**DIRE DAWA UNIVERSITY**

**SCHOOL OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF MANAGEMENT**

**A CURRICULUM FORMASTER OF BUSINESS ADMINISTRATION (MBA)**

**MAY, 2015**

**DIRE DAWA**

**DIRE DAWA UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF MANAGEMENT**

**A CURRICULUM FOR MASTER OF BUSINESS ADMINISTRATION (MBA)**

**NOV, 2015**

**DIRE DAWA**

# *COURSE TITLE, CODE, CREDIT HOUR, ECTS AND SEMESTER WISE BREAKDOWN*

**Key**

**Course code:**

* + - **MBA** denotes Masters in Business Administration

The course numbering (for example): MBA 621, the first number i.e“6” indicates the maximum number of years a candidate spends to earn his/her first degree plus one for his/ her first year MBA candidate. Here a maximum of 5 years of under graduate study is taken as a benchmark. Then the next number in the coding system i.e. “2” indicates the course sequence; here it means this course is the second course and, the last number in the code i.e. “1” indicates the semester in which the course is going to be offered, in this particular case the number “1” tells that the course will be delivered in the first semester.

**Table 1: Courses Title, Code, and Credit Hours for the Full Year Program**

|  |  |  |  |
| --- | --- | --- | --- |
| **S/No** | **Course Title** | **Course Code** | **Credit Hours** |
| 1 | Management Concepts and Practice | MBA 611 | 2 |
| 2 | Financial and Managerial Accounting | MBA 621 | 3 |
| 3 | Marketing Management | MBA 631 | 2 |
| 4 | Quantitative Techniques for Decision Making | MBA 641 | 3 |
| 5 | Human Resource Management | MBA 651 | 2 |
| 6 | Econometrics Theory and Application | Econ 612 | 3 |
| 7 | Operations Management | MBA 622 | 3 |
| 8 | Management Information System | MBA 632 | 2 |
| 9 | Organizational Behavior | MBA 642 | 2 |
| 10 | Research Methods | MBA 652 | 2 |
| 11 | Project Management | MBA 662 | 2 |
| 12 | Financial management | MBA 721 | 2 |
| 13 | Strategic Management | MBA 731 | 2 |
| 16 | MBA Thesis/project (elective) | MBA 712 | 6 |
| Total | | | 36 |

**Table 2: Semester Wise Course Breakdown for Regular Program**

|  |  |  |  |
| --- | --- | --- | --- |
| **Core courses, Year I, Semester I** | | | |
| **No** | **Course title** | **Course Code** | **Credit Hs.** |
| 1 | Management Concepts and Practice | MBA 611 | 2 |
| 2 | Financial and Managerial Accounting | MBA 621 | 3 |
| 3 | Marketing Management | MBA 631 | 2 |
| 4 | Quantitative techniques for decision making | MBA 641 | 3 |
| 5 | Human Resource Management | MBA 651 | 2 |
|  | **Total** | | **12** |
| **Year I, Semester II** | | | |
| 1 | Econometrics Theory and Application | Econ 612 | 3 |
| 2 | Operations Management | MBA 622 | 3 |
| 3 | Management Information System | MBA 632 | 2 |
| 4 | Organizational Behavior | MBA 642 | 2 |
| 5 | Research Methodology for Management | MBA 652 | 2 |
| 6 | Project Management | MBA 662 | 2 |
| **Total** | | | **12** |
| **Year II, Semester I** | | | |
| 1 | Financial management | MBA 721 | 2 |
| 2 | Strategic Management | MBA 731 | 2 |
| 3 | MBA Thesis | MBA 712 | 6 |
| **Total** | | | **10** |
| **Grand Total** | | | **36** |

