MBA101 MANAGEMENT CONCEPTS AND ENTREPRENEURSHIP DEVELOPMENT

The objective of this course is to provide a fundamental exposure to the students on the basic concepts of management and to familiarize the basics of entrepreneurship and its development process. It also enables the student to learn about project formulation, appraisal and its implementations.


UNIT II Planning: Nature, purpose and importance of planning - types of plans - steps in planning - planning premises and forecasting – process of decision making – decision-tree analysis – organization - principles of organization - formal and informal organization - types of organization structure - line and staff relations - delegation – decentralization - span of control-customer based and matrix organizations, team based structures, virtual organizations, boundary less organizations (9 Hrs.)

UNIT III Staffing: Concept, nature, importance – steps- concept of knowledge worker - directing – concept, nature, importance - controlling - concept, nature, importance -process of controlling - control techniques – leadership - concept, nature, importance - attributes of a leader, developing. Case Study - planning, decision making, leadership (15 Hrs.)

UNIT IV Entrepreneur: Who is an entrepreneur? - functions and classifications of entrepreneurs - characteristics of entrepreneur - nature and importance of entrepreneur - entrepreneur vs. professional manager - women entrepreneurs -concepts of MSME and its growth in India - entrepreneurship and environment - policies governing entrepreneurs - entrepreneurial development programmes - institutions for entrepreneurship development (15 Hrs.)

UNIT V Financial Support to Entrepreneurs: Role of financial institutions - bank finance to entrepreneurs - role of development financial institutions - concept of project and classification of project – identification and project formulation - project report - project design - project appraisal - profitability appraisal - project planning- budget and planning process - life cycle of an entrepreneurial venture - requirements for successful patent grants - steps in obtaining a patent - registration of trademark - copyright and the concept of fair use - protection of intellectual property - live interactions with entrepreneurs (15 Hrs.)

REFERENCES


Vasanta Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai
MBA 102 BUSINESS AND MANAGERIAL COMMUNICATION

The objective of this course is to make the students understand the principles and develop the skills necessary for effective oral and written communication in today's workplace and develop/adopt strategies to suit the objectives. The course also seeks to hone the oral, written and interpersonal skills of the students and make them proficient in applying the concepts of communication to a business environment.

UNIT I Understanding Business Communication: Role, need and relevance of communication in business - communicating in organizations - components of communication - skills, principles and effectiveness of oral communication - barriers to communication - conversation control - reflection and empathy - organizational and managerial communication – culture and diversity in communication (Cultural Communication) - technology in communication (6 Hrs)

UNIT II Interpersonal Communication: Interpersonal and intrapersonal communication - interpersonal relationships & interpersonal communication / group communication - non verbal communication - conversations - the art of condensation – precis, summary, abstract, synopsis, paraphrasing - visual communication - designing and delivering oral presentations - speeches / public speaking and debates - managing meetings, seminars and conferences - writing notice, agenda, minutes (6 Hrs)

UNIT III Effective Written Communication Skills: Written business communication - fundamentals of good writing, principles of effective writing - the process of writing, writing with style - understanding Business English vocabulary - writing and completing business messages - writing business letters - acknowledgement letter, appreciation letters, apology letter, claim letters, order letter, adjustment letters, sales letters - writing effective memos - crafting effective e-mail messages - making routine requests - routine replies, goodwill messages - writing negative messages (10 Hrs)

UNIT IV Business Reports and Proposals: Business Reports and proposals - purpose, kinds, objectives, planning - creating effective reports and proposals - writing reports and proposals - revising reports and proposals (6 Hrs)

UNIT V Persuasive Communication: Understanding persuasive communication, objectives of persuasion - the art of persuasion - self-branding, making an impression, communicating effectively - qualities & parts of a good proposal - planning and writing of persuasive proposals - negotiation – characteristics, factors influencing, approaches, stages, techniques and skills of negotiation process (6 Hrs)

REFERENCES

Business Communication Today - Courtland Bovee, Thill, Dorling Kinderslay, India

Contemporary Business Communication - Scott Ober, Biztantra, New Delhi

Business Communication for Managers: An Advanced Approach - Penrose, Raspberry, Myers, Cengage Learning, New Delhi

Effective Business Communication - Herta Murphy, Herbert Hildebrandt, Jane P. Thomas, Tata McGraw Hill, New Delhi

MBA 103 ACCOUNTING FOR MANAGERS

The objective of this course is to familiarise the students with the accounting practices and to develop analytical and interpretative skills necessary to take managerial decisions


UNIT IV Marginal Costing Techniques: Marginal Cost - Marginal Costing - applications of Marginal Costing - advantages of Marginal Costing - break-even analysis - CVP Analysis - margin of safety - key factor.

