

**PROGRAMME PROJECT REPORT
MASTER OF BUSINESS ADMINISTRATION (MBA)**

1. ABOUT THE PROGRAMME

1.1 Introduction of the Program

The CDOL has developed an innovative program **Master of Business Administration (MBA)** with emphasis on Finance, Marketing and Human Resources. The basic objectives of the program are to prepare the students with necessary conceptual, entrepreneurial and analytical skills required for handling modern and technical business operations at both national and international levels.

1.2 Duration of the Programme

Minimum duration of the Programme: 4 (Four) Semesters / 02 (Two) Years

Maximum duration of the Programme: 8 (Eight) Semesters / 04 (Four) Years

1.3 Medium of Instruction:

English / Hindi / Urdu *

(The SLM will be provided in English and Assignments and Question Papers will be provided only in English.)

1.4 Programme Fee

Rs. 25,000/- (Twenty Five Thousand) per annum (Two Semesters) to be paid in advance in the beginning of each academic year.

1.5 Brief Course Structure

SEMESTER - I

Course Code	Course Title	Credit	Marks Allotted		
			Theory	Assignment	Total
DMBA-CP-101	Management Concept And Organisation Behaviour	4	75	25	100
DMBA-CP-102	Quantitative Methods	4	75	25	100
DMBA-CP-103	Managerial Economics	4	75	25	100
DMBA-CP-104	Human Resources Management	4	75	25	100
DMBA-CP-105	Business Communication	4	75	25	100
DMBA-CP-106	Financial Accounting	4	75	25	100
DMBA-CP-107	Marketing Management	4	75	25	100
DMBA-CP-108	IT Application in Management	4	75	25	100

Total	32	600	200	800
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SEMESTER - II

Course Code	Course Title	Credit	Marks Allotted		
			Theory	Assignment	Total
DMBA-CP-201	Organization Structure, Dynamics and Change	4	75	25	100
DMBA-CP-202	Management Science	4	75	25	100
DMBA-CP-203	Economic Environment of Business	4	75	25	100
DMBA-CP-204	Financial Management	4	75	25	100
DMBA-CP-205	Methodology of Business Research	4	75	25	100
DMBA-CP-206	Operations Management	4	75	25	100
DMBA-CP-207	Information Systems for Management	4	75	25	100
DMBA-CP-208	Accounting for Managerial Decision Making	4	75	25	100
Total		32	600	200	800

SEMESTER - III

Course Code	Course Title	Credit	Marks Allotted		
			Theory	Assignment	Total
DMBA-CP-301	Business Policy and Strategic Management	4	75	25	100
DMBA-CP-302	Comprehensive Corporate Analysis	4	75	25	100
DMBA-CP-303	Legal Environment of Business	4	75	25	100
DMBA-CP-304	Summer Training Project	4	75	25	100
	Optional I	4	75	25	100
	Optional II	4	75	25	100
	Optional III	4	75	25	100
	Optional IV	4	75	25	100
	Optional V	4	75	25	100
	Optional VI	4	75	25	100
Total		32	600	200	800

SEMESTER – IV

Course Code	Course Title	Credit	Marks Allotted		
			Theory	Assignment	Total
DMBA-CP-401	Business Ethics and Corporate Governance	4	75	25	100
DMBA-CP-402	E-Business	4	75	25	100
DMBA-CP-403	Project Study / Dissertation	4	75	25	100
	Optional I	4	75	25	100
	Optional II	4	75	25	100
	Optional III	4	75	25	100
	Optional IV	4	75	25	100
	Optional V	4	75	25	100
Total		32	600	200	800

