston R et al , Cases in Operations Management, Pitman
- ✓ McGregor D, Operations Management, McGraw-Hill
- ✓ Nair, Production & Operations Management. Tata McGraw



MBA 206

Corporate Finance and Policy

Unit I

Introduction to Financial Management and Corporate Finance: Meaning, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, Role of financial manager.

Time Value of Money-Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity. **Valuation of Securities:** Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.

Sources of Finance–Different sources of finance; long term and Short term.

Unit II

Cost of capital: concept, significance of cost of capital, specific costs and weighted average cost of capital,

Capital Structure Decision-Capital Structure Theories: Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost. Determinants of Capital Structure Decision - Approach to Estimating the Target Capital Structure, EBIT / EPS Analysis and ROI / ROE Analysis

Unit III

Leverage–Business Risk and Financial Risk– Operating and financial leverage, Trading on Equity

Capital Budgeting Decision: Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

UNIT IV

Dividend Decision-: Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends.

Management of Working Capital: Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital .Methods for financing of working capital.

Suggested Readings:

1. Pandey, I. M. (2015). Financial Management, 11th Edition. Vikas Publishing

House.

2. Khan, MY. and Jain, PK. (2014). Financial Management, 7th Edition. Tata McGraw Hill, New Delhi.
3. Chandra, Prasanna. (2015). Financial Management: Theory and Practice, 9th Edition. Tata McGraw Hill, Delhi.
4. Van Horne. J.C. and J.M. Wachowicz. (2015). Fundamentals of Financial Management, 13th Edition. Prentice Hall, Delhi.
5. Brealey, Richard A; Stewart, C. Myers and Allen, F. (2017). Principles of Corporate Finance, 11th Edition. McGraw Hill, New York.
6. Bhole, L. M. (2017). Financial Institutions and Markets, 6th Edition. McGraw Hill.
7. Srivastava, R. M and Divya, N. (2014). Management of Indian Financial Institutions, 9th Edition. Himalaya Publishing House.
8. Varshney, P. N. and Mittal, DK. (2010). Indian Financial System, 11th Edition. Sultan Chand & Sons.



MBA 207

Entrepreneurship Development and Project Management

Unit I

Introduction to Entrepreneur: Concept, Characteristics, functions of an entrepreneur, Entrepreneur Vs Manager, Types of entrepreneurs, Entrepreneurial Mind Set, Key attributes of an entrepreneur, desirable and acquirable traits and behaviours, Readiness of the entrepreneur: Right age, right time and right conditions, Myths and Realities of entrepreneurship.

Entrepreneurship and Intrapreneurship: Similarities and variance, Developing Corporate Entrepreneurship.

Women entrepreneurs:- Meaning, role, problems for women entrepreneurs, **Rural entrepreneurship, social entrepreneurship,** Entrepreneurship Development, Entrepreneurial support systems and role of government in Entrepreneurship Development.

Unit II

Entrepreneurial Motivation: Concept and Theories, **Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities,** Generation of new Entry Opportunity, entry Strategy, Risk reduction strategies for New Entry Exploitation

Creativity and Business Idea Generation: Concept of creativity, ideas from trend analysis, sources of new ideas, Methods of generating new ideas, Creative problem solving, creativity and entrepreneurship. **Entrepreneurial Innovation:** Concept and types, Opportunity Recognition and opportunity assessment plan, product planning and development process.

Unit III

Protecting Ideas and Legal issues for the entrepreneur. Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up An Organisation. **Business Plan Creating and Starting the Venture:** Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan.

Succession Planning and Strategies for Harvesting and Ending Venture: Exit Strategy, succession of Business, Selling off, bankruptcy

Reasons of failure of business plan, Reasons for the failure of entrepreneurial ventures.

Unit IV

Project Management: Concept, facets and Key Issues of project management.

Generation and screening of project ideas, Project Analysis: Market and demand analysis, Technical analysis, Financial estimates and projection, **Project Selection:** Investment criteria, Risk analysis, Social Cost Benefit analysis.

Project Financing: Financing of projects, Concept of Venture Capital in detail, Difference between Venture Capital and Private Equity. **Project Implementation:**

Project planning and control, Network techniques for project management: PERT and CPM Models, **Project Review:** Post Audit and Administrative Aspects.

Relevant case studies related to the topics should be discussed.

Suggested readings:

- ✓ Chandra, P. (2017). *Projects:Preparation, Appraisal, Budgeting and Implementation*. New Delhi: 8th Edition,Tata Mcgraw .
- ✓ Desai, V. (2017). *Project Management and Entrepreneurship*. New Delhi: 2nd Edition, Himalaya Publishing House.
- ✓ Fyffe, D. S. (2001). *Project Feasibility Analysis*. New York: John Wiley and Sns.
- ✓ Hisrich, R. D, Peters, M.P, and Shephers, D.A.(2016). *Entrepreneurship*. New Delhi:10th Edition,Tata mc grow.
- ✓ Mohanty, Sangram Keshari (2017). *Fundamentals of Entrepreneurship*, Revised Edition, PHI Learning Pvt Ltd.
- ✓ Natrajan, K. and Gordon, E. (2017). *Entrepreneuership Development*. New Delhi: 6th Edition , Himalaya Publishing House.

SEMESTER-III

MBAID1- Residential Interior Space Design

Unit 1

- Introduction of Design
- Elements of Design
- Principles of Design
- Introduction of Interior Design
- Standard Dimensions of Living Room Furniture

Unit-II

- Dining Area Furniture
- Bedroom Furniture
- Kitchen Furniture
- Bathroom / Toilet (Sanitary Wares)
- Measurement Plan

Unit-III

- Bubble Diagram and Furniture Layout
- Interior Elevations of Walls
- Planning of Living Room
- Planning of Dining Area
- Planning of Bedroom
- Planning of Kitchen

Unit-IV

- Planning of Bathroom
- Planning of the Circulation Space
- Flooring Layout
- False Ceiling
- Electrical Layout
- Room Orientation
-

MBAID2 - Commercial Interior Space Design

Unit-I

- Introduction to design
- Standard dimensions of office furniture
- Waiting area furniture
- Office table computer work furniture

Unit-II

- Staff cabin furniture
- Office files storage and cabinets
- Common areas

Unit-III

- Main cabins
- Conference room
- Pantry area
- Canteen

Unit-IV

- WCs
- Store room
- Planning of the circulation space
- Planning of office

SEMESTER-IV

MBAID3- Building Materials - I

Unit-I

Brick: Qualities of good brick,

Field test, Terminology,
Precautions to be taken in brick laying & size.

STONES:

Classification,
Qualities of good stone Laying
Dressing
Different textures and applications

Unit-II

Sand:

- Types and application

Timber:

- Types,
- Cross sections of exogenous tree
- Defects in timber,
- Seasoning,
- Application in interior,
- Application of artificial timber e.g. veneers plywood.

Unit-III

Cement:

- Types,
- Field test for cement
- Application of cement

Mortar:

- Types
- Application

Clay Products:

- Types
- Application

Lime:

- Types
- Application

Unit-IV

Stone Ware and Porcelain:

- Application in Interior Design



Concrete:

- Types
- Application
- Precautions to be taken in handling and transportation.

Glass:

- Types
- Applications of glass in various interiors.

Paints:

- Varnishes: Types and applications in various interiors.

Hard ware:

- Types and application

Unit-I

- Estimates
- Office letter writing Unit

Unit-II

- Role of Designer
- Role of Indian Institute of Interior Designers

Unit-III

- Architect and his Services
- Rules and Regulations of the Profession

Unit-IV

- Tender
- Contract



RANCHI