UNIT V Management Accounting: Objectives and tools of Management Accounting - ratios and their uses - types of ratios - importance of ratio analysis - Funds Flow Analysis - Cash Flow Analysis - inter firm comparison and trend analysis.

REFERENCES

Horngreen Charles T., Introduction to Management Accounting, Prentice Hall of India, New Delhi

Gupta R. L. and Radhaswamy M., Advanced Accounting, Sultan Chand Publishers, New Delhi

Maheswary S. N., Management Accounting, Vikas Publishing House, New Delhi


Shashi K. Gupta and R. K. Sharma, Management Accounting, Kalyani Publishers, New Delhi
MBA 104 QUANTITATIVE METHODS FOR MANAGEMENT

This course aims at familiarizing the students with mathematical models and statistical techniques applied in management. It focuses on offering an overall view of the quantitative methods applicable to management. It also provides essential concepts for practical analysis and develops analytical skills necessary to make decisions.

UNIT I Mathematics of Finance: Concept of EMI - annual percentage yield - discount factor - present value and future value of money – annuities - present value and future value of annuities - permutations and combinations (concepts only) – probability - concept of random experiment – outcomes - sample space – events - disjoint events - definitions of probability (classical, relative frequency, subjective, and axiomatic) - addition rule - conditional probability - multiplication theorem – Bayes’ theorem - managerial applications of these concepts


UNIT III Probability Distributions and Estimation: Discrete and continuous distributions - standard probability distributions - Binomial, Poisson & Normal distributions - managerial applications of these distributions - sampling techniques - sampling distribution of means and proportions - central limit theorem – inferential statistics - estimation - point and interval estimates for population parameters of large sample and small samples – confidence interval - determining the sample size.

UNIT IV Testing of Hypothesis: Null & Alternative Hypotheses - level of significance - Type I & Type II errors - small sample & large sample tests - tests for quantitative & qualitative data - Hypothesis tests for difference of means & proportions for large & small samples - one way & two way ANOVA for testing the difference of means of more than two samples – chi-square test for several proportions, association of attributes – goodness of fit test - using statistical packages to test hypothesis.


REFERENCES


MBA 105 ORGANISATIONAL BEHAVIOUR

The objective is to equip the students with an essential knowledge base on behavioral dynamics of organizations with necessary models, tools, and techniques, for diagnosing, predicting and controlling human behavior and performance in the organization and to develop the basic human relations skills in the prospective manager. The course focuses on managing individuals at work, managing teams at work, and managing organization system.

UNIT I Fundamentals of Organisation Behaviour: Introduction to Organisation Behaviour - contributing disciplines to OB - complementing intuitions with systematic study - challenges and opportunities for OB - developing an OB model (6 Hrs).

UNIT II Managing Individuals at Work: Personality - measuring personality - values – types - linking personality and values to work place – attitude - major job attitudes - emotional intelligence – perception - Person perception and its specific application – motivation - early theories and contemporary theories of motivation - learning theories (9 Hrs).

UNIT III Managing Teams at Work: Definition of Group - group development- group structure – teams -developing high performance teams - turning individuals into team players - developing interpersonal awareness - Johari Window - Transactional Analysis - leadership – theories – developing leadership skills (9 Hrs).


UNIT V Managing the Organization System: Organisation culture - effects of organization culture on employee performance - creating and sustaining organization culture - organization change – forces for change - resistance to change - planned change - approaches to manage organization change - creating a culture for change - work stress and its management (6 Hrs).

REFERENCES


Managerial economics is a prerequisite course for acquainting students with the various principles of business decision making. Moreover it will create awareness on the micro and macroeconomic environment.

UNIT I Meaning and Basic Concepts in Managerial Economics: Definitions - concepts - role of managerial economist in business decision making - Demand Analysis - Demand curve and Demand function - laws of demand - elasticity of demand and its estimation - demand forecasting and its methods.