List of Optional Courses

Course Code	Course Name
(1) FINANCIAL MANAGEMENT	
DMBA-FM-3101	Security Analysis and Portfolio Management
DMBA-FM-3102	International Financial Management
DMBA-FM-3103	Management of Financial Services
DMBA-FM-3104	Project Planning, Analysis and Management
DMBA-FM-3105	Financial markets and Institutions
DMBA-FM-3106	Behavioral Finance
(2) MARKETING MANAGEMENT	
DMBA-MM-3201	Advanced Consumer Behaviour
DMBA-MM-3202	Marketing Services
DMBA-MM-3203	Paining and Managing Retail Business
DMBA-MM-3204	Rural and Social marketing
DMBA-MM-3205	Supply Chain Management
DMBA-MM-3206	Digital Marketing
(3) HUMAN RESOURCE MANAGEMENT	
DMBA-HR-3301	Industrial Relations and Labour Laws
DMBA-HR-3302	Compensation management
DMBA-HR-3303	Training and Development
DMBA-HR-3304	Organizational Development
DMBA-HR-3305	Performance Management Systems
DMBA-HR-3306	International Human Resource Management

1.6 Detailed Course Structure

MBA (Previous Year)

Semester – I

DMBA –CP-101: Management Concepts and Organization Behavior

Block 1: Fundamental of Organization Behavior

- Unit 1 : Introduction to Organizational Behavior : Meaning, Characteristics, and Evolution OB
- Unit 2 : Managerial Roles and Managerial Functions.
- Unit 3 : The Changing Context of Organization, Globalization and Concerns of OB. Positive Perspective. Categories of Positive Approach, Positive Thinking and Intervention with Positive Approach.
- Unit 4 : The Attributes Process –Internality and Optimism: Internality and Externality, Consequence of Internality, Optimism, Rumination and Flow.

Block 2: Individual Behavior and basics of Planning, Organizing and Supervision

- Unit 5 : Foundation of Individual Behavior Meaning, Characteristics and Different factors for Individual Behavior,
- Unit 6 : Planning: Meaning, Characteristics importance, functions and types of planning.
- Unit 7 : Organizing: Meaning, Characteristics, Importance, functions, and types of Organization, Informal Group Dynamics.
- Unit 8 : Supervision: Meaning, Characteristics, Importance and Implementation.

Block 3: Fundamentals Control, Conflict, Leadership and Motivation

- Unit 9 : Control: Concept, Definitions, needs, types and advantages
- Unit 10 : Conflict Management: Sources of Conflict, Types of Conflict, Conflict Management and Conflict Resolution.
- Unit 11 : Leadership Theories and Styles: Goleman’s Leadership Theory, Black & Mouton Leadership Theory and Reddin’s 3 D Leadership Theory, Some Recent Theories of Leadership, Developing Leadership for Tomorrow: Paradigm Shift in the Areas of Leadership, Mechanism for Leadership Development, Emerging Patters of Leadership.
- Unit 12 : The Motivational Process: Theories of Motivation, Motivating through Work, and Managing work Motivation.

Block 4: Fundamentals of Personality, Learning and Effectiveness

- Unit 13 : Personality and Personal Effectiveness: Theories of Personality.
- Unit 14 : Transactional Analysis: Transactional managerial Styles, The perceptual Process, Attitudes, and Values.
- Unit 15 : The Learning Process: Learning Theories –Adult Learning Theories, Social Learning Theories, Experiential Learning Theory.
- Unit 16 : Roles and Role: Effectiveness Decisional Process and Consensus Building.

DMBA –CP- 102: Quantitative Methods

Block 1: Fundamentals of Quantitative Methods

Unit 1 : Introduction of Quantitative Methods and their application in Management
Decision making

Unit 2 : Statistical Terms and concepts and Scale of Measures

Unit 3 : Data sources, Collection and Presentation of data.

Unit 4 : Methods of sampling

Block 2: Descriptive Statistics

Unit 5 : Descriptive statistics

Unit 6 : Measures of Dispersion.

Unit 7 : Skewness, moments kurtosis .

