



**UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**COURSE DESCRIPTION**

Code	Course Name	No. of Credits	Contact Hours	Marks
<b>MB 201</b>	Business Statistics and Analytics for Decision making	4	40	100
<b>MB 202</b>	Organizational Design	4	40	100
<b>MB 203</b>	Marketing Management	4	40	100
<b>MB 204</b>	Human Resource Management	4	40	100
<b>MB 205</b>	Indian Financial System & Financial Markets	4	40	100
<b>MB 206</b>	Production & Operation Management	4	40	100
<b>MB 207</b>	Internship/ Field work	4	40	100
<b>MB 208</b>	Entrepreneurship			
	Total	28	280	700



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## **UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

### **MASTER OF BUSINESS ADMINISTRATION (MBA)**

#### **COURSE DESCRIPTION**

**Course Name: Business Statistics and Analytics for Decision making**

**Course Code: MB201**

**Course Credits: 4**

**L-T Scheme: 3-1**

#### **Course Objectives:**

Key terms and notation used in financial applications of mathematics and statistics The fundamentals of algebra and of calculus Basic statistics - for example, the notations of random variable, expectation, estimation and testing How to apply statistics, and mathematics, in the analysis of financial and accounting data.

#### **Course Contents:**

1. Probability distributions : Discrete distributions - Binomial, Poisson, Continuous distributions - Uniform, Exponential, Normal, LogNormal
2. Sampling Methods and Sampling Distributions: Statistics and Parameter ,Types of sampling - random and non-random sampling, Sampling distributions - conceptual basis; standard error; sampling from normal populations; Central Limit Theorem; relationship between sample size and standard error; Finite Population Multiplier
3. Estimation: Point Estimation – properties of estimators; the method of moments and the method of maximum likelihood , Interval Estimation –basic concepts; interval estimates and confidence interval; calculation of interval estimates of mean and proportion from large samples; interval estimation using the tdistribution; determining the sample size in estimation
4. Hypothesis Testing : Basic Concepts– Null and Alternative Hypotheses; Type I and Type II errors; the p – value; the significance level; power of a test , One Sample Tests– hypothesis testing of means when the population standard deviation is known and when it is unknown; hypothesis testing of proportions for large samples, Two Sample Tests– tests for difference



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between means – large sample sizes and small sample sizes; test for difference between proportions – large sample sizes; testing difference between means with dependent samples

5. Chi-square and Analysis of Variance: Chi-square as a test of (a) independence and (b) goodness of fit, ANOVA –basic concepts; the F distribution and the F statistic; inferences about a population variance; inferences about two population variances

#### **Books:**

1. Anderson, Sweeny and Williams –Statistics for Business and Economics (9thedition);
2. Pearson Education Hanke and Wichern – Business Forecasting (8thedition);
3. TMH Newbold–Statistics for Business and Economics (6thedition); Pearson Education Ross, Sheldon – Introductory Statistics;
4. Elsevier Srivastava and Rego –Statistics for Management: TMH



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**COURSE DESCRIPTION**

**Course Name: ORGANIZATIONAL DESIGN**

**Code: MB202**

**Course Credit-4**

**L-T: 3-1**

**Course Objectives:**

In this course we will study about the pattern of organizational behavior and its effect on our decisions. We will be familiarizing with the consequences of organizational behavioral activities and measures to mitigate their harmful effects. We will learn about the different organization related problems and the methods to solve those problems.

**Course Outcomes:**

To know the different types of organizations. To familiarize with the managerial perspective on OB. To understand various leadership styles. To introduce organizational change and development.

**Course Contents:**

**Unit-I**

1. Organization: Mission, Goals, Characteristics, Types, Structure & Design—Elements, Designs by Function, Product, Location, Matrix; Virtual Organisation, Learning Organisation, Mechanistic and Organic Models; Determinants of an Organization Structure—Strategy, Size, Technology & Environment
2. Managerial Perspectives on Organizational Behaviour: Management Functions, Managerial Roles, Skills, Challenges and Effectiveness



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#### **COURSE DESCRIPTION**

3. Organizational Culture: Culture and its Characteristics, Types of Cultures, Western and Oriental Organization Cultures, Indian Organization Culture, Culture Change

4. Group Behaviour: Characteristics of Group, Types of Groups, Stages of Development, Group Decision-making, Organizational Politics, Cases on Group Decision-making

#### **Unit-II**

5. Communication in Organization : Purpose, Process, Channels and Networks, Barriers, Making Communication Effective, Transactional Analysis (TA), Cases on Communication

6. Leadership Styles: Leadership Theories ,Leadership Styles, Skills and Influence Processes, Leadership and Power, Examples of Effective Organizational Leadership in India, Cases on Leadership

7. Conflict in Organization: Sources of Conflict, Types of Conflict, Conflict Process, Johari Window, Conflict Resolution, Cases on Conflict Resolution.