UNIT II Production and Cost of Production: Production function – cost and output relationship - cost function in the short run and in the long run- cost concepts- practical applications of cost functions and Cost volume Profit analysis - economies of scale – scope – economies and diseconomies of production, business cycle and its implications


UNIT V Budget and Basic Concepts: Meaning – concepts - plan and non-plan expenditure - fiscal deficit - revenue deficit - inflation and types - bank rate, SLR, CRR, repo, reverse repo - market operations - quantitative credit control - exchange rate management - monetary fiscal policy and practices in India – Quantity theory of money - Fischer – Keynes - Friedman - Tobin Theories.

REFERENCES

Yogesh, Maheswari , Management Economics , PHI learning, NewDelhi, 2012


Management Economics – Born Busch and Fischer

Uma Kapila ,Indian Economy since Independence , Accademic Foundation, Gaziyabadh,2011

Modern Micro Economics - Koutynasis
This course seeks to sensitize the students to the various micro and macro environmental factors within which they will operate as managers. The course also helps in sensitising the students about ecology, its different aspects and how it plays an important role in business.

UNIT I Business Environment: Concept, significance and factors - environment influence on business - environmental awareness and scanning for business planning - environmental analysis - globalisation, privatisation and liberalisation


REFERENCES

MBA 108 EMPLOYMENT AND VALUE ORIENTED LEARNING VANTAGE (EVOLV)

The course fundamentally aims at developing and honing soft skills that are highly sought after by employers while recruiting entry level professionals. Along with effective communication skills, the course also encompasses skills like collaboration and team work, time management, problem solving and self management skills, developing a societal awareness and an attitude to work and learn by being resourceful and dependable.

UNIT I Self Regulation and Improving Academic Performance: Know oneself - personal SWOT analysis - empowering self by developing self esteem, self efficacy, self control and self monitoring - enhancing adaptability and coping with change - enhancing emotional intelligence - developing sound study habits - improving reading skills – comprehension - reading newspapers - reviewing a book, a research article, management movie - improving personal memory - mind mapping - systematic problem solving - developing the skills of observation - managing time.

UNIT II Interpersonal Relationships and Group Dynamics: Attitude - learning attitude - influence of attitude - coping with negative attitude - co-ordination in groups (co-operation and conflicts) - group performance and group decision making - team building - assertive communication - nature of emotions and stress - coping with emotions and stress - coping strategies - handling presentations - participating in group discussions – debates - planning a talk.

UNIT III Communication and Standards of Conduct: Non-verbal communication - interpreting non-verbal messages - barriers to effective communication - managing conflicts - developing an assertive communication style - perspectives on relationships - basics of etiquette - general etiquette to be followed by a student - mobile phone etiquette - telephone etiquette - e-mail etiquette - dressing etiquette - interview etiquette - people etiquette - office etiquette - dining etiquette - personal grooming.

UNIT IV Employment Communication: Developing an openness and eagerness to learn - willingness to work, showing initiative, being proactive, responsible, dependable, and conscientious - understanding the changing world of work - understanding employer expectations - crafting a good CV - cover letters - thank you/follow-up letters - acceptance letter - rejection letters - resignation letters - managing conflicts - taking the big leap - risk taking.

UNIT V Essential Skills for Getting Hired: Develop thinking skills and thinking strategies - critical and creative thinking – evaluation - planning and organizing - being resourceful - decision making and problem solving - successful career planning and development - transferring CV - job searching - preparing for the interview - the interview process - follow-up - keeping the job.

UNIT VI Responsible Citizenship and Principle Centred Business Growth: Social contribution of an individual - going beyond CSR - universal values and business - principles of

REFERENCES

Wallace & Masters, *Personal Development for Life and Work*, Thomson, Bangalore


T. Kalayana Chakravarthi & Latha Chakravarthi, *Soft skills for Managers*, Biztantra, New Delhi

MBA 201 BUSINESS LAW

The objective of the course is to familiarize the students with important features of law relating to business like Administrative Law, Contract Law, Company Law etc. It will also give them an exposure to laws like Civil and Criminal Procedure, and their relationship to business.

UNIT I Introduction: Sources of law - classification of law - civil and criminal procedure relating to business - welfare state and administrative law - delegated legislation - principles of natural justice - judicial review - suits against government - torts and contracts.


UNIT III Company Law: Types of companies – incorporation – Memorandum of Association - Articles of Association - Prospectus - kinds of shares – directors - meetings - winding up of companies - different modes.

UNIT IV Negotiable Instruments Act 1881: Cheques - bills of exchange - promissory notes.