Block 3: Fundamentals of Time series and Index Number

Unit 8 : Time series analysis

Unit 9 : Index Number

Block 4: Correlation and Regression

Unit 10 : Correlation

Unit 11 : Regression analysis

Block 5: Introduction of Probability

Unit 12 : Probability concepts

Unit 13 : Probability Distribution

Unit 14 : Probability Estimation

Unit 15 : Testing of hypothesis

Unit 16 : Intro to LPP

DMBA –CP-103: Managerial Economics**Block -1: Basics to Managerial Economics**

Unit 1: Managerial Economics: Nature and Scope

Unit 2: The Firm: Meaning Objectives and Types

Unit 3: Economics Theory and Managerial Theory

Unit 4: Managerial Economists Responsibility

Block -2: Introduction and Theories of Demand

Unit 5: Demand: Concepts, Law and Determination of Demand

Unit 6: Elasticity of Demand – Use of Elasticity in Managerial Decision

Unit 7: Theory of Consumer Choice

Unit 8: Demand Estimation and Forecasting Techniques

Block -3: Production and Cost Function

Unit 9: Production: Theory, Function, Stages, And Economics Scales

Unit 10: Estimation of Production and Cost Function

Unit 11: Short and Long Run Cost Function: Nature, Shape, and Inter - Relationship

Unit 12: Law of Variable Proportions and Return to Scale

Block -4: Markets and Price Determination

Unit 13: Market: Characteristics and Structure

Unit 14: Structure and Barriers to Entry

Unit 15: Price Determination under Different Market Condition

Unit 16: Methods of Determination

Block – 5: Business Cycle and Inflation

Unit 17: Business Cycle: Nature and Phases

Unit 18: Theory of Business Cycle

Unit 19: Inflation: Definition, Characteristics and types

DMBA –CP- 104: Human Resource Management

Block 1: Fundamentals of Human Resources Management.

Unit 1 : Foundation of Human Resources Management (HRM) – Meaning Definitions, Nature and Scope,

Unit 2 : Theoretical framework and models of Human Resource Management

Unit 3 : Different between Personnel Management and HRM, Opportunities and Challenges in HRM, HRM functions

Unit 4 : Business Strategy and HRM, Qualities and role of HR managers.

Block 2: Planning and Process of Human Resource Acquisition

Unit 1 : Foundation of Human Resource Management (HRM) –Meaning Definition, nature, scope, Characteristic and Objectives.

Unit 2 : Theoretical framework and models of Human Resources Management

Unit 3 : Difference between Personnel Management and HRM, Opportunities and Challenges in HRM, and HRM functions.

Unit 4 : Business strategy and HRM, Qualities and role of HR managers,

Block 2: Planning and Process of Human Resources Acquisition

Unit 5 : Human Resources Planning (HRP): need, objectives, pre-requisites, determinants, HRP models, HRP Process, types of HRP, benefits

Unit 6 : Job Analysis (IA): Sources, methods, process, uses, importance, job description, job specification.

Unit 7 : Recruitment and Selection: Sources , process, barriers, objectives, impact, e-recruitment, objectives of selection, selection tests, Interview, induction, placements and employee Socialization, employee retention.

Unit 8 : Appraising and Rewarding Human Resources – Performance Appraisal (PA) and Feedback: approaches, methods /techniques of PA, process of PA, Interview, elements, designing and conducting PA, potential problems in PA, suggestions for improved PA.

Block 3: Evaluation, Compensation and HRD

Unit 9 : Job Evaluation (JE): Principles, process, methods of JE, importance, limitations,

Unit 10 : Employee compensation: definition, compensation strategy, factors, determinants, structure, theories, wage differentials, models, Incentives and fringe benefits-meaning types, job-based pay, skill-based pay, performance-based pay, executive compensation.

Unit 11 : Development of Human Resources –Human Resource Development (HRD): theoretical framework of HRD functions, benefits, importance, barriers to HRD.

Unit 12 : Training and Development: models, methods, training process, training evaluation, barriers, competency based training and assessment.

Unit 13 : Current trends, career planning and development and succession planning

Block 4: Employees Relation, Industrial Disputes and Collective Bargaining

Unit 14 : Employees – Management Relation (IR): approaches, models, theories, Industrial relation in India.

Unit 15 : Industrial disputes management and disputes resolution and conflict management, Trade union, participative management.

Unit 16 : Collective bargaining and Negotiation, Discipline and grievance handling, Grievance redressal mechanism.

Block 5: International Perceptive, Issues and HR Audit

Unit 17 : International perceptive of HRM

Unit 18 : Contemporary issues in HRM- Human resources management in technology-driven environment.