8. Organizational Change and Development: Meaning, Process, Resistance to Change, OD Meaning, Process, Interventions: Sensitivity Training, Survey Feedback, Process Consultation, Team Building, Inter-group Development

#### **Books:**

1. Blundell J. A & Middle N. M. G.: Career – English for the Business and Commercial World, Oxford University Press. .
2. Kaul , Asha - Effective Business Communication, Prentice Hall.
3. Raman, M & Singh, P - Business Communication, OUP
4. Rizvi, M. Ashraf - Effective Technical Communication, Tata McGraw Hill
5. Taylor, Shirley - Communication for Business, 4th Edn.-Pearson Education.



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## **UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

### **MASTER OF BUSINESS ADMINISTRATION (MBA)**

#### **COURSE DESCRIPTION**

##### **Course Description**

**Course Name: Marketing Management**

**Course Code: MB 203**

**Course Credits: 4**

**L-T Scheme: 3-1**

##### **Course Objectives:**

This course is designed to improve the student's understanding of the basic concepts of marketing management. Students will understand the function of marketing in a competitive, dynamic business. Students will comprehend the key elements in developing a marketing strategy and planning a marketing program by covering topics such as customer segmentation, positioning, branding, consumer research, pricing, marketing communications, new product development, and channel strategy.

##### **Course Outcomes:**

At the end of the course students are able to:

1. Explain the role and functions of marketing in a range of organizations.
2. Exhibit the Skills of applying the introduced conceptual frameworks, theory and techniques to various marketing contexts.
3. Describe and analyze the marketing behavior of firms and consumers.

##### **Course Contents:**

#### **Unit I**

Introduction: Introduction to Marketing Management-Analyzing Marketing Environment and Competition Fundamentals of Marketing—need, want, demand, value, exchange, transaction, competition; Definitions of marketing; Evolution of marketing concepts (orientations)



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## **UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

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#### **COURSE DESCRIPTION**

Strategic Marketing Planning: Corporate level strategies–SWOT Analysis; Product- Market Grid; Marketing Plan–its nature and content

#### **Unit II**

Marketing Environment: Major components of the micro-environment and macro-environment

Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.

#### **Unit III**

Market Segmentation, Targeting and Positioning: Concepts of market segmentation and targeting; various bases for segmentation (consumer and industrial); Differentiation and Positioning strategies

Product : Product Classification, Service–characteristics and expanded service mix elements;  
Product Line,  
Product Mix; Product Life Cycle and marketing strategies at different stages of PLC; New Product Development

#### **Unit IV**

Branding and Packaging: Purpose of branding; Characteristics of good brand name, brand naming strategies; Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging–primary, secondary, shipping packages

Pricing: Procedure for price setting; Pricing objectives; Cost and demand consideration; Pricing methods; Modifying the price; Pricing Strategies and Tactics



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## **UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

### **MASTER OF BUSINESS ADMINISTRATION (MBA)**

#### **COURSE DESCRIPTION**

##### **Unit V**

Marketing Channels: Importance of Marketing intermediaries; Type so f intermediaries and their functions; Levels of marketingchannels; Channel flows and functions; Channel design decisions; NetworkMarketing

The Selling Process: Steps of selling process:

Demand Forecasting:Basicconceptsofmarketpotential,SalespotentialandSalesforecast;Purposeand methodsofsalesforecasting

##### **Suggested Readings:**

1. Blois-TextbookofMarketing,OUP
2. Etzel,M.J., Walker,B.W.&W.J.Stanton-Marketing;TMH Grewal,D.&Levy,M.- Marketing;TMH
3. Kotler,P.,Keller,K.,Koshy,A.&Jha,M.-MarketingManagement;Pearson
4. Kurtz,David L,Boone, LouisE -PrinciplesofMarketing;Thomson
5. Lamb-Marketing7thed;ThomsonLearning
6. Palmer-PrinciplesofMarketing;OUP





