



SUNRISE UNIVERSITY

EXECUTIVE MBA IN FINANCE (EMBAF)

CURRICULUM

1st Semester

PAPERS CODE	PAPERS NAME	INTERNAL	EXTERNAL	TOTAL
EMBAF101	Fundamentals of Management	40	60	100
EMBAF102	Organizational Behavior	40	60	100
EMBAF103	Managerial Economics	40	60	100
EMBAF104	Accounts for Managers	40	60	100
EMBAF105	Business Environment	40	60	100
EMBAF106	Operations Research and Management	40	60	100
EMBAF107	Strategic Management	40	60	100
Total		280	420	700

2nd Semester

PAPERS CODE	PAPERS NAME	INTERNAL	EXTERNAL	TOTAL
EMBAF201	Human Resource Management	40	60	100
EMBAF202	Marketing Management	40	60	100
EMBAF203	Financial Management	40	60	100
EMBAF204	Management Concepts & Organisational Behaviour	40	60	100
EMBAF205	Managerial Economics	40	60	100
EMBAF206	Accounting for Managers	40	60	100
EMBAF207	Business Environment and Law	40	60	100
EMBAF208	Project Work & Case Study			100

Total		280	420	800
--------------	--	------------	------------	------------

MBA-101:FUNDAMENTALSOFMANAGEMENT

1. COURSE OBJECTIVES

- To acquire knowledge to understand concepts and key principles of management and be able to critically apply this knowledge to analysis of a complex case study
- To understand and apply a selected management topic to a real organizational setting
- To be able to discuss with others the key management principles covered in the textbook and during lectures showing application of knowledge to case study material.

2. CONTENT OVERVIEW OF MANAGEMENT

Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills. Evolution of management thought-
 Classical Approach, Neo Classical Approach, Scientific Approach, Bureaucratic Approach, Administrative, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Management thinkers: Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Peter F. Drucker, Abraham Maslow, Herzberg and McGregor, Trends and Challenges of Management in Global Scenario.

PLANNING

Importance and Advantages of Planning, Planning Process, Types of Plans, Elements of Planning, Principles, Criteria and Limitations of Planning, Management by Objective (MBO), Strategies - Types of Strategies, Policies, Managerial Decision Making - Types of Decision, Decision Making Process, Rational Decision Making.

ORGANIZING

Nature and purpose of Organizing, Organization Structure: Design and Forms, Formal and Informal Groups Organization, Line and Staff Organization, Conflicts between Line and Staff, Measures to overcome the Conflicts, Departmentation.

DELEGATION OF AUTHORITY

Authority & Power, Responsibility and Accountability, Concept, Importance and Process of Delegation, Principles of Delegation and Barriers to effective Delegation, Span of Management, Span of Control and Decentralization and Centralization, Staffing: Importance and Process. Coordination: Concept, importance, principles of coordination, difficulties and techniques to ensure effective coordination.

DIRECTING

Direction: Importance, Principles, Components and Styles of Direction, Motivation and Satisfaction.

Motivation Theories - Leadership: Concept and Definition, Importance, Styles of Leadership, Theories of Leadership - Leader vs. Manager, Communication: Concept and Definition, Importance, Process, Barriers to Effective Communication and Measures to Overcome Communication barriers.

CONTROLLING

Controlling: Concept, Definition, Basic control process, Requirement of Effective Control, Control Techniques. Organization Culture - Elements and Types of Culture, Managing Cultural Diversity. Management Lessons by Dhirubhai Ambani, Narayan Murthy, Premji, Ratan Tata, Steve Jobs, Bill Gates.

3. TEXTBOOKS

1. Management Fundamentals, Robert N Lussier, 5e, Cengage Learning.
2. Fundamentals of Management, Stephen P. Robbins, Pearson Education.
3. Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition.
4. L.M. Prasad, Principles and Practice of Management, 7Ed, S. Chand Publishers.

4. REFERENCE BOOKS

1. Essentials of Management, Koontz Kleihrich, Tata Mc-Graw Hill.
2. Management Essentials, Andrew DuBrin, 9e, Cengage Learning.
3. Mukherjee, Principles of Management & Organisational Behaviour, Tata McGraw Hill.
4. Slocum & Jackson, 'Management - A Competency Based Approach', Thomson South Western, 10th edition.