Unit 19 : Knowledge management and Talent management

Unit 20 : Balanced scorecard, HR scorecard, HR audit, Corporate social responsibility and HRM

DMBA –CP- 105: Business Communication

Block 1: Communication Concepts and Function:

Unit 1 : Meaning Definition and nature, Elements and Process of Communication.

Unit 2 : Function of human Communication, Role of manager, Various form of communication, Intra-personal and Inter-personal.

Unit 3 : Communication barriers, Effective managerial communication and strategies for improving organizational communication.

Unit 4 : Non-verbal communication, cross cultural communication and technology-enabled business communication

Block 2: Methods of Communication

Unit 5 : Communication across Functional area

Unit 6 : Corporate Communication

Unit 7 : Ethics in Business Communication

Block 3: Effectives Communication, Speaking and Oral Reporting

Unit 8 : Effective listening

Unit 9 : Types of listening

Unit 10 : Barrier of Effective Communication, other barriers, listening skills at different managerial level, strategies for Effective listening.

Unit 11 : Business Presentation and Public Speaking, Meeting and Conferences, Group discussion and Team Presentation

Block 4: Public Communication, Business Correspondence and Report Writing

Unit 12 : Written Communication and Documentation- importance and types of Business messages.

Unit 13 : Approach to Business messages, Five main stages of writing Business.

Unit 14 : Business Correspondence, Kinds of Business letters, Business Reports and Proposals

DMBA –CP- 106: Financial Accounting

Block 1: Fundamentals of Financial Accounting

Unit 1: Nature and scope of accounting.

Unit 2: Concepts and Conventions of Accounting Importance

Unit 3: GAAPs accounting standards. IFRS

Block 2: Financial Statements

Unit 1: Signature and preparation of financial statements,

Unit 2: Corporate Balance Sheet.

Unit 3: Accounting process final Accounts of a sole-trader, final Account of NPO

Block 3 : Issue and Forfeiture of Shares

Unit 1: Issue, forfeiture and Re-issue of forfeited shares

Unit 2: Issue of right and bonus shares

Unit 3: By –back of shares.

Unit 4: Issue of debentures.

Unit 5: Issue and redemption of preference shares

Block 4: Depreciation and Inventory

Unit 1: Meaning and techniques of depreciation, Method Employed by Indian Companies, change of method as per revised AS-6

Unit 2: Inventory valuation, methods and policies of Indian Companies..

Block 5: Presentation and Disclosure of Accounting Information

Unit 1: Presentation and Disclosure of Accounting information

Unit 2: Analysis of Accounting information and interpretation of accounting information.

Unit 3: Cash Flow Statement.

DMBA –CP- 107: Marketing Management**Block 1: Fundamentals of Marketing Management, Marketing Environment and Consumer Behavior**

Unit 1 : Introduction: Understanding Nature and Scope of Marketing Management, Key Marketing Concepts, Marketing philosophies, Strategic Marketing Planning Process, Customer value.

Unit 2 : The marketing Environment: Organization's Internal Environment, Monitoring and Analyzing Micro –Macro External Marketing Environment

Unit 3 : Identification and Selection of Market Classification: Consumer and Business Markets

Unit 4 : Consumer Behavior: Concept, Signification Business Buying Behavior

Block 2: Market Segmentation, Planning and PLC

Unit 5 : Market Segmentation, Targeting and Positioning, Differentiations Strategies, Competitor Analysis

Unit 6 : Product Planning and Development: Product Characteristics and Classification Branding Packaging and Labeling Decisions.

Unit 7 : New Product Development Process, Stages in NPD Process, The Consumer Adoption process

Unit 8 : The Concept of Product Life Cycle (PLC) Stages of PLC and Marketing Strategies

Block 3: Pricing, Distribution Decisions and Marketing Communication

Unit 9 : Pricing Decisions: Meaning and Importance of Price, Pricing Objectives, Setting and Modifying the Price Initiating and Responding to Price Change, Factors Influencing Price Determination and Pricing Methods.

Unit 10 : Distribution Decisions- Nature and Function of Channels, Channel Design Decision, Channel Management and Modification Decision.

Unit 11 : Managing Conflicts and Control in Channel. Retailing, Wholesaling and Logistics.

Unit 12 : Marketing Communication: Role of Promotion, Integrated Marketing Communication.