**Table 2: Semester wise course breakdown for evening program**

|  |  |  |  |
| --- | --- | --- | --- |
| **Year: I semester I** | | | |
| **No** | **Course title** | **Course Code** | **Credit Hs.** |
| 1 | Management Concepts and Practice | MBA 611 | 2 |
| 2 | Financial and Managerial Accounting | MBA 621 | 3 |
| 3 | Marketing Management | MBA 631 | 2 |
|  | Total | | 7 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Year: I semester II** | | | |
| **No** | **Course title** | **Course Code** | **Credit Hs.** |
| 1 | Quantitative techniques for decision making | MBA 641 | 3 |
| 2 | Human Resource Management | MBA 651 | 2 |
| 3 | Operations Management | MBA 622 | 3 |
|  | Total | | 8 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Year: I semester III** | | | |
| **No** | **Course title** | **Course Code** | **Credit Hs.** |
| 1 | Econometrics Theory and Application | Econ 612 | 3 |
| 3 | Management Information System | MBA 632 | 2 |
| 4 | Organizational Behavior | MBA 642 | 2 |
|  | Total | | 7 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Year: II semester I** | | | |
| **No** | **Course title** | **Course Code** | **Credit Hs.** |
| 1 | Research Methodology for Management | MBA 652 | 2 |
| 2 | Project Management | MBA 662 | 2 |
| 3 | Financial management | MBA 721 | 3 |
|  | Total | | 7 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Year: II semester II** | | | |
| **No** | **Course title** | **Course Code** | **Credit Hs.** |
| 1 | Strategic Management | MBA 731 | 2 |
| 2 | MBA thesis | MBA 712 | 6 |
|  | Total | | 7 |

# Description, Objective and Content for Each Course

**Course Title: Management Concepts and Practice**

**Course Code: MBA 611**

**Credit Hours: 2**

**ECTS: 3.5**

1. **Course Description:** The course deals with acquainting students with contemporary management theories and practices that are relevant to the rapidly changing business environment. It focuses on managerial functions of planning, organizing leading and controlling with their contemporary practices. It also emphasizes on the concept of systems approach, contingency management approach, and quantitative decision making approach**. Furthered more it covers major areas of Innovative Management for Turbulent Times , The Evolution of Management Thinking, The Environment and Corporate Culture, Planning and Decision Making, Organizing- Designing, Adaptive Structures,Leadership and controlling.**

**Course Objective:**

**By the end of this course, students will be able to:**

* Understand the different management thoughts (scientific, bureaucratic, behavioral, quantitative, system and contingency approaches).
* Acquire knowledge on managerial functions of planning, organizing, leading and controlling and apply them in different business organizations.
* Exercise how to lead, motivate and inspire people in an organization

**Course Content:**

**Unit I: Introduction:** Management: Introduction, definition of management, nature, purpose and functions, levels and types of managers, managerial roles, skills for managers, Management as a Profession -Evolution of management and major schools of thought- Early management thoughts –Modern management thoughts.

**Unit II:** Planning – Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning- Planning Premises and Forecasting – process of Decision Making-Decision Tree Analysis.

**Unit III:** Organization – Meaning, nature and Principles of Organization – Formal and informal Organization – Elements of Organization Structure

**Unit – IV:** Directing- Leadership Theories and Styles –Motivation –Theories: Maslow’s Theory and Herzberg’s Theory-communication

**Unit –V** controlling: Controlling, importance of controlling, controlling process, types of control, factors influencing control effectivenes

**Assessment Scheme:**

Seminars--------------------------------------------------------------------20%

Article Summary --------------------------------------------------------- 10%

Case Writing -------------------------------------------------------------- 20%

Mid Exam \_---------------------------------------------------------------- 20%

Final exam-----------------------------------------------------------------30%

Total------------------------------------------------------------------------100%

**Reference materials**:

|  |
| --- |
| * Cole GA and Kelly P (2011), Management Theory and Practice  (7th edition) * Coulter M. Robbins S. Management. (12th Ed). Pearson. 2014. * C.B Gubta, “Business Organization and Management “ , Sultan chand& sons, new Delhi. * David R.Hampton, “contemporary management”, McGraw Hill Inc., New York, 1981. * Ernest Dale. “Management. Theory and Practices.” McGraw Hill Inc. New York, 1981. * Daft R. New Era of Management. (9th Ed). Cengage. 2008. * George, J.M., & Jones, G.R.2006. Contemporary Management: Creating Value in Organizations, 4th edition. New York: McGraw-Hill. * Ireland R.  Hoskisson  R. Hitt M. The Management of Strategy. (10th Ed) Cengage 2013 * Robbins, S. *Fundamentals of Management*. 5th Canadian ed. Toronto: Pearson Education Canada, 2008. |

**Additional Learning Materials**

* Relevant articles from a variety of journals and magazines,

**Course Title: Financial and Managerial Accounting**

**Course Code: MBA 621**

**Credit Hours: 3**

**ECTS: 3.5**

**Course Description:**

This course emphasizes on gathering and use of financial information to facilitate effective management decisions. It covers financial accounting reports, user needs, and limitations of conventional statements. It also includes cost concepts and systems (budgets and control). It deals with alternative costing methods and illustrates cost and profitability concepts, cost allocation, transfer pricing, activity based costing and customer profitability analysis. Besides it examines the choice of financial and non-financial performance measures for evaluating business strategies.