5. COURSE OUTCOME

- CO1. The students understand the significance of Management in their Profession.
- CO2. The various Management Functions like Planning, Organizing, Staffing, Leading, Motivation and Control aspects are learnt in this course.
- CO3. The students can explore the Management Practices in their domain area.

6. SPECIAL NOTES

1. Case studies may be given on emerging trends from each module.
2. Presentation and Group Discussions
3. Assignments on various topics related to subject matter.



MBA-

102 ORGANIZATIONAL BEHAVIOUR

1. COURSE OBJECTIVES UR

1. Understand how application of OB frameworks, tools, and concepts can enhance individual, group, and organizational effectiveness
2. Reflect on your own beliefs, assumptions and behaviours with respect to how individuals, groups and organizations act in order to expand your approaches and increase your own organizational effectiveness.
3. To help the students to develop cognizance of the importance of human behaviour.
4. To enable students to describe how people behave under different conditions and understand why people behave as they do.

2. COURSE CONTENT

CONCEPT OF ORGANISATIONAL BEHAVIOUR

Models of Organizational Behaviour, Systems theory and time dimension of effectiveness, Developing competencies, Limitations of Organizational Behaviour, Continuing challenges. Emerging issues in organizational behaviour.

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- I

Personality: Sources of personality, differences, the Myers –Briggs Type Indicators, The big Five Personality Model, other personality traits Relevant to OB, Measuring Personality

Learning: Concept and Theories of Learning, **Attitudes:** The nature of Employee Attitudes, Effects of Employee Attitudes, Studying Jobs satisfaction, Changing Employee Attitudes

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- II

Perceptions, Attributions and Emotions: The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence.

Motivation: Concept of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation.

Stress and Counseling: What is stress, Stress model, Work stressors, Stress outcomes, Stress moderators, Stress prevention and management, Employee counseling, Types of counseling.

GROUP BEHAVIOUR AND INTERPERSONAL INFLUENCE

Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups. Teams and Team Building, Transactional Analysis

Managing Conflict and Negotiation: Conflict in Organizations, A contemporary perspective on intergroup conflict, what causes intergroup conflict, the causes of dysfunctional intergroup conflict, managing intergroup conflict through Resolution, Stimulating Constructive intergroup conflict



SunRiseUniversity

BagadRajput, Tehsil-Ramgarh, Distt.-Alwar(Rajasthan)301026

Established by Rajasthan Govt. vide Ordinance No.08/2011

Recognized by UGC u/s 2(f) of UGC Act, 1956

Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power

SunRise University



SunRiseUniversity

BagadRajput, Tehsil-Ramgarh, Distt.-Alwar(Rajasthan)301026

Established by Rajasthan Govt. vide Ordinance No.08/2011

Recognized by UG Cu/s2(f) of UGCA Act, 1956

ORGANIZATIONAL PROCESSES, CHANGE AND INNOVATION

Communication: The importance of communication, The communication process, Communicating within organizations, How technology affects communication, Interpersonal communication,

Multicultural communication, Barriers to effective communication, Improving Communication in organizations, promoting ethical communications

Leadership: What is leadership, Trait approaches, Behavioral approaches, Situational approaches, Other perspectives, concepts and issues of leadership, Multicultural leadership, Emerging approaches to leadership

Managing Change and Innovation: Change at work, Resistance to change, Alternative change management approaches, learning principles in change management, Change agents: forms of interventions, A model for managing organizational change

EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR

Organizational Behavior Across Cultures: Conditions affecting multinational operations, Managing International Workforce, Productivity and cultural contingencies, Crosscultural communication.

Managing Misbehavior: The emergence in Management of the study of misbehavior, selected misbehaviors.

3. COURSE OUTCOME

On completion of this course, the students will be able to:

CO1: Demonstrate the applicability

of the concept of organizational behaviour to understand the behaviour of people in the organization.

CO2: Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization.

CO3: Analyse the complexities associated with management of the group behaviour in the organization.

CO4: Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization.