Block 4: Promotion mix, Advertising and Emerging Issues

Unit 13 : Promotion Mix Decision, Setting the Objectives and establishing the promotion Budget, Deciding the Promotion Mix.

Unit 14 : Advertising, Sales Promotion, Publicity, Personal Selling and Sales Management. Managing Holistic Marketing Organization: internal Marketing

Unit 15 : Emerging Issues and trends in Marketing, Socially Responsible Marketing, and Cause Related Marketing.

Unit 16 : Social, Rural, Viral and Green Marketing

Unit 17 : Role of Social Media in Marketing

DMBA –CP- 108: IT Application in Management

Block 1: Computer Hardware and Number System

Unit 1: Computer Hardware: - CPU, Basic logic gates, computer memory Mass storage devices, computer hierarchy input technologies, output technology

Unit 2: Number system, Arithmetic, Decimal, Binary, octal, Hexadecimal

Block 2: Computer Software and Operating system

Unit 3: Application and system software, programming and their classification assembler, compiler , interpreter.

Unit 4: Process of software development, data analysis using spreadsheet

Unit 5: Operating system

Block 3: Introduction to DBMS and File Handling

Unit 6: DBMS Concepts, Traditional file concepts and environment

Unit 7: Types of data model, ER Modeling and Queries language (SQL)

Block 4:Data Communication and Networking

Unit 8; Data Communication: Concepts of data communication, types of data communication and communication media

Unit 9: Concepts of computer network, topologies, OSI model, Internetworking devices, Internet

Unit 10: Internet: Operation for the internet services provided by internet, World Wide Web, creating web pages using HTML

Block 5:Fuctions of Information system

Unit 11: Information knowledge concepts data decision, making process

Unit 12: Overview of security issues in information technology emerging trends information system

Unit 13: Physical components of information system, classification of information system, classification of information system

Semester - II

DMBA-CP-201: Organization Structure, Dynamics and Change

Block 1: Introduction of Organisation

Unit 1: Definitions and Principles of Organisation

Unit 2: Organisation Structure, Types, System and Design

Unit 3: Role of Critical Success Factors on Organizational Design.

Unit 4: System View of an Organization, Socio-Technical System

Block 2: Organizational Change

Unit 1: Organizational Change – Introduction and Need, Types, Transformation and Renewal

Unit 2: Philosophy of Organizational Change,

Unit 3: Kotter's Eight Step Model of Change, Change Triggers

Unit 4: Strategies for Change Management, ABC Technique, Integrated Approach

Block 3: Organizational Change Process

Unit 1: Organizational Change Processes, Effectiveness and Excellence

Unit 2: Pillars of Organizational Change, Scenario Planning for Effective Change Process

Unit 3: Excellence Model of Peters and Waterman, MBO for Organizational Effectiveness

Unit 4: TQM and Organizational Excellence, Managerial Roles Theory for achieving Organizational Effectiveness and Excellence.

Block 4: Technology Management, Culture and Change

Unit 1: Technology Management, HRM and Technology Management

Unit 2: Technology Planning, Transfer, Innovation

Unit 3: Culture and Change, Proactive and Reactive Technological Cultures, Employee Attitudes in the Organizational Change Process

Unit 4: Performance Driven Organizational Change Managing Change through Balance Scorecard and HR Scorecard

Suggested Text

- Deepak Kumar Bhattacharyya. Organizational Change and Development, Oxford publication.
- French & Bell: Organizational Development: Behavioural Science Interventions for Organizational Development, Jr. Prentices Hall of India.

Additional Readings

- Khandwalla, P.N. Organizational Design for Excellence, New Delhi, Tata Mc Graw Hill
- Cummings and Worley. Theory of Organization development and change: Cengage publication

DMBA CP-202: Management Science

Block 1: Operation Research (OR) and Decision Making

Unit 1: Decision-making - Need and importance of models in Decision Making

Unit 2: Operation Research – Concept, Significance, History and Evolution of OR

Unit 3: Operations Research Models and their applications in business and management

Unit 4: Linear Programming Problem (LPP) formulation and applications, Variables and multiple solutions (two variables, simplex method, feasible and optimal, slack, surplus and artificial, Big-M method)

Unit 5: Duality in LPP and its economic interpretation.