**Course objectives:**

**By the end of this course students will be able to:**

* Analyze and interpreted financial statements
* Use financial information for managerial decision making
* Use accounting / financial information for planning and controlling
* Use financial performance measures to measure organizational performances and customer satisfaction.

**Course content**

**Unit- 1**: ***Financial Accounting – An Introduction:***Introduction , Meaning of Accountancy, book-keeping and Accounting , Accounting Process, Objectives for accounting , Differences between book-keeping and accounting Users of accounting information , Limitations of Accounting , Basic terminologies

**Unit- 2**: ***Accounting Concepts, Principles, Bases and Policies:***Introduction , Accounting Concepts, Principles, Policies and Standards, Types of accounting concepts - Business Separate entity concept - Going concern concept - Money measurement concept - Periodicity concept - Accrual concept, Accounting Principles - Principle of Income recognition - Principle of expense - Principle of matching cost and revenue - Principle of Historical costs - Principle of full disclosure - Double aspect principle - Modifying Principle - Principle of materiality - Principle of consistency - Principle of conservatism or prudence, Accounting Policies - Changes in Accounting Policies - Disclosure in case of changes in Accounting Policies,  Accounting Standards - Scope and functions of Accounting Standards Board -   International Financial Reporting System

**Unit- 3**: ***Double Entry Accounting:***Introduction , Meaning of double entry accounting, Classification of accounts under Traditional approach, Classification of accounts under Accounting Equation approach, Comparison of traditional approach with Modern approach equal approach, Accounting Trail , Transactions and events , Meaning and roles of debit and credit , Accounting equation

**Unit- 4**: ***Secondary Books:***Introduction , Secondary books , Purchases Book/Purchases Day book - Cash discount, Trade discount - Difference between cash discount and trade discount, Sales Book or Sales Day book -    Purchase Returns Book - Sales Returns Book, Bills receivable book - Bills payable book - Cash book , Posting to Ledger accounts  Posting to Ledger

**Unit- 5**: ***Trial Balance:***Introduction , Meaning , Objectives of preparing a trial balance , Methods of preparing a trial balance, Preparation of Trial balance, Adjusting Entries , Errors and their rectification, Errors disclosed by Trial Balance , Errors not disclosed by Trial Balance , Steps to locate the errors

**Unit- 6**: ***Final Accounts:***Introduction , Adjustments before preparing final accounts , Depreciation , Bad Debts and accounting treatment of bad debts , Provision for doubtful debts , Reserves for Discount on Debtors , Reserve for Discount on Creditors , Closing Stock, Trading Account , Profit and Loss Account,  Balance Sheet

**Unit- 7**: ***Introduction to Management Accounting*:** Introduction, Meaning of Management accounting ,The Role of Management Accounting , Management Accounting Framework , Functions of Management Accounting ,Tools of Management Accounting ,The Balanced Scorecard , Cost Management System , Value Added Concept , Merits of Management Accounting , Demerits of Management Accounting , Distinction between Management Accounting and Financial Accounting

**Unit- 8**: ***Financial Statement Analysis:***Introduction ,  Meaning of Ratio , Steps in Ratio Analysis, Classification of Ratios , Du Pont Chart , Solved Problems , Advantages of Ratio Analysis, Limitation of Ratio analysis

**Unit- 9**: ***Cash Flow Analysis:***Introduction, Meaning of Cash Flow Statement, Purpose of Cash Flow Statement , Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method) , Cash Flow from Operating Activities , Cash Flow Statement under Direct Method , Different between Cash Flow Analysis and Fund Flow Analysis, Uses of Cash Flow Statement

**Unit- 10 *Understanding Cost:*** Introduction, Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet, Solved Problems

**Unit- 11**: ***Marginal Costing and Break Even Analysis:*** Introduction , Concept of Marginal Costing , Characteristics of Marginal Costing , Difference between Absorption Costing and Marginal Costing , Marginal Cost,      Contribution ,  Cost Volume Profit (CVP) Analysis , Break Even Chart , Break Even Point, Profit Volume ratio or MCSR , Target profit , Margin of Safety , Application of Marginal cost , Limitations of Marginal cost , Solved Problems