CO5: Demonstrate how the behaviour can integrate in understanding Managing International Workforce and Crosscultural communication

4. REFERENCE BOOKS

1. Personality and Organizations (Organization and Management Series) 1st Edition by Benjamin Schneider
2. Work Motivation in Organizational Behavior by Craig C. Pinder
3. Work Motivation: History, Theory, Research, and Practice Book by Gary P. Latham
4. Management Process and Organisational Behaviour Hard cover – Import, 1 Dec 2003 by Sudan Amrik Singh
5. Primal Leadership Book by Daniel Goleman
6. Organizational Culture and Leadership Book by Edgar Schein

5. TEXT BOOKS

1. Organizational Behaviour by Pearson 18e (Stephen P. Robbins, Timothy A. Judge, Neharika Vohra)
2. Organizational Behavior 12th Edition by Fred Luthans
3. Mishra. Organizational Behavior, Vikas Publishing House.
4. Greenberg, Jerald and Baron, Robert. Behavior in Organizations, Prentice Hall of India.
5. Aswathappa. Organization Behavior (Text, Cases & Games), Himalaya Publishing House.
6. Luthans, Fred. Organizational Behavior, Tata McGraw-Hill.
7. Newstrom. Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill



SunRiseUniversity

Bagad Rajput, Tehsil-Ramgarh, Distt.-Alwar(Rajasthan)301026

Established by Rajasthan Govt. vide Ordinance No.08/2011

Recognized by UGC/s2(f) of UGC Act, 1956

MBA-

103 MANAGERIAL ECONOMICS

1. COURSE OBJECTIVES

1. To familiarize the students with the fundamental economic concepts & principles.
2. To make students understand about the factors affecting managerial decision making.
3. To make students aware about Macroeconomic principles & stabilization policies

2. CONTENTS

Introduction to Business economics and Demand Analysis: Managerial Economics-Nature, Scope & significance, Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equimarginal principles.

Theory of Consumer Behavior: rationality, revealed preferences and utility, indifference curves, utility maximization, demand functions, substitution and income effects, substitutes and complements, demand elasticity.

Production analysis: Production function with one variable input and two variable inputs – Law of diminishing of returns – iso-quants and iso-cost analysis – Producer Equilibrium – Law of substitution – Production functions and managerial decision making – Equilibrium of a multiproduct business firm – Expansion path.

Cost & Revenue Analysis: Kinds of costs – costs in the short run and in the long run and their behavior – Applications of cost analysis in managerial decision making – The relationship between product and cost curves, business planning or envelope curve, economies and Diseconomies of scale. Break Even Analysis-Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)

Market structure: Perfect Competition: Features, Determination of Price under Perfect Competition
- Monopoly: Features, Pricing under Monopoly, Price Discrimination. Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation; Pricing strategies and practices: Multi product pricing, price discrimination, transfer pricing, cost plus pricing, incremental /marginal pricing, transfer pricing, peak load pricing etc.

Macro Economics Measures: Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators; Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Stabilization Policies: Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls; Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions; Inflation-Meaning and Kinds, Measures to Control Inflation, Deflation.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

- CO1 Understand the relative importance of Managerial Economics and basic concepts of Managerial Economics.
- CO2 Analyze to find firm's equilibrium.



SunRiseUniversity

BagadRajput, Tehsil-Ramgarh, Distt.-Alwar(Rajasthan)301026

Established by Rajasthan Govt. vide Ordinance No.08/2011

Recognized by UGC u/s 2(f) of UGC Act, 1956

CO3 Understand the modern managerial decision rules and optimization techniques. CO4 Evaluate features of different kinds of markets and analyzing pricing strategies CO5 Be equipped with the various measures of Macro economics
CO6 Understand the stabilization Policies, business cycles and inflation

4. REFERENCE BOOKS

1. Managerial Economics, Yogesh Maheshwari, PHI, 2/e, 2011
2. Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010
3. Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 6e, 2010

5. TEXTBOOKS

1. Managerial Economics-Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
2. Managerial Economics, Tata McGraw-Hill, New Delhi Moyer & Harris,
3. Managerial Economics, D.N Dwivedi, 8th ed., Vikas Publication.
4. Managerial Economics, H.L Ahuja, S. Chand, 2011
5. Indian Economy, KPMSundharam and Dutt, 64th Edition, S Chand Publication.
6. Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class
2. All the students need to present a PPT in class on relevant topic which will be evaluated
3. Current Indian and international economic scenario must be discussed in class
4. Field/desk/numerical Assignments must be given to understand the concepts properly