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## **UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

### **MASTER OF BUSINESS ADMINISTRATION (MBA)**

#### **COURSE DESCRIPTION**

**Course Name: Human Resource Management**

**Course Code: MB 204**

**Course Credits: 4**

**L-T Scheme: 3-1**

#### **Course Objectives:**

The objective of this course is to give students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations. Students will also gain an understanding of key terms, theories/concepts and practices within the field of human resource management. Students shall learn to Identify and analyze the problems in the field of HRM and be able to provide innovative solutions. They shall be able to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

#### **Course Outcomes:**

During the study of this course, student would come to know about the theory and application of human resource management, the broad range of influences acting on human resource management, about the human resources planning and policies through its information system, training and development of human capital of the organization. This course emphasis on the knowledge of performance assessment methods, improvements and resultant in terms of employee service condition reviews. Compensation and workers participation in management including the discipline matters and strategic human resources management.



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#### **COURSE DESCRIPTION**

##### **Course Contents:**

##### **Unit-I**

Human Resource Management: Scope and Coverage, Structure and functions of HR Department, Role of HR Manager.

Human Resource Planning: Supply and Demand Forecasting methods, Manpower Inventory, Career Planning, Succession Planning, Personnel Policy, Human Resource Information System (HRIS)

##### **Unit-II**

Recruitment and Selection: Process, Sources, Methods of selection, Interviewing Method, Skills and Errors Performance Appraisal Systems: Purpose, Methods, Appraisal instruments, 360 Appraisal HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview.

##### **Unit-III**

Human Resource Development: Policy and Programmes, Assessment of HRD Needs, HRD, Methods: Training and Non-Training.

Compensation Management: Wages- Concepts, Components; System of Wage Payment, Fringe Benefits, Retirement Benefit.

Industrial Relations in India: Parties; Management and Trade Unions, Industrial Disputes: Trends, Collective Bargaining, Settlement Mechanisms, Role of Government, Labor Policy in India.

##### **Unit-IV**

Workers' Participation in Management:

Concept, Practices and Prospects in India, Quality Circles and other Small Group Activities.

Discipline Management: Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling

##### **Unit-V**

Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, SHRM Process, Nature of e-HRM, e-Recruitment & Selection, e-Performance Management, e-Learning



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**COURSE DESCRIPTION**

Books:

1. HRM, VSP Rao,
2. Agarwala T.-Strategic Human Resource Management, OUP
3. Aswathappa, K.-Human Resource Management, Tata McGraw Hill
4. Jyothi P. & Venkatesh, D.N.-Human Resource Management, OUP
5. Pattanayek, B.-Human Resource Management, PHI
6. Ramaswamy, E.A.-Managing Human Resources, OUP
7. Saiyadain, M.S.-Human Resource Management: Tata McGraw Hill
8. Mondal Sabari & Goswami Amal-Human Resource Management: Vrinda Publications



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## **UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

### **MASTER OF BUSINESS ADMINISTRATION (MBA)**

#### **COURSE DESCRIPTION**

**Course Name: Indian Financial System and Financial Market**

**Course Code: MB 205**

**Course Credits: 4**

**L-T Scheme: 3-1**

#### **Course Objectives:**

The purpose of this course is to provide an understanding of the structure, operations and trends in the Capital market, fixed income securities market, forex market and an overview of derivatives market and the role played by Financial Institutions in these markets.

#### **Course Outcomes:**

At the end of the course students are able to:

Understand the Indian Financial system.

Understand the Indian Financial market.

Compare alternative financial instruments on key parameters.

Know various investment objectives and constraints of the financial instruments.

#### **Course Contents:**

##### **Unit I**

Financial Markets: Financial System and Financial Markets- Meaning, Types, Classification of Financial Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Market-Indian and Global Financial Markets.Salient features of Indian Financial System



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#### **COURSE DESCRIPTION**

##### **Unit II**

Financial Institutions: Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Financial Services Institutions, Functions and structure introduced, resource mobilization, Channelization of funds, Equity, Debt and Currency markets SEBI Regulations, Sensitive Indices, Investor Services, and Grievance Redressal Measures. Financial Services Institutions: Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions.

