

MBA Third Semester
S3.3: INNOVATIONS IN MANAGEMENT (4 CREDITS)

- CSO1: Helps to motivate students to innovate in business by introducing basic terminology, typology of innovations.
- CSO2: To familiarize with the impact of innovation and technology on competitiveness with innovative processes and aspects that affect it, including applicable methods and innovation management techniques.

UNIT 1: Introduction of Innovation Management

Definition of Innovation, Definition of Management of Innovation, the Process of Managing Innovation, Making Decisions for Managing Innovation, Tools for Managing Innovation, Process Innovations – Concept and types of process.

UNIT 2: Research and Development Management

Introduction, meaning, Objectives, Significance, Classification of R&D. Technology development approaches, Performance of R&D management in Indian scenario.

UNIT 3: Financial Evaluation of R&D Projects

Introduction, Cost effectiveness of R&D, R&D financial forecasts, Project selection, Evaluating R&D ventures, Allocation of resources, R&D programme planning and control, Project management, Project Planning and Control techniques.

UNIT 4: Introduction & Technology Policy

Definition, Classifications of technology, Drivers, Significance and Scope. Responding to Technology challenges. Technology Policy – Determinants of Nation's Capability – Role of Government – Science and Technology Policy – Status of Technology in India – Future of India.

UNIT 5: Technology Transfer

Technology Transfer – Definition – Classification and Significance - Elements of transfer process - Types of Technology transfer.

References:

1. Dodgson, M. Gann, D. and Salter A. The management of technological innovation: strategy and practice, Oxford University Press, 2008.
2. Melissa Schilling: Strategic Management of Technological Innovation, McGrawHill, International Edition 2011.
3. Moge, M. E. (1991) "Using patent data for technology analysis and planning" Research Technology Management.
4. Narin, F. (2001) "Assessing Technological Competencies" in From Knowledge Management to Strategic Competence, Editor J. Tidd, Imperial College Press.
5. Management of Technology – Track Khalil – TMH
6. The management of technology and innovation-A strategic approach, White, Cengage
7. Innovation Management, S Moikal, Sage.

1.1.3

MBA Third Semester

Open Elective Paper MBA 3.7: Management and Behavioral Process

- CSO1: Help students develop an understanding of the basic management concepts and behavioral processes in organizations.
- CSO2: To introduce the concept of organization structure and design.

UNIT 1: Management: Introduction: Definition of Management, Purpose and Functions, Levels, Schools of Management Thought, Managerial Skills; Different Roles Played by Managers, Ingredients of successful management.

UNIT 2: Managerial Functions: Managerial planning- nature, types and purposes of planning, sequential steps in planning, guide lines for effective planning. **Decision Making-** Types of decision, Decision making process- Rational decision making process. **Organising:** Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority. **Controlling:** Process of controlling- Types of control- Budgetary and non-budgetary control techniques.

UNIT 3: Organizational Behavior: Meaning, definition and its scope. OB as a behavioral science-contributing disciplines to organizational behavior.

UNIT 4: Individual Behavior: Biological characteristics, personality determinants, personality traits, learning, theories of learning, perception, factors influencing perception. Johari-Window, Transactional analysis.

UNIT 5: Group Dynamics and Team Development: Group dynamics -definition and importance, types of groups, group formation, group development, group composition and group performance factors, Interpersonal and Organizational Communication, Transaction analysis, Organizational Conflict and Organizational Development.

References:

1. Essential of Management - Horold Koontz and Iteinz Weibrich –McGrawhills.
2. International Management Theory & Practice - J.N.Chandan.
3. Essential of Business Administration - K.Aswathapa, Himalaya Publishing House.
4. Principles & practice of management - Dr. L.M.Parasad, Sultan Chand & Sons - New Delhi.
5. Robbins, Stephen P: "Organizational Behavior" Prentice Hall, New Delhi.
6. Fred Luthans: Organizational Behaviour, Tata McGraw-Hill Publications, New Delhi.
7. Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co., Boston.
8. Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, New York.
9. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.
10. Udai Pareek: Understanding Organizational Behaviour, Oxford University Press, New Delhi.

MBA Fourth Semester
S4.3: ADVANCED INFORMATION TECHNOLOGY & MIS (4 CREDITS)

- CSO1: To develop a macro-level perspective of the information technology and its potential.
- CSO2: To help organizations create sustainable competitive advantage in respective industries.