SunRiseUniversity

BagadRajput, Tehsil-Ramgarh, Distt.-Alwar(Rajasthan)301026

Established by Rajasthan Govt. vide Ordinance No.08/2011

Recognized by UG Cu/s2(f) of UG C Act, 1956

MBA-

104 ACCOUNTING FOR MANAGERS

1. COURSE OBJECTIVES

1. The Syllabus aims to develop the student's ability to:
 1. Understand and explain the conceptual framework of Accounting
 2. Prepare Accounts for various entities under different situations
 3. Acquire basic concepts of Cost & Management Accounting relevant for managerial decision making

2. COURSE CONTENTS

Introduction, Definitions, Accounting Cycle, Objectives of Accountings, Basic Accounting Terms, Generally Accepted Accounting Principles, Accounting Concepts and Conventions, Accounting System

Events and Transaction, Voucher, The Concepts of Account, Debit and Credit, Types of Accounts, The Accounting Process: Journals, Ledgers and Trial Balance, Accounting Equation, Accrual Basis & Cash Basis of Accounting, Capital & Revenue Transaction

Preparation of Final Accounts: Trading Account, Profit and loss Account with adjustments, Balance Sheet

Preparation of Cash Flow Statement (Accounting Standard – 3 Revised), Analysis of Financial Statements: Comparative, Common size, Trend Analysis, Inferences and Interpretations from Published Financial Statement

Cost Accounting: Evolution, Meaning, Objectives and Scope, Generally Accepted Cost Accounting Principles (GACAP), Definitions, Methods of Costing, cost & Cost Object, cost Organization, Costing system, Cost Determination

Cost Statements- Introduction, Cost Accumulation, Cost Collection, Cost Sheet formats & Preparation

3. REFERENCE BOOKS

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. (2006). Accounting: text and cases (12th ed.). New Delhi: Tata McGraw Hill.
2. Albrecht, W.S., Stice, D.J., Stice, E.K., Monte, R., & Swain, R.M. (2010). Accounting: concepts and applications (11th ed.). U.S.A.: South Western.
3. Anthony, R.N. (2006). Accounting: text & cases (11th ed.). New Delhi: Tata McGraw Hill.
4. Belverd, E., Needles, Jr., & Powers, M. (2005). Principles of financial accounting (9th ed.). New York: Houghton Mifflin. Faculty of Management Studies, University of Delhi 17
5. Garrison, R. H., Noreen. E. W. (2007). Managerial accounting (12th ed.). New Delhi: Tata McGraw Hill.
6. Hilton, R.W. (2008). Managerial accounting (3rd ed.). New Delhi: Tata McGraw Hill.
7. Larson, D. K., & Chiappetta, B. (2004). Fundamental accounting principles (17th ed.). New Delhi: McGraw Hill.
8. Michael, C. K. (2003). Financial accounting: A focus on decision making



SunRiseUniversity

BagadRajput.Tehsil-Ramgarh,Distt.-Alwar(Rajasthan)301026

EstablishedbyRajasthanGovt. videOrdinanceNo.08/2011

RecognizedbyUGC/s2(f)ofUGCAct,1956

(2nded.).NewDelhi:WestPublishing Company.

SunRise University



SunRiseUniversity

BagadRajput, Tehsil-Ramgarh, Distt.-Alwar(Rajasthan)301026

Established by Rajasthan Govt. vide Ordinance No.08/2011

Recognized by UGC u/s 2(f) of UGC Act, 1956

8. Spiceland, J.D. (2009). Financial accounting (International edition). New Delhi: Tata McGraw Hill. 10. Vij, M. (2009). Management accounting. New Delhi: MacMillan India Ltd.

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

SunRise University



SunRiseUniversity

BagadRajput, Tehsil-Ramgarh, Distt.-Alwar(Rajasthan)301026

Established by Rajasthan Govt. vide Ordinance No.08/2011

Recognized by UG Cu/s2(f) of UG C Act, 1956

MBA-

105 BUSINESS ENVIRONMENT

T

1. COURSE OBJECTIVES

1. To develop basic understanding and provide knowledge about business environment to the management students and enable them to realize its impact on environment of Business.
2. Master core concepts and methods from economic, political, and social analysis as they are relevant to the design and evaluation of economic environmental policies.
3. Apply systems, concepts and methodologies to analyze and understand interactions between social and environmental processes.

