

THE PROGRAMME

The Master of Business Administration Financial Service Management is a two year full-time programme. The course structure and programme administration are as follows:

COURSE STRUCTURE

The programme has been organized in two years-First Year and Second Year, each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

FIRST YEAR

Semester-I

CP-101 Management Process and Organizational Behavior

CP-102	Statistical Methods
CP-103	Managerial Economics
CP-104	Quantitative Methods
CP-105	Information Technology
CP-106	Managerial Communication
CP-107	Marketing Management
CP-108	Accounting For Managers

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SEMESTER - I

CP-101 TO CP-108

CP-101 : MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Objectives

The objectives of this paper are to familiarize the student with basic management concepts and behavioral processes in the organization.

Course Contents

Unit -I

Evolution of management thought, Systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization; Social Responsibility of Business ;Leadership: Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization, Leadership Grid. Decision making: Concept, Nature, Importance, and Process. Types of decisions. Problems in decision making

Unit-II

Introduction to Organizational Behavior: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.. Personality & Attitudes: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude

Unit-III

Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators.

Unit-IV

Group Dynamics and Team building: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building. . Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, and Organizational. Constructive and Destructive conflict. Conflict management.

Unit-V

Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance. Applications of emotional intelligence in organizations, communication, group decision making, Understanding and Managing organizational system - Organizational design and structure, Change management: Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations.

Suggested Readings

- 1 . Koontz, H and Wehrich, H. *Management*. 10th ed., New York, McGraw Hill, 1995.
2. Luthans, F. *Organizational Behaviour*. 7th ed., New York, McGraw Hill, 1995.
3. Robbins, S P. *Management*. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996.
4. Robbins, S P. *Organizational Behaviour*. 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip *Emotional Intelligence at Work, Response Books*, Sage Publications, Delhi,2001
6. Staw, B M. *Psychological Dimensions of Organizational Behaviour*. 2nd Ed., Englowed Cliffs, New Jersey, Prentice Hall Inc., 1995.
7. Stoner, J. etc. *Management*.6th ed., New Delhi, Prentice Hall of India, 1996.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP-102: STATISTICAL METHODS

Objectives

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

Course Contents

Unit -I

Introduction: Application of Statistics in Business & Management; Basic Concepts of Statistical Studies: Population, Variable and Parameter, Sample; Classification of Data;. Diagrammatic & Graphical Presentation of Data: Bar Diagram, Histogram, Pie – Diagram, Frequency Polygons, and Ogives.

Unit-II

Summary Statistics: Measures of Central Tendency: Arithmetic Mean, Weighted Mean, Median and Mode .Index Numbers: Concept & Applications.

Unit-III

Measures of Dispersion: Range, Average Deviation. Standard Deviation, Variance and Coefficient of Variation.

Unit-IV

Forecasting Techniques: Simple Correlation & Regression Analysis, Time Series Analysis- Trend Analysis, Cyclical Analysis, Seasonal Analysis, Irregular Variation

Unit-V

Probability : Introduction of Probability Theories, Concepts, Addition & Multiplication Theorems, Probability Distributions: Binomial Poission, Normal and Exponential

Suggested Readings

1. Chadha, N. K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi,1996
2. Gupta, S P and Gupta M P. *Business Statistics*. New Delhi, Sultan Chand, 1997.
3. Kazmier, L J and Pohl, N F. *Basic Statistics for Business and Economics*. New York, McGraw Hill, 1988.
4. Levin Richard I and Rubin David S. *Statistics for Management*. New Jersey, Prentice Hall Inc., 1995.
5. Terry, Sineich. *Business Statistics by Examples*.London, Collier Mac Millian Publishers, 1990.
6. Quantitative Techniques - N.D.Vohra

CP-103 : MANAGERIAL ECONOMICS

Objectives

The Objectives of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents

Unit -I

Scope, Concepts and Techniques of Managerial Economics, Nature of business decision-making, Marginal analysis, optimization; Demand functions, Law of Demand - Utility Concept, Cardinal and Ordinal Approach, Income and substitution effects.

