

# CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI (C.G.)



## SYLLABUS

[EFFECTIVE FROM THE SESSION: 2011-2012]

MASTERS OF BUSINESS ADMINISTRATION (PART TIME)

IIIrd SEMESTER



# CHHATTISGARH SWAMI VIVEKANANDA TECHNICAL UNIVERSITY

## MBA SEMESTER III (PART TIME)

### Board of Studies: Management

Sl. No.	Board of Studies	Subject Code	Subject	Periods Per Week			Scheme of Examination			Total Marks	Credits
				L	T	P	ESE	CT	TA		
1	Mgmt.	676311(76)	Optimization Methods (New)	3	1	0	80	10	10	100	4
2	Mgmt.	676312(76)	Organizational Development (New)	3	1	0	80	10	10	100	4
3	Mgmt.	676313(76)	Innovation & Technology Management (New)	3	1	0	80	10	10	100	4
4	Mgmt.	676314(76)	Managerial Communication (New)	3	1	0	80	10	10	100	4
5	Mgmt.	676315(76)	Business Ethics and CSR (New)	3	1	0	80	10	10	100	4
6	Mgmt.	676321(76)	CAM Lab & Viva	0	0	3	60	0	40	100	2
<b>Total</b>				<b>15</b>	<b>5</b>	<b>3</b>	<b>460</b>	<b>50</b>	<b>90</b>	<b>600</b>	<b>22</b>

L – Lecture, T- Tutorial; ESE – End Semester Examination, CT – Class, Test, TA – Teacher’s Assessment

# CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

**MBA SEM III      676311(76): OPTIMIZATION METHODS (New)**  
**CREDITS: 4      LECTURE SCHEME: (L-3; T-1; P-0)      Min. No. of CTs: 2**

## OBJECTIVES

The objective of this course is to develop an understanding of basic decision making techniques and their role in managerial decision making.

## COURSE CONTENTS

<b>UNIT I</b>	⇒ Optimization Methods: Meaning and Scope; Various Stages in Optimization Projects. ⇒ Linear Programming Problem: Meaning of Linear programming, General Mathematical Formulation of LPP. Feasible and Optimal Solutions: Graphical Analysis, Simplex Method, Duality and Sensitivity Analysis. Advantages and Limitations of LPP.
<b>UNIT II</b>	⇒ Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution: North West Corner Method, Least Cost Method and Vogel's Approximation Method; Optimization (Minimization and Maximization) using Modified Distribution Method.
<b>UNIT III</b>	⇒ Assignment Problem: Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems using Hungarian Method, Travelling Salesman Problem.
<b>UNIT IV</b>	⇒ Waiting Line Models: Basic Queuing Process, Basic Structure of Queuing Models, Scope in Management Decisions, Solution to M/M/1: ∞/FCFS Model. ⇒ Sequencing Model: Processing n-Jobs through Two Machines, Processing n-Jobs through Three Machines.
<b>UNIT V</b>	⇒ Network Analysis: Shortest Route Problem, Network & Time Estimation, Project Planning & Control Using Critical Path Method (CPM) and Programme Evaluation & Review Technique (PERT). Project Scheduling - Cost Slope, Crashing the Network, Estimation of Optimum Project Cost.

*The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.*

## TEXT BOOKS

- A.M. Natrajan, "Operation Research", Pearson Education.
- N. D. Vohra. "Quantitative Techniques", New Delhi: Tata McGraw Hill Publications.

## REFERENCE BOOKS

- P. K. Gupta and D. S. Hira, "Operations Research", New Delhi: Sultan Chand Publications,
- F.S. Hiller & Hiller, "Introduction to Management Science" Tata McGraw Hill
- Hamdy Taha, "Operations Research" 8th Ed. Pearson 2007.
- Haruly M. Wagner, "Principles of Operations Research with Application to Managerial Decisions", New Delhi: Prentice Hall of India Pvt. Ltd, 2nd Ed., 1996.
- C. R. Kothari, "Quantitative Techniques", Delhi: Vikas Publications.

# CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

**MBA SEM III            676312(76): ORGANIZATIONAL DEVELOPMENT (New)**  
**CREDITS: 4            LECTURE SCHEME: (L-3; T-1; P-0)            Min. No. of CTs: 2**

## OBJECTIVES

The objective of this course is to familiarize with basic organizational processes to bring about organizational development.

## COURSE CONTENTS

<b>UNIT I</b>	⇒ The organization and its environment: An overview of Organizational structure, Behavioral implication of organizational structure, factors influencing design/designing of organizational structure. ⇒ Organizational Effectiveness: Approaches, need and significance.
<b>UNIT II</b>	⇒ Organizational development: Definition, Assumptions, goals, process, objectives; Strategies: Diagnostics Activities, Team Building, Survey Feedback, Process Consultation, Planning & Goal setting, OD interventions. ⇒ Organizational change: Basic Concept and definition; Nature of Organizational Change (Need, factors influencing change); Types of Change; Process of change, Models, Change agent (Roles and responsibilities, Resistance to change); Overcoming resistance (Strategies & Techniques); Planned Change.
<b>UNIT III</b>	⇒ Organizational conflicts: Causes, nature, measures to resolve organizational conflicts; Inter Group behavior and collaboration; Laboratory learning techniques; Managerial Grid; Sensitivity training; Transactional analysis; Inter-group and team building interventions.
<b>UNIT IV</b>	⇒ Organizational Culture and Climate: Organizational learning, power and politics in the organization, Cross culture dynamics.
<b>UNIT V</b>	⇒ The process of Empowerment, Management of gender Issues, Creativity in organization.

*The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.*

## TEXT BOOKS

- French and Bell, Organisational Development, Pearson Education
- D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education
- Carol P Harvey and M.June Allard, Understanding and managing diversity, PHI India
- F. Luthans , Organisational Behaviour TMH, New Delhi

## REFERENCE BOOKS

- S.P.Robbins, "Organisational Behaviour", Pearson Education
- Prasad, Organisation Development for Excellence, McMillan, India.
- Madhukar Shukla, Understanding Organization : Organization Theory and Practices in India, PHI

# CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

**MBA SEM III      676313(76): INNOVATION AND TECHNOLOGY MANAGEMENT (New)**

**CREDITS: 4      LECTURE SCHEME: (L-3; T-1; P-0)      Min. No. of CTs: 2**

## OBJECTIVES

This course is intended to familiarize student with basic concepts about technology innovation and understanding the importance of developing a technology strategy for gaining competitive advantage.

## COURSE CONTENTS

<b>UNIT I</b>	⇒ Technology: Definitions and Characteristics; Management of Technology (MOT); Technological Environment; Parameters of Technological Environment; Technology life-cycle ⇒ Technological change: Dynamics of Technological change; innovation dynamics at firm level.
<b>UNIT II</b>	⇒ Innovation Management: Invention v/s Innovation; Definition and components of innovation; Types of innovations (Product, Process and system innovations); Understanding Innovation Process. ⇒ Innovation strategies: Creative thinking and problem solving, models; Concurrent engineering; Economics of innovation. Assessment of Innovation: Measuring Innovativeness of the firm; Commercialization requisites; Innovation inspired by nature.
<b>UNIT III</b>	⇒ Technology evolution and diffusion: S-curves of Technology Evolution; Technology Diffusion, Dynamics of Diffusion, Mechanism of Diffusion. ⇒ Competitive consequence of Technological change: Creation of new products/change in value chain.
<b>UNIT IV</b>	⇒ Technology Intelligence: Definition of Technology Intelligence, Technology Audit, Mapping technological environment, Process of Technology intelligence: Technology Scanning, Monitoring, Forecasting and Assessment, Analytical tools for forecasting and assessment.
<b>UNIT V</b>	⇒ Technology-Business Connection: Technology Strategy & types; Models for technology strategy formulation. ⇒ Acquisition and technology transfer: Collaborative arrangements in domain of Technology Strategy, Intellectual Property Rights. ⇒ Technology Support Systems: Funding Mechanism and venture capital.