##### **Unit III**

Financial Instruments: Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, and Gilt-edged Securities, Equity Shares, Dematerialization, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and Futures. Markets for short term financing requirements, financial sector reforms and financial markets, contemporary issues.

##### **Unit IV**

Financial Services and non-depository institutions. Merchant Banking, Factoring, Forfeiting, Leasing, Securitization, Custodian Services, Credit Rating, Mortgages. Mutual Funds – Performance, evaluation of mutual funds, Depository services – legal aspects SEBI governance.

##### **Suggested Readings:**

1. S Gurusamy, Financial Markets and Institutions, Thomson
2. Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House.
3. Srivastava, Management of Indian Financial Institutions, Himalaya Publishing
4. LM Bhole, Financial Institutions and Markets, TMH
5. Meir Kohn, Financial Institutions and Markets, Oxford.



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6. Bhalla, V. K. (2004). Managing International Investment and Finance. New Delhi, Anmol.
7. Saunders, Anthony, Cornett, Marcia Millon (5th ed., 2005). Financial Institutions Management  
Tata McGraw Hill.
8. Bhalla, L.M. (4th ed., 2004). Financial Institutes & Markets. Tata McGraw Hill.



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**COURSE DESCRIPTION**

**Course Description**

**Course Name: Production and Operations Management**

**Course Code: MB 206**

**Course Credits: 4**

**L-T Scheme: 3-1**

**Course Objectives:**

The purpose of this course is to get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations.

**Course Outcomes:**

At the end of the course students are able to:

1. Recognize the objectives, functions, applications of PPC and forecasting techniques.
2. Explain different Inventory control techniques.
3. Solve routing and scheduling problems
4. Summarize various aggregate production planning techniques.
5. Describe way of integrating different departments to execute PPC functions

**Course Contents:**

**Unit I**

History and Overview of Production Management. Capacity Planning, Location Planning, Types of Production Processes. Layout Planning, Productivity Management, Deterministic and



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#### **COURSE DESCRIPTION**

Probabilistic Inventory Management models, Purchasing and Warehousing. Methods Study, Motion Study and Work Measurement. Job Evaluation. Wage Incentive Schemes. Value Analysis

#### **Unit II**

Process types in manufacturing: project, jobbing, batch, line, mass, continuous; Process types in services: professional services, services shops, mass services; Plant location; Layout planning. Production order : Process charts, Production master programme breakdown production order and preparation of various cards like job card, materials requisition from inspection card etc. Production -Planning: for continuous, batch and job order production:. Capacity planning, planning models-static and dynamic

#### **Unit III**

Production Planning & Control: Production planning techniques for various process choices, techniques of production control, aggregate planning techniques, Scheduling: Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing.

#### **Unit IV**

Quality management: Introduction; Meaning; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheet, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart; Quality assurance; Total quality management (TQM) model; Service quality, concept of Six Sigma and its application.

#### **Unit V**

Operations Management: Operations as a source of competitive advantage; Trade-offs and combinations, Process Analysis, Difference between Manufacturing and Service Operations Product Process Matrix, capacity planning- Process Selection and Facility layout: Designing product and process layouts and line balancing, Forecasting and its types, Inventory





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**COURSE DESCRIPTION**

Management: Deterministic demand model–EOQ- Continuous and Periodic review Inventory models; Supply chain management; Lean vs Agile supply chains;

Suggested Readings

- 1) Adam JrEveretl E. R J – Production and Operations Management (Prentice-Hall, 1992), 2000 5th ed.
- 2) Chary- Production and Operations Management (Tata McGraw-Hill, 1997 9th ed.)
- 3) Hill T- Operations Management (Palgrave, 2000)
- 4) Johnston R et al – Cases in Operations Management (Pitman, 1993)
- 5) McGregor D – Operations Management (McGraw-Hill, 1960)



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## **UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

### **MASTER OF BUSINESS ADMINISTRATION (MBA)**

#### **COURSE DESCRIPTION**

**Title of Course:** Entrepreneurship II

**Course Code:** MB 208

**L-T Scheme:** 3-1

**Course Credits:** 4

**Course Objectives:** This course aims to teach the necessary skills to develop ventures beyond the idea/prototype stage. In this course, students will learn how to achieve sustainable growth by pivoting, refining business models, and business planning

**Course Outcome:** Students will be able to learn:

- Acquire additional knowledge and skills for developing early customer traction into a repeatable business.
- They will learn the tools and methods for achieving sustainable growth, such as by refining their product or service and business models, building brand strategy, making a sales and financial plan etc.