**Unit- 12**: ***Budgetary Control:*** Introduction , Meaning of a Budget , Budgetary control , Objectives of budgetary control , Merits of budgetary control,  Essential features of Budgetary Control , Steps in budgetary Control , Types of Budgets , Cast Budget , Flexible Budget , Limitation of Budget Control

**Unit- 13: *Standard Costing****:*Introduction , Definition of Standard Costing, Meaning, Difference between Standard cost and Budgetary Control, Establishment of standards, Variance analysis, Material cost variance, Material price variance, Material usage variance , Material Mix variance, Material Yield variance, Direct labor variance, Labor Efficiency Variance, Labor Rate variance, Labor mix variance, Labor Yield Variance

Assessment Scheme :

* Seminars--------------------------------------------------------------------20%
* Article Summary --------------------------------------------------------- 10%
* Case Writing -------------------------------------------------------------- 20%
* Mid Exam \_---------------------------------------------------------------- 20%
* Final exam-----------------------------------------------------------------30%
* Total------------------------------------------------------------------------100%

**Reference:**

* Ray, M. &Nevue,p,Fundamentals of Managerial Finance,2nd Ed, South Western.
* Brigham, E. E ,Fundamentals of Financial management, 3rd Ed. Dryden press,
* Keown.Martin& Petty. Scott,Jr, Financial management principles and applications,9th Ed., Eastern economic press
* Block and Hurt, Foundation of financial management, 5TH Ed. IRWIN

**Course Title: Marketing Management**

**Course Code: MBA 631**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

This course provides a managerial introduction to the strategic and tactical aspects of marketing decisions. It examines the strategic concepts and tools that guide how a firm chooses its target markets, develops a value proposition for its target customers, and successfully differentiates from competitors. During this phase both fundamental principles of strategic marketing management, as well as contemporary perspectives relevant to the changing economy. Next it deals with the processes that translate strategic marketing analysis into marketing programs and understand why and how marketing strategy decisions provide the integrating theme for marketing program actions. We will use a mixture of lectures, discussions, cases, readings and experimental exercises to examine how product and service decisions are designed to deliver the value proposition, how pricing captures customer value, how brands are positioned through integrated marketing communications, and how marketing channels are used to make this value accessible to target customers. Throughout this process, we focus on how marketing research informs these decisions and will also stress practical issues in implementation and control of marketing programs.

COURSE OBJECTIVES:

The primary course objectives are to provide:

* A managerial perspective on the marketing function across business, government and customer markets in both domestic and global contexts;
* Practical concepts and tools for analyzing market opportunities and company capabilities and the bases for strategic market selection, developing customer value propositions and completive differentiation:
* Action-oriented approaches for translating strategic market analysis into marketing programs that integrate product/service, pricing, communications and channel decisions;
* A framework that stresses the use of marketing research to inform marketing decisions and managerial orientation to implementing and controlling marketing programs.

Course content

**Unit I:** Introduction to Marketing**:** Introduction, Definitions of market and marketing, core marketing concept, Marketing Management Orientations, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer

**Unit II**: Marketing Information System and Marketing Research; Consumer Behavior and Buying Decision Process – Organization Buyer Behavior – Market Segmentation and Targeting

**Unit III**: Development of Marketing Offerings Strategy – New Product Development– Product line and Decisions–Product-mix–Product Differentiation – Product Life Cycle Management - Brand Management – Packaging

**Unit IV**: Pricing Strategies and Programs; Setting the Price – Adapting the Price – Initiating Response to Price Changes

**Unit V:** Communicating Value: Designing and Managing Marketing Communications – Advertising – Direct Marketing and Personal Selling – Sales Promotion – Events and Public Relations and Public Relations: Competitive Marketing Strategies- Emerging Trends in

Marketing: Networking Marketing-Viral Marketing-Ambush/Guerilla Marketing-Green Marketing-Direct Marketing etc.