Unit -II

Elasticity of Demand; Price Elasticity, Income Elasticity, Cross Elasticity, Advertising Elasticity.

Unit -III

Demand forecasting, Production Function, Concept, Isoquants, Equilibrium, Law of Variable Proportions, Law of Returns to Scale, Cost Function, Types of Costs, Theory of Firm - Profit Maximization, Sales Maximization.

Unit -IV

Market Structure: Concept of Equilibrium, Perfect Competition, Monopoly, Monopolistic, Oligopoly, Theoretical Concept of Pricing, Pricing Policies in Practices Non-Price Competition.

Unit -V

Macro Economics : Aggregates and Concepts -GNP and GDP-Aggregate Consumption-Demand, Balance of Payments, Monetary Policy Fiscal Policy; Concept and Measurement of National Income; Determination of National Income, Multiplier Effect & Accelerator.

Suggested Readings

1. Adhikary, M. *Business Economics*.,New Delhi, Excel Books, 2000.
2. Baumol, W J. *Economic Theory and Operations Analysis*. 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Mehta, P.L. *Managerial Economics*. New Delhi Sultan Chand & Sons.
4. Keat, Paul G & Philips K. Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. *Modern Micro Economics*. New York, Macmillan, 1991.

6. Milgrom, P and Roberts J. *Economics, Organization and Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.
7. Diwedi D.N. *Managerial Economics*. Vikas Publishing, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

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CP-104 :Quantitative Methods

Objectives

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus ,however, is in their application in business decision making.

Course Contents

Unit-I

Matrices and their Applications. Markov's Analysis. Function and Iterations of Business Applications. Progression.

Unit-II

Linear Programming: Introduction of Operations Research, Scope and Models in Operations research, Scope and models in Operations Research, Introduction of linear Programming, Formulation of LPP, Solutions of LPP-Graphical Methods & Simplex Procedure ,Duality.

UNIT -III

Introduction of Transportation Problems, Procedure of finding optimal solution, Assignment Problem & its solution.

UNIT-IV

Decision Theory: Introduction of Decision Theory, Decision Environments, Decision Making under Risk- EMV & EOL Decision Making under Uncertainty- Maximax, Maximin, Minimax, Regret & Laplace Criterion.

Games Theory - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy.

UNIT-V

PERT- CPM, Inventory control. Monte Carlo Simulation (Elementary idea only).

Suggested Readings:

1. Narang ,A S. *Linear Programming And Decision Making* . New Delhi , Sultan Chand,1995.
2. Sharma , J.K. *Fundamentals of Operation research* ,Machmillan, New Delhi,2001
3. *Quantitative Techniques* –N.D. Vohra

CP- 106 : MANAGERIAL COMMUNICATION

Objectives:

The objective of the course is to make student aware about the communication techniques.

Course Contents

Unit -I

Introduction to managerial communication: Meaning, Importance & objectives - Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication.

Unit -II

Nonverbal communication: Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, Techniques of selecting response, probing questions, Observation. Business and social etiquettes.

Unit -III

Managerial speeches: Principles of Effective Speech & Presentations. Technical & Non-technical presentations. Speech of introduction - speech of thanks - occasional speech - theme speech. Use of audio visual aids. Reports: Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Report by committee.

Unit -IV

Interview Techniques: Mastering the art of conducting and giving interviews, Placement interviews - discipline interviews - appraisal interviews - exit interviews. Group communication: Importance, Meetings - group discussions. Videoconferencing.

Unit -V

Introduction to managerial writing: Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence, Bad news and persuading letters, Sales letters, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference. Memos, minutes, Circulars & notices. . Reports: Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Report by committee.

Suggested Readings:

1. Lesikar, R.V. & Flatley, M.E. (2005). *Basic Business Communication Skills for Empowering the Internet Generation*. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Ludlow, R. & Panton, F. (1998). *The Essence of Effective Communications*. Prentice Hall of India Pvt. Ltd.
3. Adair, J. (2003). *Effective Communication*. Pan Mcmillan.