*The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.*

## TEXT BOOKS

- V. K. Narayanan, "Managing Technology and Innovation for competitive advantage", Pearson Education.
- Tarek Khalil, "Management of Technology", McGraw Hill.
- Afuah, "Innovation Management, 2<sup>nd</sup> Edition, Oxford University Press

## REFERENCE BOOKS

- Lowell Steele, "Managing Technology", McGraw Hill.
- R. A. Burgelman and M. A. Maidique, "Strategic Management of Technology and Innovation", Irwin.
- Managing Innovation and New Product Development: Concepts and Cases, Chaturvedi et al., ISBN: 978-81-203-3727-5, PHI.

# CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

**MBA SEM III            676314(76): MANAGERIAL COMMUNICATION (New)**  
**CREDITS: 4            LECTURE SCHEME: (L-3; T-1; P-0)            Min. No. of CTs: 2**

## OBJECTIVES

The objective of this course is to prepare the students with the communication activities involved in business and handling situations that arise out of miscommunication.

## COURSE CONTENTS

<b>UNIT I</b>	⇒ Business communication: nature and importance, channels and media of communication, communication networks, effectiveness of communication; process of communication barriers and gateways in communication.
<b>UNIT II</b>	⇒ Written communication: Introduction to communication and structure of written communication; Business writing; writing business reports; business letters; memorandum and minutes; Job application and C.V. writing.
<b>UNIT III</b>	⇒ Presentation skills-1: structure, preparing an outline, organizing the material, using visual aids, ⇒ Presentation skills 2: sizing up the audience, delivery, body language, handling the audience, ⇒ Presenting seminars, mock presentation followed by discussion ⇒ Team presentations: basics, coordination, strategies, practice ⇒ Business presentations: basics, introduction, main text, conclusion, controlling nervousness, practice in presentations and speeches.
<b>UNIT IV</b>	⇒ Group discussions: methodology, guidelines, mock group discussions, followed by evaluation and comments ⇒ Meetings and conferences: planning, leading, strategic issues, minutes, web conferencing, practice in meetings ⇒ Team briefing: Guidelines and practice ⇒ Interviews: principles, preparation, success factors, types of questions, on-site interview, mock interviews.
<b>UNIT V</b>	⇒ Corporate communication: strategies, cross-cultural communication, press releases, language of advertisements, writing proposals, crisis communication ⇒ Ethics in business communication: values, ethics and communication, ethical dilemmas facing managers, internet and advertising ethics.

*The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.*

## TEXT BOOKS

- Raman, Meenakshi and Prakash Singh. 2006. Business communication. New Delhi: Oxford University Press.

## REFERENCE BOOKS

- Ober Scot. 2004. Contemporary Business Communication, Fifth Edition, New Delhi: Biztantra
- Bell Arthur H., and Dayle M.Smith. 1999. Management Communication, Singapore: John Wiley & Sons (Asia) Pvt. Ltd.
- Bovee Courtland, L. et. al . 2003. Business Communication Today, Seventh Edition. Delhi: Pearson Education.
- Lesikar and Flatley. 2005. Basic Business Communication, Tenth Edition, New Delhi: Tata McGraw Hill.

## SUGGESTED READINGS

- Taylor, Shirley, Communication for Business: A Practical Approach, Addison-Wesley Longman Ltd, 1991

- Rajendra Pal and J.S.Korlahalli- Essentials of Business Communication, Sultan Chand & Sons, New Delhi
- R.C.Sharma & Krishna Mohan- Business Correspondence & Report Writing., TMH New Delhi.

# CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

**MBA SEM III      676315(76): BUSINESS ETHICS AND CSR (New)**  
**CREDITS: 4      LECTURE SCHEME: (L-3; T-1; P-0)      Min. No. of CTs: 2**

## OBJECTIVES

The basic objective of this course is to make the students realize the importance of values and ethics in business and acquaint them with the latest trends in corporate social responsibility.