Block 2: Models and Method of Decision Making

Unit 1: Assignment model, Hungarian algorithm, Maximization case in assignment, multiple optimal solutions, unbalanced assignment problems, restrictions on assignment, flight scheduling problem.

Unit 2: Transportation model, initial feasible solution by North-West Corner Method (NWCM),

Unit 3: Least Cost Method (LCM) and Vogel's Approximation method (VAM), optimal solution by Modified distribution (MODI) method, unbalanced supply and demand, degeneracy,

Unit 4: alternative optimal solutions in transportation, maximization transportation problems, Trans-shipment

Block 3: Project Management

Unit 1: Project Management – Introduction, Need and Significance, Evolution

Unit 2: Critical Path method (CPM) and Programme Evaluation and Review Technique (PERT), network components and precedence relationship, Critical path analysis-determination

Unit 3: Float of an activity and an event, Project scheduling with uncertain activity, time-estimation of project.

Unit 4: Project time-cost trade off, project crashing

Block 4: Games Theory of Decision Making

Unit 1: Theory of Games: Introduction, Need, Signification and Evolution

Unit 2: Types of Games: Games with and without Saddle point- two-person zero sum games, pure strategies (games with saddle point), mixed strategies (games with no saddle point).

Unit 3: Principle of dominance. Sequencing-2 machines in jobs, 3 machines and in jobs.

Unit 4: Elementary queuing theory- Single server-single channel models

Suggested Text

- Taha, Hamdy. A, Operations Research-An introduction Prentice-Hall

Additional Readings

- Render, B. and Stair, R.M., Quantitative Analysis for Management, Prentice Hall of India, New Delhi.
- Sharma, J.K., Operations Research, Sultan Chand, New Delhi
- Gupta, Pand Hira, K, Operations Research, Sultan Chand & Sons, New Delhi.
- Vohra, N.D., Quantitative Techniques in Management, Tata McGraw Hill

DMBA CP – 203: Economic Environment of Business

Block 1: Fundamentals of Business Environment

Unit 1: Business Environment: Meaning, Nature and Significance

Unit 2: Types of Business Environment: Economic and non-economic environment

Unit 3: Defining competitive business environment

Unit 4: Macroeconomic variables' effect on business; "Laissez faire" to government intervention and back in economic activities and consequences for business.

Block 2: Fundamentals of National Income Accounting

Unit 1: Concepts of national income and measurement.

Unit 2: Macroeconomic Frame - National Income Accounting: circular flow of income

Unit 3: Consumption and investment functions; concepts of multiplier and accelerator, Aggregate supply and deflationary aggregate demand;

Unit 4: Keynesian Income determination and cycle's equilibrium; inflationary and gap: business Application of the above in business sector. Practical problems and solutions

Block 3: Fundamental of Economic Environment

Unit 1. Economic Environment: An Analysis

Unit 2. Managing the Economy: A Theoretical Perspective-Keynesian vs. Monetarism

Unit 3. Demand side and Supply side Economics.

Unit 4. Economic Policies influencing macro variables- Monetary, Fiscal, Trade and overall Industrial Policy regime. Use of the policy frame in business decision- making and impact effect on the various sections

Block 4: Planned Development in India

Unit 1. Planned Development in India - Objectives. Targets and strategies of the latest Plan: A brief evaluation of Indian Planning.

Unit 2. Economic reforms – LPG strategy Assessment, achievements and shortcomings; second generation economic reforms; Improving sectoral productivity and growth;

Unit 3: Issues related to 'twin deficits', infrastructure and governance deficits. Labour and social security reforms. Corporate Social Responsibility and corporate governance

Unit 4: External Dimensions of Development-Globalisation and its effect on Indian industry; FDI: concept and determinants; FDI and FII flows.

Unit 5: WTO and India: Implications for Indian economy, Business and society

Suggested Text

- Dornbush, Fisher and Startz, Macroeconomics, Mc Graw Hill, latest ed.
- Sheikh Saleem, Business Environment, Pearson.