UNIT 1: Information System: Meaning, Role, Types, Operations Support Systems, Management Support Systems, Experts Systems and Knowledge Management Systems. Information System for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis and Strategic Information Systems Framework.

UNIT 2: Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy Decisions, Outsourcing as an Option.

UNIT 3: Information Systems for Strategic Advantage: Strategic Role of IS – Breaking Business Barriers, Reengineering Business Processes, Improving Business Quality, Creating Virtual Company, Building Knowledge Creating Company, Using Internet Strategically, Challenges of Strategic IS, Enterprise Wide Systems and E-Business Applications.

UNIT 4: Managing Information Systems: Enterprise Management, Information Resource Management, Strategic Management, Operational Management, Resource Management, Technology Management, Distribution Management. Organizing Planning, IS Planning Methodologies, Critical Success Factors, Business Systems Planning, Computer Aided Planning Tools, Security and Ethical Challenges, IS Controls, Facility Controls, Procedural Controls, Computer Crime, Privacy Issues, Aspect of Technology Adoption in MIS.

UNIT 5: Introduction to BPR: Concept, Need for Reengineering, Benefits, Guiding Principles, BPR and Performance Improvement, Pitfalls in BPR, Myths of BPR, BPR Implementation Methodology, BPR Implementation Methodology, Change Management in BPR – Introduction, Nature, Process of Change, Management of Change in BPR, BPR Experiences in Indian Industry, Strategic Aspects of BPR.

References:

1. James A O'Brien, George M. Marakas and Ramesh Behl (2009). Management Information Systems, 9th Edition, Tata McGraw Hill Education, New Delhi.
2. Micheal Hammer and James Champy, (2003). Reengineering the Corporation: A Manifesto for Business Revolution, 1st Edition, Harper Collins.
3. Turban, E., McLean, E. and Wetherbe, J. (2000). Information Technology for Management: Making Connections for Strategic Advantage, 2nd Edition, John Wiley and Sons.
4. D. P. Goyal (2006), Management Information Systems – Managerial Perspectives, 2nd Edition, Macmillan, New Delhi.
5. S. A. Kelkar (2009), Management Information Systems – A Concise Study, 2nd Edition, Prentice Hall of India.
6. Nirmalya Bagchi (2010), Management Information Systems, 1st Edition, Vikas Publishing House, New Delhi.

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MBA Fourth Semester

Open Elective Paper MBA 4.7: Business Communication Skills

- CSO1: Aim of the course is to develop skills and competencies in participants to be able to communicate effectively through the written and oral medium.
- CSO2: The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

UNIT 1: Introduction to Communication:

Meaning and objective of Communication. Importance of Effective Communication. Media of Communication. Types of Communication, Principles of Effective Communication.

UNIT 2: Written Communication:

Business Correspondence: Its need-Functions and Kinds of letters. Essentials of Business letter. Structure of business letter, layout, form, mechanical structure and punctuation etc. Planning of a letter.

UNIT 3: Business Correspondence:

Enquiries and Replies, Orders and Executions, Credit and Status Enquiries, Complaints and Adjustments, Collection letter, Sales and Circular letters.

Writing application for jobs-Giving Bio-Data (C.V): References –job Interview letter, Correspondence with referees and Appointment letters.

UNIT 4: Career Skills: Study Skills: Listening Skills, Concentration, Reading, Time Management, Summary Skills, Memory Skills, Examination Preparation, Examination Skills.

Career Opportunities: Current Subjects, Career Needs of the Country, Steps in Career Planning, Interests, Competencies (abilities), Personality, Options after post graduation.

Job Seeking: Alternatives to Unemployment, Interviews, Telephone Skills, Application letters and Forms, Curriculum Vitae and Resume.

UNIT 5: Report Writing:

Meaning –Importance and Types of Business Reports. Essentials of a Good Report, Preparing a Report, Forms of Report:

i) Letter Form ii) Memorandum Form iii) Letter-text combination form Reports by individuals and committees.

Books for Reference:

1. Essentials of Business Communication: Rajendra Pal & J.S.Korlahalli
2. Business Communication –Person New Delhi: Chaturvedi
3. Communication Skills-PH New Delhi: SEN
4. Business Communication, Vikas Publication New Delhi: Madhukar
5. Business Communication, And Reports Writing –Himalaya New Delhi: Guffey
6. Business Communication, and Report writing –Himalaya New Delhi: Rai and Raj
7. Development of Life Skills and Professional Practice – Sultan Chand: Shalini Verma.
8. Personality Development and Soft Skills – Oxford Publishers: Barun K. Mitra.