2. CONTENT OF THE SUBJECT BUSINESS ENVIRONMENT

BUSINESS ENVIRONMENT

Business Environment: Meaning, Nature and Significance, Types of Environment, Economic & Non-economic environment, Environment Scanning and its process, Internal & External environment, Emergence of Market Driven Economies, Essential of Competitive Economies.

ECONOMIC TRANSITION (LIBERALIZATION, PRIVATIZATION AND GLOBALIZATION)

Liberalization: The New Economic Policy of India. Monetary Policy, Fiscal Policy, Export-Import Policy, Industrial Policy, FDI Policy, Reforms in Capital Market.

Privatization: Objectives, Routes, Benefits, Success Conditions. Privatization in India.

Globalization : Features and Stages of Globalisation, Impact on Indian economy. LPG and Financial, Automobiles and FMCG industry.

MICRO, SMALL AND MEDIUM (MSME) ENTERPRISES & SUPPORTING INSTITUTIONS

Micro, Small and Medium Enterprises in India, MSME Policy Regulatory and Legal Framework, Institutional Framework : Training Services, SIDBI, NIMSME, NSIC and their role for MSME. Skill Development Initiatives. Role of Financing Institutions for MSME sector.

COMPETITION COMMISSION

Assessment of Regulatory Business Environment, Change from Control to Regulations, Changing role of RBI, IRDA, Pension, Board of Financial Supervision.

BALANCE OF PAYMENT AND BALANCE OF TRADE

Exchange rate and competitiveness, Foreign Capital Flows and Foreign Collaborations, FDI in India, Introduction to Foreign Exchange Management Act 1999 (FEMA), Stock Exchange, Commodity Exchange in India. Role of SEBI.



SunRiseUniversity

BagadRajput, Tehsil-Ramgarh, Distt.-Alwar(Rajasthan)301026

Established by Rajasthan Govt. vide Ordinance No.08/2011

Recognized by UGC u/s 2(f) of UGC Act, 1956

CONSUMER, CONSUMERISM AND EMERGING TRENDS

Consumer Rights, Consumerism and Business, Consumer Protection in India.

SunRise University



Emerging Trends: Green Initiatives, Sustainable Development Practices, Corporate Governance, Corporate Social Responsibility, Institutional framework for Planning-NITIAayog and its functioning.

3. COURSE OUTCOME

CO1 Outline how an organization operates in a business environment explaining its framework that regulates the industry.

CO2 Explain the effects of Government Policies on the economic environment and the industries in the country.

CO3 Be able to use the theory and background knowledge learned to enhance general understanding of the significance and likely impact of different business decisions.

4. REFERENCE BOOKS

1. Francis Cherunilam, Business Environment (Text and Cases), Publisher: Himalayan Publishing House
2. K. Chidambaram and V. Alagappan, Business Environment, Publisher: Vikas Publishing House Pvt. Ltd.
3. M. Adhikari, Economic Environment of Business, Publisher: Excel Books
4. K. Ashwathappa, Business Environment, Publisher: Himalaya Publishing

5. TEXTBOOKS

1. B.N. Gosh, Business Environment, Publisher: Oxford University Press
2. Saleem Shaikh, Business Environment, Publisher: Pearson Education
3. Justin Paul, Business Environment (Text & Cases), Publisher: McGraw Hill Education
4. J. Morrison, The International Business Environment, Publisher: Palgrave

6. SPECIAL NOTES

1. Case studies : At least once a case study from each module.
2. Presentation : Individual/Group presentation can be assigned
3. Group Discussions : GD can be done on subject topics in modules
4. Individual/Group Assignments can be allocated
5. Guidelines for students and teachers : Newspaper, Magazines and Bulletins related to
6. Business Environment and Economy to be referred
7. Recent News/Articles: Journals, News Feeds, Articles to be referred



OPERATIONS RESEARCH AND MANAGEMENT

Objectives

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

UNIT –I

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

UNIT –II

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

UNIT-III

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

UNIT-IV

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

UNIT- V

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 %]

REFERENCES

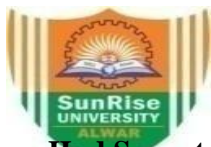
Kanishka Bedi, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