**Unit VI: Marketing Channels:** Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing

Assessment Scheme:

* Seminars--------------------------------------------------------------------20%
* Article Summary --------------------------------------------------------- 10%
* Case Writing -------------------------------------------------------------- 20%
* Mid Exam \_---------------------------------------------------------------- 20%
* Final exam-----------------------------------------------------------------30%

Total------------------------------------------------------------------------100%

**Reference:**

* Blythe, J (2001) ***Essentials of Marketing***(2ndedn) Ashford Color Press, Hampshire.
* Carvens, W., Hills, E. Woodruff, B. (2005) **Marketing Management**, Richard D. Irwin Inc., Delhi.
* Cravens, W. and Lamb, Jr, W (1993) ***Strategic Marketing Management Cases***(4th edn), R.R. Donnelley & Sons Company
* Evans, R. & Berman, B (1992) ***Marketing*** (5th edn), Macmillan Publishing Company, New York.
* Kottler, P. & Armstrong, G (2004) ***Principles of Marketing***(10thedn), Pearson Education, Pataparganj, Delhi.
* **Kotler**, P &**Keller**, K (2006) ***Marketing Management*** (12thedn), Pearson/Prentice-Hall, Upper Saddle River, NJ.
* Palmer, A (2000) ***Principles of Marketing****,* Oxford University Press, New York.
* Perrault, Jr. D & McCarthy, E (2005) ***Basic Marketing: A Global Managerial Approach*** (15thedn), Tata McGraw-Hill Publishing Company, New Delhi.
* Stokes, D (2002) ***Marketing*** *(*3rdedn) Continuum, London.
* Zikumund G. & D’Amico, M (1995) ***Effective Marketing: Creating and Keeping Customers,***West Publishing Company, St. Paul.

**Course Title: Quantitative techniques for decision making**

**Course Code: MBA 641**

**Credit Hours: 3**

**ECTS: 5**

**Course Description:**

This course is the study of scientific approaches to decision-making. Through mathematical modeling, it seeks to design, improve and operate complex systems in the best possible way. The mathematical tools used for the solution of such models are either deterministic or stochastic, depending on the nature of the system modeled. In this course, we focus on basic deterministic models and methods in Operations Research as well as stochastic models. Students will learn very powerful modeling and solution techniques for decision-making problems that are used today by many successful companies to help them save/earn millions of dollars. The module covers topics that include: linear programming, transportation, assignment, Markov Chains analysis, Queuing model, dynamic programming and integer programming, simulation, Project management models, Decision theory and Game theory. Analytic techniques and computer packages will be used to solve problems facing business managers in decision environments.

**Course Objective:**

**By the end of this course, students will be able to:**

* Know the significance of quantitative techniques in managerial decision making
* Understand the different models of quantitative techniques.
* To introduce the students to the use of basic methodology for the solution of linear programs and integer programs
* To introduce the students to the advanced methods for large-scale transportation and assignment problems
* Appreciate the application of quantitative techniques models in solving different quantitative problem.
* Use decision analysis tools to improve decision making
* Judge a decision making situation fairly and ethically recognizing biases, bounded awareness and escalation of commitment
* Compare and contrast multiple objectives in passing a managerial decision

**Course Components**

**Unit one**-**introduction-** applications of various techniques, introduction to modeling, methodology

**Unit two-linear programming**- Linear Programming Applications,Problem Formulation, the Graphical Method ,the Simplex Method, Sensitivity Analysis and Duality, transportation, Assignment and Transshipment Problems, integer Linear Programming

**Unit three-Dynamic programming**-formulation of DP, applications of DP, deterministic DP, probabilistic DP

**Unit four-Project management (CPM/PERT)—**CPM, PERT, project cost-time trade-off, resource allocation, updating of project progress

**Unit five-Queuing models**- applications of QM, operating characteristics of QM, single-channel queueing theory, multi- channel queuing theory

**Unit six-Decision theory**-decision making under uncertainty, decision making under risk, posterior probabilities and Bayesian analysis, decision trees, utility theory

**Unit seven-Simulation**-introduction, applications of simulation, montecarlo simulation, random number generation

**Unit-eight-Markov chain**-characteristics of MC, applications of markov analysis,, state and transition probabilities, multi-period transition probabilities, steady state conditions

**Unit nine-Theory of games**-two person zero sum games, pure strategies, mixed strategies, the rules of dominance, solution methods for games without saddle point

|  |  |
| --- | --- |
| **Assessment Methods** | **Marks** |
| Project assignment | **40%** |
| **Final exam** | **60%** |
| **Total mark** | **100%** |