MBA First Semester
OPEN ELECTIVE 1: FUNDAMENTALS OF MANAGEMENT (4 CREDITS)

- CSO1: To make students acquaint with Fundamentals of Management.
- CSO2: To familiarize students with different tools, techniques and decision models.

Unit 1: BASIC CONCEPTS OF MANAGEMENT: Definition of Management – Nature and scope – Levels of management - Functions of Management – Contributions of Henry Fayol, F.W.Taylor and others – Management Vs. Administration.

Unit 2: Planning - Meaning, Nature and Importance of Planning – Advantages and Limitations – Types of planning – MBO, MBE, SWOC Analysis - Decision making –Different types – Process.

Unit 3: Organizing - Meaning, Nature and Importance – Principles of sound organization – Organization structure – Key elements of organization process: Departmentation, Delegation and Decentralization – Authority and responsibility – Span of control.

Unit 4: Staffing-Recruitment, Selection, Training –Directing- Supervision- Motivation – Nature –Maslow’s theory of motivation – X, Y, and Z theories – Leadership functions – Qualities – Types of leaders -Manager vs leader; leadership and motivation; leadership styles.

Unit 5: Communication in Management – Types of communication – (Barriers to communication)*– Co-ordination – Need and techniques – Control – Nature and process of control – Techniques of control.

References:

1. Heinz Wehrich, Harold Koontz: Management A Global Perspective, 10/e, Tata McGraw Hill, 2007.
2. C. B. Gupta, Business Organization and Management, Sultan Chand and Sons, 2013.
3. Koontz & Weirich, “Essentials of Management: An International perspective”, 8th Edn. Tata McGraw-Hill, New Delhi, 2009.
4. Stephen P. Robbins, et. al. “Fundamentals of Management”, 10th Ed., Pearson Education, New Delhi, 2016.
5. Bateman Snell, “Management: Competing in the new era”, McGraw Hill Irwin, 2002.
6. Mike Smith, “Fundamentals of Management”, McGrew Hill Higher Education, 2011.

MBA Second Semester
OPEN ELECTIVE 2: ORGANIZATIONAL BEHAVIOUR (4 CREDITS)

- CSO1: To acquaint the students to develop cognizance of the significance of human behavior.
- CSO2: To understand how people behave under different conditions and understand why people behave as they do and use this knowledge in managing human resources effectively.

UNIT 1: Fundamentals of Organizational Behavior: Meaning, Elements, Nature, Need for study and importance. Fundamental concepts of organization behaviour. Different models of organizational behaviour and its importance to managers

UNIT 2: Individual Dimensions in Organizational Behavior: individual differences – perceptions, interests, aptitude, attitude, learning, personality, creativity.

UNIT 3: Group Dynamics: Group behavior, team development, group cohesiveness – group decision making process, Effective teams, organizational conflicts, & conflict resolution, interpersonal skills, Johari Window and transactional analysis.

UNIT 4: Motivation: theories and models of motivation, Leadership, theories of leadership & leadership styles.

UNIT 5: Management of Change: Resistance to change, change models, change agents. Organizational effectiveness, Organizational climate and culture, Learning organizations.

References:

1. Robbins, Judge, Millett & Boyle, “Organizational Behaviour”, 7th Ed., Pearson, 2014.
2. Margie Parikh & Rajen Gupta, “Organizational Behaviour”, Tata McGraw Hill, 2010.
3. J S Chandan, “Organizational Behaviour”, Vikas Publishing House Pvt., Ltd., Noida, 2014.
4. K. Aswathappa, “Organizational Behaviour”, HPH, 2007.
5. S. S. Khanka, “Organizational Behaviour: Text and Cases”, S. Chand & Co. Pvt., Ltd., 2013.
6. Kalliath, et. al., “Organizational Behaviour”, Tata McGraw Hill, 2011.
7. Robbins P, “Essential of Organizational Behaviour”, 10th Ed., PHI, 2010.
8. Stephen P. Robbins, Organizational Behaviour, Prentice Hall, New Delhi 2005.