Panneerselvam, R, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

G.Srinivasan, OPERATIONS RESEARCH, *PHI Learning, NewDelhi, 2010*

Tulsian & Pandey, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

Vohra, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*



STRATEGIC MANAGEMENT

Objectives

- ☐ Integrating the knowledge gained in functional areas of management
- ☐ helping the students to learn about the process of strategic management, and
- ☐ helping the students to learn about strategy formulation and implementation

UNIT-I

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

UNIT-II

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

UNIT-III

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

UNIT-IV

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

UNIT-V

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

REFERENCES

Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Vipin Gupta, Kamala Gollakota & Srinivasan, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

Amita Mittal, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

SunRise University

*MBA-201***HUMAN RESOURCE MANAGEMENT***Section A***Module I: Introduction**

Introduction, meaning and significance of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies.

Module II: Pre-recruitment functions of HRM

Organizational structure, Delaying, Right sizing, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.

Module III: Recruitment, selection and appointment

Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques-tests, interviews and salary negotiation. Meaning and significance of appointment, process of appointment, legal aspects of employment contract, joining formalities and induction.

Module IV: Training and development

Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training on the job methods and off the job methods.

Module V: Employee Remuneration

Meaning and significance of compensation, Principles of remuneration, intrinsic equity vs extrinsic equity. Basic salary, allowances, incentives, perks, and benefits. Remuneration package of Government and Private sector, Emerging Statutory aspects of compensation and benefits.

Module VI: Performance management

Meaning and significance of performance management. Process of performance management. Types of performance appraisal system, 360° appraisal system, performance and monitoring, performance evaluation and performance feedback. Aligning performance outcome to career and succession planning.

Module VII: Strategies of employee retention and emerging trend in HRM

Meaning and significance of employee relations. Employee relation in unionized and non-unionized organizations. Handling employee grievances. Employee discipline and domestic enquiry. Legal aspects of employee relations with reference to trade union Act, industrial employment standing

orders Act and Industrial Disputes Act. Statutory aspects of health, welfare and safety of employees.

SunRise University

Module VIII: Career and succession planning

Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning.

Section B

At least one Case/Problems from each module
Questions will be case/inferences/application based

Practical Component:

- Expose students to simulated recruitment exercises-Job profile, personal profile, advertisement etc.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors.
- Exploring training and development practices.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Conduct a debate on company employees versus contract employees.
- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Give a performance goal setting case and ask the students to perform a dyadic role playing.

Recommended Books:

- Byars, L & Rue, L. Human Resource Management. McGraw Hill.
- Aswathappa, K. Human Resource Management. Tata McGraw-Hill.
- Dessler, Varkkey. Human Resource Management. Pearson.
- Jyothi. Human Resource Management. Oxford University Press.
- Mondy, R. Human Resource Management. Prentice Hall.
- Steve Fleetwood., Anthony Hesketh, Explaining the Performance of Human Resource Management, Cambridge University Press

List of Journals/Periodicals/Magazines/Newspapers

Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

MBA-202

COST ACCOUNTING FOR MANAGEMENT

Section A

Module I: Introduction

Cost Management, Cost Management Tools - A Strategic View to Cost Management.

Module II: Cost Sheet and Composition

Overheads,

Classification and Collection, Difference between Cost Allocation and Cost Apportionment, Absorption of Overhead.

Module III: Marginal Costing

MARGINAL COSTING - Nature and Scope - Applications - Breakeven analysis, Advantages and Disadvantages of Marginal Costing.

Module IV: Budgetary Control

Budgetary Control:- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor. Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material overheads and Labour variances only.

Module V: New Techniques of Costing

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC.

Module VI: Cost Audit

Cost Audit, - objectives, Advantages, Areas and Scope of Cost Audit, Cost Audit in India -- Practical --

Read the contents of the report of Cost Audit and the annexure to the Cost Audit report. Management Audit - Aims and the objectives, Scope of Management Audit.

Module VII: Cost Control

Cost Reduction, and Cost Control, Target Costing - its Principles, Balanced Scorecard as a performance measure - Features - Purpose, Reasons for use of balanced scorecard.

Module VIII: Cost Reporting

Reporting to Management - Purpose of reporting - Requisites of a good report, Classifications of Report, Segment reporting, Applicability of Accounting Standard 17, Objectives, Users of Segment reporting.