REFERENCES


Kuchchal M. C. (2009), Business Law, Fifth Edn., Vikas Publishing House, NewDelhi


The course objective is to familiarize the research methods used in decision making by managers. The course is also intended to help the students in their project work during the fourth semester.


UNIT IV Data Analysis and Reporting: Data analysis - descriptive analysis of univariate and bivariate data – parametric tests for hypotheses testing - z test - t test - ANOVA - non-parametric tests for hypotheses testing - Chi-square - run test for randomness - one and two-sample sign tests - Mann-Whitney U tes - Wilcoxon signed-rank test - Kruskal-Wallis test - Correlation and regression analysis - Multivariate analysis - dependency techniques - multiple regression - discriminant analysis - MANOVA - Structural Equation Modeling - Conjoint Analysis – interdependency techniques - Factor Analysis - Cluster Analysis - Multidimensional scaling - format of research reports and research proposals – software applications for documentation - MS Word – Latex - case studies
UNIT V Project Work: Group Project (Group size not above 5): Carry out a research project by measuring any qualitative concept by conducting a survey – justify the variables selected to measure the concept, justify the research design, justify the sampling design and sample size, conduct data analysis using a statistical software package, justify the choice of tools, prepare a research report.

REFERENCES


*Statistics for Management – Levin*


The objective of this course is to acquaint the students with scope and applications of operations research in business and industry. This course exposes the students to the various scientific tools and models that are available in operations research for making better decisions. Use of software in solving problems is expected.


UNIT V Simulation: Introduction to Simulation and modeling - decision theory - concepts of decision making - decision making environments - decision under uncertainty - maximin criterion - minimax criterion - Laplace criterion - Hurwicz criterion – Savage regret criterion - decision making under risk - expected monetary value - expected opportunity loss - expected value of perfect information – decision tree analysis

REFERENCES


Operations Research, Philips and Raveendran, Wiley Eastern Ltd


MBA 204 FINANCIAL MANAGEMENT

The objective of this course is to make the students understand various concepts in corporate finance and techniques in financial management


REFERENCES

Pandey I M, Financial Management, Suthan Chand Publication, New Delhi
Chandra Prasanna, Financial Management, Tata McGraw Hill, New Delhi
Maheswari S N, Financial Management, Vikas Publication, New Delhi
MBA 205 Human Resources Management

The objective of this course is to provide the students basic knowledge about the management of human resources and industrial relations


UNIT V Employee Relations: Industrial relations – parties to industrial relations - trade union and collective bargaining – discipline - grievances - participative management. (6 Hrs)

REFERENCES

Dessler; Human Resource Management, Prentice Hall, 10th Ed.


MBA 206 MARKETING MANAGEMENT

The objective of this course is to enable the students to analyse, apply and synthesise the fundamental concepts and theories in the area of marketing for better decision making.

UNIT I Introduction to Marketing Management: Concept - nature and importance of marketing - evolution of marketing concept - marketing environment - micro environment of marketing and macro environment of marketing – domestic marketing and international marketing - fundamentals of strategic marketing planning - marketing organization - customer lifetime value - marketing organization and control systems - organizing marketing department - marketing control techniques - annual plan control - profitability control - strategic control (13 Hrs)

UNIT II Consumer Behaviour: Consumer and business markets - buying roles - steps involved in buying process - factors influencing buying decision - consumer adoption process - changing pattern of consumer behaviour (7 Hrs)

UNIT III Marketing Research and Selecting the Target Markets: Marketing Information System and Research - demand estimation and sales forecasting - market segmentation - targeting and positioning – levels and patterns of segmentation - effective segmentation - market targeting - positioning methods and strategies (10 Hrs)

UNIT IV Product and Pricing Decisions: Concept of product - product line and product mix - new product development - packaging and branding - brand extensions - product life cycle stages and strategic marketing decisions - product Vs. services - pricing decisions - factors influencing price decisions - pricing strategies (10 Hrs)

UNIT V Promotion and Distribution Decisions: Promotion mix - integrated marketing communication – advertising - sales promotion - personal selling – publicity - public relations - direct marketing - distribution channels - physical distribution systems - channel intermediaries - channel management - wholesaling and retailing - retail marketing - emerging trends in marketing - social marketing - digital marketing - green marketing - marketing analytics (10 Hrs)

REFERENCES


MBA 207 OPERATIONS MANAGEMENT

The purpose of the course is to introduce the students to the production and operations management function and stress its importance to the organisation in the context of the increasingly competitive situation and new advancements in operations management practices.