## COURSE CONTENTS

<b>UNIT I</b>	<p>⇒ Overview of CSR: Philanthropy; Conventional and Strategic; Environmental issues; Social issues; Labor and related issues; Ethical and Governance issues.</p> <p>⇒ Corporate Social responsibility: Social responsibility of a business firm; Social responsibility of business stakeholders (owners, employees, consumers and community); response of Indian firms towards CSR.</p>
<b>UNIT II</b>	<p>⇒ CSR and Consumer Protection: Consumerism, unethical issues in functional aspects of management (sales, marketing and technology etc.); competitive strategy.</p>
<b>UNIT III</b>	<p>⇒ Wider concept of social responsibility: Cost-benefit analysis of corporate social responsibility and good corporate citizenship (Social / moral obligations and survival).</p> <p>⇒ Ethics and human rights, balanced global environment, concern of global warming, judicious use of natural resources.</p>
<b>UNIT IV</b>	<p>⇒ Corporate Ethics: Fundamental principles of ethics, Values concepts, types and formation; principles and concepts of managerial ethics; relevance of ethics and values in business; corruption in businesses; values of Indian managers; factors influencing business ethics.</p>
<b>UNIT V</b>	<p>⇒ Case analysis of failure of leading corporate and top auditing firms due to lapses in ethical and social responsibilities.</p> <p>⇒ Role of international trade and business organizations, Concept of Ombudsman.</p> <p>⇒ Overview of NGO and CSR</p>

*The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.*

## TEXT BOOKS

- Velasquez (2002) - Business Ethics - Concepts and Cases, Prentice Hall, 5th edition.
- Baxi C.V. and Prasad Ajit (2005): Corporate Social Responsibility, Excel Books.
- Al Gini, Case Studies in Business Ethics (5th Edition).

## REFERENCE BOOKS

- Kaur Tripat, Values & Ethics in Management, Galgotia Publications.
- Chakraborty, S.K. Human Values for Managers.
- Badi, R.V. and Badi, N.V. Business Ethics, Vrinda Publications

## SUGGESTED READINGS

- Business Ethics, Crane and Matten, OUP
- Corporate Governance, 2<sup>nd</sup> Edition, Mallin, OUP
- Values and Ethics for Organizations, Chakraborty, OUP
- Perspectives in Business Ethics, Hartman, Chatterjee
- Ferrel, Business Ethics: A case Perspective, Cengage



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**MBA SEM III            676321(76): CAM LAB & VIVA**  
**CREDITS: 2            LECTURE SCHEME: (L-0; T-0; P-3)**

## **OBJECTIVES**

The objective of this course include developing familiarity with different software and hardware systems available in the industry and developing experience in using computers for various tasks involved in businesses.

## **COURSE CONTENTS**

1. Computers: An Introduction to computers; Elements of a Computer System; Generations of Computers and Computer Languages; Personal Computers in Business
2. Hardware Fundamentals: Peripheral devices and their classification; Storage devices; Computer Architecture
3. Operating Systems and its types; Basic DOS, Unix, Linux and Windows Operating System
4. Introduction to MS-Office: Working with MS-word, MS-Power-point, MS-Excel
5. SQL and MS-Access Database: Select, insert, create, update and delete commands
6. Introduction to Networking: Exposure to LAN topology and protocols
7. Concept of Internet, Browser and Search Engine; Creating HTML documents: Basic formatting in HTML, inserting hyperlinks, tables, list, marquee etc.
8. Application of Computers in Business: E-Commerce (for example e-ticketing, e-billing, e-payments etc.), Accounting and finance, and M-Commerce etc.

## **SUGGESTED READINGS**

- David, Van Over, Foundations of Business Systems, Forth Worth, Dryden 1992
- Summer, M. Computers Concepts and Uses, 2nd ed. Englewood Cliffs, PHI publication
- Estrada, Susan Connecting to the Internet, Sebastopol, CA O'Reilly 1993
- Eliason, A.L On-Line Business Computer Applications, Chicago, Science Research Association.
- John, Moss Jones, Automating Mangers: the implications of Information Technology for Managers. London, Printer