Additional Readings

- Adhikary, M., "Economic of Business Environment", Sultan Chand and Sons, New Delhi.
- Aswathappa. K., "Essentials of Business Environment", 7th Ed. Himalayan Publishing House, New Delhi.
- Cherunilam, Francis, "Global Economy and Business Environment". 1st Ed. Himalayan Publishing House, New Delhi
- Cherunilam, Francis,, "Business Environment Text and Cases",12th Ed. Himalayan Publishing House, New Delhi.
- Davis and Bloxastron, "Business, Society and Environment", McGraw Hill, New Delhi

DMBA CP- 204: Financial Management

Block 1: Financial Planning and Budgeting

Unit 1: Financial Management

Unit 2: Financial Decision, Leverages Analysis: Concept, Types and Objectives

Unit 3: Operating and Financial Leverages

Unit 4: EBIT, EPS, Analysis

Block 2: Capital Budgeting and Cost of Capital

Unit 1: Capital Budgeting

Unit 2: Cost of Capital

Block 3: Capital Structure and Dividend

Unit 1: Capital Structure

Unit 2: Dividend Policies

Unit 3: Forms and Determinants of Dividends

Block 4: Working Capital Planning, Calculation and Management

Unit 1: Management of Working Capital

Unit 2: Management of Working Capital: Cash, Receivables and Inventories

Unit 3: Working Capital Monitoring and Control

DMBA CP- 205: Methodology of Business Research

Block 1: Fundamentals of Business Research, Review of Literature and Data Collection

Unit 1: Introduction to Business Research Methods: Role of Research and the Research Process Identifying a Research Problem

Unit 2: Reviewing the Literature, Specifying a Purpose, Research Questions and hypotheses or Central, Questions and Sub-Questions

Unit 3: Collecting Quantitative Data-Analyzing and Interpreting Quantitative Data

Block 2: Sampling Techniques, Sampling Errors, and Measurements

Unit 4: Sampling techniques, Steps in Sampling, Types of Sample Design-Probability and Non-probability Sampling Designs, Size of Sample

Unit 5: Sampling Errors

Unit 6: Concepts of Measurement and Scaling, Important Scaling Techniques, Reliability and Validity of Measurement.

Unit 7: Data Collection Methods-Primary vs. Secondary Data, Questionnaire Development process, Collecting primary Data Through-Observations Semi-Structured Interviews, In-Depth Interview and Questionnaire, Processing of Research Data-Editing, Coding, Classification and Tabulation

Block 3: Measurement of Central Tendency, Dispersion and Testing of Hypotheses

Unit 8: Measures of Central Tendency

Unit 9: Measurements of Dispersion and Skewness,

Unit 10: Testing of Hypotheses, Advance Techniques of Data Analysis

Unit 11: Correction and Regression Analysis

Unit 12: ANOVA

Block 4: Factor Analysis, Data Analysis and Evaluating

Unit 13: Factor Analysis, Discriminate Analysis, Cluster Analysis, Conjoint Analysis

Unit 14: Data Analysis by Software Package

- Unit 15: Collecting Qualitative Data-Analysis and Interpreting Qualitative Data
Unit 16: Evaluating and Reporting Research

DMBA CP- 206: Operation Management

Block 1: Fundamentals of Operational Management and Productivity Measurement

- Unit 1 : Introduction to Operation Management, Historical development of Operation Management and Current Issues in Operation Management.
Unit 2 : Major decision which fell under the function of OM. Distinction between Product and Services.
Unit 3 : Productivity Measurement, Learning Curve Operations Strategy as a Competitive Weapon.
Unit 4 : Different types of process its relation to degree of customization and volume

Block 2: Break Even Analysis, Product design decisions and Facility Location

- Unit 5 : Break-even analysis in deciding process decisions
Unit 6 : Job design decisions, flow diagrams, process charts
Unit 7 : Product design decisions – concept of re-engineering value analysis value engineering, concurrent engineering, designing for manufacturing and assembly QFD
Unit 8 : Facility Location-Scoring model, Load distance model, centre of gravity model