***References:***

* V.J. Stevenson; Introduction to management science, Richard D. Irvvin Inc. 1991.
* J K Sharma: *Operations Research, Theory and Application,* Second Edition, 2003.
* M.P. Gupta R.B. Khanna, Quantitative techniques for decision making New Delhi 2004.
* Anderson, Sweeney, and Williams (1988), An introduction to Management Science: quantitative approaches to decision making, 5th ed. West publishing. Co.
* Gupta Prem Kumar (2007), Operations Research, S. chand and Company LTD. New Delhi, India
* Turban and Meredith. Management Science, 6th ed. Allyn and Bacon.
* Taylor III Bernard W. (1986), Introduction to Management Science, 5th ed. Prentice Hall, Englewood Cliffs, New Jersey,
* Any book on management science, Quantitative Analysis for managerial decision making or Operations research.

**Course title: Econometrics Theory and Application**

**Course code: Econ 612**

**Number of Credits:** 3

1. **Course Description**

Social scientists are often interested in quantifying relationships between different variables. The objective of Econometrics is thus to quantify such relationships using available data and statistical techniques to interpret and use the resulting outcomes. So, Econometrics is the application of statistical and mathematical methods to the analysis of economic data, with the purpose of giving empirical content to economic theories and then verifying or refuting them. Bridging the gap between theory and policy analysis requires acquiring the practice of applying the concepts, theories and methods of Economics to policy analysis. This Econometrics course is designed to confront this challenge by providing insights on how the three elements of Econometrics namely: economic theory, mathematical economics and statistical procedures can be combined, to provide useful information to policy analysts and decision makers. In addition, the course will give insight the application of software packages like STATA, EVIEWS and PCGIVE.

NB. This course will have a total of 32 lecture hours and 16 laboratory hours of delivery.

1. **Course Objectives**

The objective of the course is to equip students with the knowledge and skill of econometrics and able to read, analyze and conduct empirical investigations in the field of economics. Therefore, the objectives of the course are to:

* Develop an understanding of the theory and application of Econometrics to quantifying economic relationships and testing economic theories;
* Enable students to translate results from econometric analysis based on economic principles into useful and reliable policy reasoning;
* Equip students to read, evaluate and understand empirical papers in professional journals; and
* Provide students with practical experience of using econometric computer software to fit economic models.

**Course Contents for Lecture:**

1. **Introduction (4 hours)**

Definition and Scope of Econometrics, Models: Economic models and Econometric models, Methodology of Econometrics,The Sources, Types and Nature of Data

**2. Simple Linear Regression (17 hours)**

Concept of Regression Function, Method of Moments & Method of Least Squares, Residuals and Goodness-of-fit,Properties of OLS Estimates and Gauss-Markov TheoremConfidence Intervals and Hypothesis Testing, Predictions using Simple Linear Regression Model

**3. Multiple Linear Regressions (13 hours)**

Method of Ordinary Least Squares revised, Partial Correlation Coefficients & their Interpretation, Coefficient of Multiple Determinations,Properties of Least Squares and Gauss-Markov Theorem,Hypothesis Testing in Multiple Linear Regressions,Predictions using Multiple Linear Regression

**4. Violations of the Assumptions of the Classical Model (14 hours)**

Multicollinearity, Heteroscedasticity,Autocorrelation,Specification Errors: Omission of Variables

**5. Regression Analysis with Qualitative Information: Binary (Dummy Variables) (15 hours)**

Describing Qualitative Information,Dummy as Independent Variables,Dummy as Dependent Variable,The Linear Probability Model (LPM),The Logit, Probitand Tobit Models,Interpreting the Probit and Logit Model Estimates

**6. Introduction to Basic Regression Analysis with Time Series Data (16 hours)**

The nature of Time Series Data,Stationary and non-stationary stochastic Processes, Trend Stationary and Difference Stationary Stochastic Processes,Integrated Stochastic Process Tests of Stationarity: The Unit Root Test

**7. Introduction to Panel Data Regression Models (7 hours)**

Introduction, Estimation of Panel Data Regression Model: The Fixed Effects Approach Estimation of Panel Data Regression Model: The Random Effects Approach