Section B

At least one Case study/Problem from each module

Note: 60% of the Questions will be Numerical/Cases/Inferences based. Questions will be case/inferences/application based

Practical components:

SunRise University

Students can take up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge.

Recommended Books:

- Kumar, Vijay. Accounting for Management. Tata McGraw-Hill.
- Kuppapally. Accounting for Managers. Prentice Hall of India.
- Maheshwari, S.N. & Maheshwari, S.K. Advanced Management Accounting Vol. 1 & Vol. 2. Vikas Publishing House.
- Kaplan, Atkinson and Young. Management Accounting. Pearson Education.
- Vij. Management Accounting. Macmillan Publishers India.
- Paresh Shah. Management Accounting. Oxford University Press.

MBA

203 FINANCIAL MANAG

EMENT

Section A

Module I: Financial management

Introduction to financial management, objectives of financial management. Changing role of financial managers in contemporary business environment. Interface of Financial Management with other functional areas. Indian financial system. Review of institution, instrument and market. Basic approach to risk, return and valuation.

Module II: Sources of Financing

Shares, Debentures, Term loans, Lease financing, Venture capital investing, Private equity, international resources.

Module III: Time value of money

Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple Interest & Compound interest, Capital recovery & loan amortization.

Module IV: Investment decisions

Investment evaluation techniques - Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period, Accounting rate of return. Estimation of cash flow for new project, replacement projects. Capital budget.

Module V: Cost of Capital

Cost of capital - basic concepts. Cost of term debenture capital, cost of preference capital, cost of equity share capital. Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

Module VI: Financial Decisions

Working Capital Management, working capital requirements. Current assets policy and current assets finance policy. Determination of operating cycle. Estimation of working capital requirements of a Firm, Receivables Management, determination of working capital.

Module VII: Reward and dividend policy

Dividend policy, Determination of operating leverage, financial leverage and total leverage. Dividend policy - Factors affecting the dividend policy - dividend policies - stable dividend, stable payout, dividend theories, Bonus issues. Capitalization of Profit Share.

Module VIII: Emerging Issues

Emerging Issues in Financial management: Derivatives, Financial and commodity derivatives Mergers and Acquisitions, Behavioral Finance, Financial Modeling, Financial engineering, Commodity trading.

MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR

Objectives

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

UNIT - I

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

UNIT – II

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

UNIT – III

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

UNIT – IV

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

UNIT – V

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

REFERENCES

Koontz, Weirich & Aryasri, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi, 2004*

Tripathi & Reddy, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

Laurie Mullins, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi, 2007*

Meenakshi Gupta, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

Fred Luthans, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, NewDelhi*

Stephen Robbins, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

Ricky Griffin, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi, 2008*

MANAGERIAL ECONOMICS

Objectives

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

UNIT – I

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT-II

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

UNIT-III

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

UNIT-IV

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

UNIT – V

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDI).

REFERENCES

Yogesh Maheswari, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005***Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi***Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005***Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

ACCOUNTING FOR MANAGERS

Objectives

- ☒ To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- ☒ To enable the students to prepare, Analyse and Interpret Financial Statements and
- ☒ To enable the students to take decisions using Management Accounting Tools.

UNIT-I

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts – Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

UNIT-II

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

UNIT-III

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

UNIT-IV

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

UNIT-V

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]

REFERENCES

Jelsy Josheph Kuppappally, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010*.

Paresh shah, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

Ambrish Gupta, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

Narayanaswamy R, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

BUSINESS ENVIRONMENT AND LAW

SunRise University

MB. 215

FINANCIALMANAGEMENT

Objectives

- ☐ To acquaint students with the issues of domestic and global environment in which business has to operate
 ☐ To relate the Impact of Environment on Business in an integrated manner, and
 ☐ To give an exposure to important commercial and industrial laws

Total Periods: 40 (4 Credits)

UNIT – I

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

UNIT - II

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

UNIT - III

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

UNIT - IV

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

UNIT - V

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures
 - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

REFERENCES

- Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.
Keith-Davis & William Frederick, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.
M.M. Sulphay & Az-har Basheer, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. Delhi, 2011
Maheswari & Maheswari, MERCANTILE LAW. Himalaya Publishing House. Mumbai
Rudder Dutt & Sundaram, INDIAN ECONOMY, Vikas Publishing House, New Delhi.
Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt.Ltd, New Delhi, 2010