Block 3: Warehousing Location Models, Inventory Management

- Unit 9 : Warehousing Location models (both transportation and transshipment models only concepts)
Unit 10 : Facility layout-process layout product layout Hybrid layout, fixed position layout
Unit 11 : Muthur's grid, cycle time, though put time, Little's law, assembly line operation and its efficiency.
Unit 12 : Inventory management-ABC and VED analysis, Economics order quantity and Economic lot size, Sensitivity of EOQ and its implications, Continuous and Periodic review replenishment policies, concept of safety stock and reorder level

Block 4: Aggregate Planning, Capacity and Quality Management

- Unit 13 : Aggregate Planning- Basic Strategies: Chase strategy and level production strategy outsourcing strategy
Unit 14 : Concept of Bill of Material, Material Requirement planning
Unit 15 : Capacity management
Unit 16 : Supply Chain strategy –types of supply chain (Hau-Lee Uncertainty matrix) Bull Whip Effect, Mass customization, cross –docking, Lean Manufacturing- Elimination of waste Toyota Production system
Unit 17 : Quality Management-Dimensions of Quality, costs of quality control charts, ISO 9000 and 14000 standards, Continuous improvement concept.

DMBA CP-207: The Information Systems for Management

Block 1: Fundamentals of Information

Unit 1: Concept and characteristics of Information, Information Systems, Strategic business objectives and dimensions of Information Systems.

Unit 2: Contemporary approaches to Information Systems. Types of information systems in an organisation.

Unit 3: International Information Systems. Impact of Information Systems on Organizations and Business Firms.

Unit 4: Porter's Competitive Forces Model. Information System Strategies for Dealing with Competitive Forces.

Unit 5: Issues, Planning and Development: Ethical, Social and political issues raised by Information Systems. Moral Dimensions of Information Systems Methodologies, SDLC

Block 2: Decision Making and Information System

Unit 1: Decision Making and Information Systems: Business value of improved decision making.

Unit 2: Simon's model of Decision Making, Types of Decisions and decision making process.

Unit 3: MIS -Concepts, Characteristics, Constraints and limitations of MIS Application

Unit 4: Decision Support systems (DSS).Types of Decision Support systems. Components and Architecture of a DSS .Applications, advantages and limitations of a DSS. Overview of GDSS. Executive Support Systems (ESS), Role of ESS in firm.

Block 3: Fundamentals of Enterprise Systems

Unit 1: Executive Support Systems (ESS), Role of ESS in firm.

Unit 2: Business value Systems Development Life Cycle (SDLC) Structured and of ESS.

Unit 3: Enterprise Systems and Enterprise Software Information Systems

Unit 4: Supply Chain Management (SCM), SCM Software

Block 4: Fundamentals of Knowledge and Database Management

Unit 1: CRM Systems and CRM Software Dimensions of Knowledge and Knowledge Management Value Chain.

Unit 2: Types of Knowledge Management systems. Application of Artificial Intelligence in KMS.

Unit 3: Data Mining, Neural Networks, Fuzzy Logic, Expert Systems (ES)-Introduction ,Components and Working of ES, Examples of Successful Expert Systems.

Unit 4: Database Management Systems & Security of Information Systems: Basics of RDBMS. Functional Dependency and Normalization Approaches to Database Programming Data Mining,

Unit 5: Data Warehousing and OLAP. Emerging Database Technologies. Security and control of Information systems

DMCM CP-208: Accounting for Managerial Decision Making

Block 1: Accounting Fundamental

Concepts ,Characteristics, and Types OF Accounting

Unit 1 : Introduction to Cost Accounting

Unit 2 : Introduction to Management Accounting

Unit 3 : Responsibility Accounting

Block 2: Financial Analysis

Unit 4 : Financial Statement Analysis

Unit 5 : Ratio Analysis

Unit 6 : Cash Flow Statement

Block 3: Cost Control

Unit 7 : Budgeting and Budgeting Control

Unit 8 : Marginal and Absorption Costing

Unit 9 : Decision – Making

Unit 10 : Break Even Analysis: Meaning Assumption and Practical Application

Block 4: Variance Analysis And Reporting

Unit 12: Costing

Unit 13: Reporting to Management: Objectives and Needs

Unit 14: Recent Developments in Account