UNIT I Production Economy: Production as a value addition process - its ingredients - mass, lean and craft production - 5 P’s and 9 m’s of operations management - material, man and machinery - design function - plant location - plant layout - economy of size - make/buy mix - flexible manufacturing - productivity issues - work methods - work measurement techniques - capacity measurements.

UNIT II Quality Management: Vertical integration - quality management - quality control - statistical quality control (including process control) TQM - ISO 9000, 14000 and SA 8000 and other international standards - quality circles – six sigma

UNIT III Production Planning: Production planning and control - value engineering - forecasting – aggregate planning - development of MPS - capacity planning - shop floor control - master and detailed schedules, work orders, route sheets, Job cards etc. – JIT


REFERENCES


MBA 208 INTERNSHIP

GUIDELINES

I INTERNSHIP BACKGROUND

During the Second Semester, MBA students of the University of Kerala are required to complete four weeks of internship as part of the course curriculum programme. The basic premise of an internship is that management students should work outside the traditional campus environment to gain practical job experience.

II OBJECTIVES OF INTERNSHIP

1. To sensitise the nuances of the workplace and to understand the group process and dynamics in organisations in first person perspective.
2. To apply concepts learned in classrooms and make the students move out of the comfort zone and experience real life learning.
3. To develop a network of corporate contacts for future career enhancements.

III RESPONSIBILITIES OF THE STUDENTS

1. Recognising that participation in internship is mandatory and is an integral part of the course curriculum.
2. Students should take initiative in finding out an organisation to carry out the internship in time.
3. The intern has to document his experience through submission of written report to the faculty guide and is expected to follow the rules and regulations in the respective organisation.
4. Student should be willing to accept any respectable work assignment given by the organisation.
5. Work hours and schedules are to be determined by the respective organisation and the student has to organise herself/himself to meet those requirements.
6. Timely submission of the Internship report (3 Copies – One copy to the University, One to the Institute, One copy - Personal) is mandatory.
7. Each student must have at least two internship meetings with the Faculty Guides before commencement of the work.
8. Details of daily activities and observation notes should be recorded by each intern in their Diaries/Log Books, signed by the Company Guide. This log-journal of efforts of the intern will be a component for evaluation.
What kind of work the intern will be doing?

The idea is to get a first hand experience. Hence it is suggested to do any work generally done by entry level management graduates in organisations.

Is the internship connected to specialisation?

No. Internship tests and enhances the ability of the participant to adapt with initial work settings. Though it is not aimed at improving the specialisation and functional knowledge of the participant, such a value addition is natural in any good internship.

What are the reports to be filed before during and after internship?

The reporting process is kept as simple as possible because reporting is only a tool.

a) Initial report before internship with a one page proposal on the assignment. This can be based on secondary data sources and resembles an organisation study based on desk sources. This will reduce the dependence of intern on company for widely available information regarding the company and sector. Hence the intern can focus more on the target driven field work from the initial days of the internship itself.

b) Final Report on the completion of internship.

c) Diary/Log Book maintained by the student as a log-journal for recording the daily activities during internship.

SOME INDICATIVE WORK ASSIGNMENTS PARTICIPANTS CAN UNDERTAKE

- Developing a database. Example: Prospects database
- Selling of mutual funds/ insurance etc.
- Selling of Demat Accounts or bank products
- Specific job roles in advertisements campaign of the company
- Accounting/ Financial works which can be used by the company
- Customer handling and front office assignments
- Business analysis
- Presentations in client’s premises
- Assisting managers and handle presentations on their behalf.
- Data analysis /spreadsheet applications using excel or any other softwares
- Survey or research for a company requirements
- Event management and related programmes
- Product launches
- Advertisement /kiosks operations
- Designing, planning and execution of promotional programmes
- Catchment analysis
- Subscription drive for magazines and newspapers
- Assisting senior managers in any of their daily business
- Any work given by the organisation officials which meets the objectives of internship.
- Work Study
- Works aimed at improving logistics, current practices etc.

**INDICATIVE FORMAT FOR FINAL REPORT**

Format of final report is similar to that of initial one except the changes in the Internship details. The intern should make corrections and fill gaps that were previously there in the initial report. Under internship details, following should be added.

a) Nature of works undertaken

b) An average day

c) Target Vs Achievements

c) Learning summarisation