4. Thill, J. V. & Bovee, G. L. (1993). *Excellence in Business Communication*. McGraw Hill, New York.
5. Bowman, J.P. & Branchaw, P.P. (1987). *Business Communications: From Process to Product*. Dryden Press, Chicago.

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CP-107 : MARKETING MANAGEMENT

Objectives

The purpose of this course is to develop understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents

Unit -I

Nature and scope of marketing, Corporate orientations towards the marketplace, The Marketing environment and Environment scanning, Marketing information system and Marketing research, Understanding consumer and Industrial markets.

Unit -II

Understanding consumer behavior, factors influencing consumer behavior and buying process ; organizational buying; Market segmentation, Targeting and positioning; Product decisions - product mix, product life cycle, new product development, branding and packaging decisions.

Unit -III

Pricing methods and strategies, Promotion decisions promotion mix, advertising, sales promotion, publicity and personal selling; Channel management - selection, co-operation and conflict management, vertical marketing, Implementation and systems.

Unit -IV

Services Marketing: The emergence of service. The service consumer behaviour, Service positioning and targeting, Service quality, Promoting the service, Relationship Marketing, Services marketing in India.

Unit -V

Emerging issues in marketing: Consumerism, Green marketing, Sustainable development and consumption, Digital marketing, E-CRM

Suggested Readings

1. Enis, B M. *Marketing Classics: A Selection of Influential Articles*. New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. *Principles of Marketing*. New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip. *Marketing Management: Analysis, Planning, Implementation and Control*. New Delhi, Prentice Hall of India, 1994.

4. Ramaswamy, V S and Namakumari, S. *Marketing Management: Planning, Control*. New Delhi, MacMillan, 1990.
5. Stanton, William, J. *Fundamentals of Marketing*. New York, McGraw Hill, 1994.
6. Neelamegham, S. *Marketing In India: Cases and Readings*. New Delhi, Vikas, 1988.
7. Lovelock. Christopher H. *Services Marketing* Prentice Hall.

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CP- 108 : ACCOUNTING FOR MANAGERS

Objectives

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

Course Contents:

Unit -I

Meaning and Definition of Accounting, Parties or Users interested in Accounting, Branches of Accounting, Meaning and Definition of Management Accounting, Distinction between Management Accounting and Financial Accounting. Accounting Concepts and Conventions.

Unit -II

Basic Accounting terminologies, Classification of Accounts, Meaning of Journal, Writing of Journal Entries. Secondary Books of Accounting, Preparation of Trial Balance Financial Statement Analysis, Ratio analysis, Funds Flow Analysis, Cash Flows analysis.

Unit -III

Elements of Costs; (a) Materials Costs: - Materials purchasing, receiving, storing and issuing including pricing of issues. Labour Costs and Labour Turnover.

Unit -IV

Overheads- Identifying the overheads with cost centre. Allocation, Apportionment and Absorption – Accounting treatment of under and Over Absorption. (Preparation of Cost Sheet, items to be excluded while preparing cost sheet.

Unit -V

Managerial Decision Making Techniques: Marginal costing – Cost volume profit analysis, BEP Budgetary control, Operating and Financial Budgets, Performance Budgeting, Zero-Base Budgeting; Flexible Budgets. Standard Costing – Materials Cost and Labour cost variances only. Accounting Standards.

Suggested Readings

- 1 . Anthony R N and Reece J S. *Accounting Principles*, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.
2. Bhattacharya S K and Dearden J. *Accounting for Management Text and Cases*. New Delhi, Vikas, 1996.

3. Heitger, L E and Matulich, Serge. *Financial Accounting*. New York, Mc-Graw Hill, 1990.
4. Hingorani, N L. and Ramanathan, A R. *Management Accounting*. 5th ed., New Delhi, Sultan Chand, 1992.
5. Horngren, Charles etc. *Principles of Financial and Management Accounting*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Needles, Belverd, etc. *Financial and Managerial Accounting*. Boston, Houghton Mifflin Company, 1994.
7. Vij, Madhu. *Financial and Management Accounting*. New Delhi, Anmol Publications, 1997
8. Theory & Problems in Management & Cost Accounting - Khan & Jain

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