**Unit I: Recap and Review the Fundamentals:** Recap of idea selection and lean canvas, Revisit product/service, business model, team, from previous course – decide whether you want to continue with the same or pivot, why do you need a mentor

**Refining the Business Model and Product/Service:** What is Pivoting?, Evaluating new, disruptive business models like SaaS, sharing economy and marketplaces, Identifying which business model suits your product/service the best, Analyze competitors, and map your product/service with the competitors' to define a unique value proposition, Revisit your business model and develop a few variants (more business model types), Identify additional customer segments that your solution can address; Evaluate business models for these segments and refine product/service for new customer segments, Importance of Product Management to align product/service to customer needs

**Unit II Customer and Solution:** Understand who is the customer, what are market types: Identify customer segments and niche, Identify jobs, pains, gains, and early adopters, and use them to craft your value proposition, establish your venture's unique value proposition and competitive advantage



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**Business Model:** Basics of Business Model and Lean Approach, Introduction to the Lean Canvas and understanding the various components, Sketch a business model for your venture using the Lean Canvas Identify the riskiest assumptions of your model

**Unit III: Exploring Ways to Increase Revenue:** Understanding the cycle of customer acquisition, activation, retention, revenue generation and referrals to attract new customers, Identifying primary and secondary revenue streams, Identifying new markets and new customer segments, Explore licensing and franchising options for expansion

**Funding the Growth:** Various sources of funds available for a business, Understand the funding process and what investors look for, Exploring crowd funding platforms, The pros and cons of using a different type of finance, Pitch Practice - How to articulate your needs before investors and lenders, Basics of term sheets and investor due diligence process

**Building the A- Team:** Importance of a good team in a venture's success, Attracting, recruiting and training a high performance entrepreneurial team, Defining roles and responsibilities, Setting clear expectations among the members of your founding team, Essential HR needs of a new venture

**Unit IV: Creating a Branding and Channel Strategy:** Defining a positioning statement, Creating a public image and presence for your business, Selecting a brand name, logo, social media handles and mobile app names for your venture, Creating online public profiles, Bulls Eye Framework and other traditional channel types using the WF template for the same

**Leveraging Technologies and Available Platforms:** Identify technology needs, Choosing key technologies and platforms for banking, accounting, sales, legal, human resource management, Technology as a differentiator and a competitive weapon.

**Measuring Your Progress:** How to establish key metrics and measuring what matters, How to understand and measure operations with a view to control and track progress, Understanding the nature, content, and timing of your communications with investors and other stakeholders

**Unit V: Legal Matters:** Understanding different types of entities, selecting the right type for the venture, and incorporating your venture Overview of legal issues and their impact on entrepreneurs, Regulations of starting and operating a venture, Importance of getting



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professional help (legal and accounting), Select an Accountant and an Accounting System, Importance of being compliant and keeping proper documentation, Patents and Intellectual property, Trademarks.

**Seeking Support:** Recruit your Boards of Directors, Advisors and Mentors Resources for specific geographies **Final Project:** Presentation Day – Teams present their practice venture: Business model, Business Plan, growth achieved and key learnings to their classmates, faculty and other entrepreneurs

#### **Books:**

1. Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
2. Poornima M.CH., Entrepreneurship Development –Small Business Enterprises, Pearson, Delhi, 2009
3. Michael H. Morris, ET. al., Entrepreneurship and Innovation, Cen gage Learning, New Delhi, 2011
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
5. Anil Kumar, S., Entrepreneurship Development, New Age International Publishers, New Delhi, 2011
6. Khanka, SS, Entrepreneurship Development, S. Chand, New Delhi.
7. Peter F. Drucker, Innovation and Entrepreneurship
8. A.Sahay, M. S. Chhikara, New Vistas of Entrepreneurship: Challenges & Opportunities.