**Contents for Computer Lab.:**

**1. Introduction to STATA (1 hours)**

**2. Data Management using STATA (5 hours)**

**3. Simple Linear Regression using STATA (2 hours)**

* Method of least squares
* ANOVA and Estimation of R2
* Hypothesis testing and confidence intervals

**4. Multiple Linear Regression (MLR) using STATA (2 hours)**

* Method of ordinary least squares revised to MLR
* Coefficient of multiple determination, Linear restrictions and hypothesis testing

**5. Testing for Violations of the Assumptions of the Classical Model using STATA (5 hours)**

* Multicollinearity and Heteroscedasticity

**6. Introductory Time Series Regression using STATA/EViews/PcGive (3 hours)**

* Tests of Stationarity: the Unit Root Test
* Estimation of Stationary time series
* Autocorrelation
* Estimation of Non-stationary time series

**7. Introductory Panel Data Regression Models (5 hours)**

* Fixed Effects Model
* Random Effects Model

**Assessment Scheme**:

Written continuous assessment tests ……………..………………20%

Written practical tests ……………………………………………...30%

Written final exam …………………………………………………50%

**Reference:**

* Verbeek, M. (2008). **A Guide to Modern Econometrics** (3nded.). John Wiley and Sons Ltd.
* *Wooldridge ()* **Introductory Econometrics***; 2nd ed.*
* Damodar Gujarati, (2001), **Basic Econometrics**, Mc-Graw Hill, Tokyo
* Greene, William, H. (2000), **Econometric Analysis** (Fourth Edition), Prentice Hall International.

**Course Title: Human Resource Management**

**Course Code: MBA 651**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

1. Human resource at this level focuses on the analysis of the functions and role that human resource management contributes to development and maintenance of the organization’s most important resources people—in pursuit of its strategy.  The course addresses what the manager can expect in terms of forecasting needs, recruitment, development and all aspects of retaining a workforce that matches the organization’s needs. Topics covered include **Organization and Human Resource Management, Human Resource Management Processes, Work and Employment, Organization Design and Development, People Resourcing, Performance Management, Learning and Development Strategy, Rewarding People, Employee Relations, Health, Safety and Employee Well-being, HR Policies, Procedures and Systems.**

**Course Objective:**

**By the end of this course, students will be able to:**

* Know the contemporary functional activities of human resource management and how they influence each other.
* Recognize human resources as an asset, not as a cost of an organization
* Analyze specific human resource-related issues using decision science tools to explore the contribution to the firm’s performance.
* Understand the dynamic nature and application of human resource management in business organization
* Enable to accommodate the important demographic, legal, ethical, and cultural dimensions of business environments that impact the management of human resources across all kinds of organizations.

**Course content**

**Unit-I**: Introduction: Definition, nature, scope and Functions of HRM; Principles of HRM; Changing Environment of HRM; Challenges; Ethical Aspects of HRM, strategic human resource management(SHRM)

**Unit –II**: HR Planning; Concepts; Factors Influencing ; HR planning ; HR Planning Process; Job Analysis; Recruitment and Selection; Tests and Interview Techniques ,Placement

**Unit III: Training and development**: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods and Development of Management Development, Career and Succession Planning.

**Unit IV: Performance Appraisal:** Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System.’

**Unit V**: **Compensation**: Concepts and Principles, Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure, Wage and Salary Administration, Factors Influencing Compensation Levels, Executive Compensation.

Compensation

**Unit VI: Managing Industrial Relations** – Trade Unions – Employee Participation Schemes –

Collective Bargaining – Marketing Knowledge Workers

**Assessment Scheme**:

* + Seminars--------------------------------------------------------------------20%
  + Article Summary ---------------------------------------------------------10%
  + Case Writing --------------------------------------------------------------20%
  + Case Study -----------------------------------------------------------------20%
  + Final exam-----------------------------------------------------------------30%
  + Total---------------------------------------------------------------100%

**Reference**:

* Dessler : Human Resource Management , 9th ed.1998
* Edwin B. Personnel Management,1998
* John. M. Ivancevich, Human Resource Management, 7th ed., 1998
* Lioyd.L.Bayers and LeslieW.Rue: Human Resource Management,1997
* Margaret Attwood and Stuart Dim Mock : Personnel management ,1999
* Margaret Foot CarolineHook : Introducing Human Resource Management 1998
* WendellL.French: Human Resource Management,1996
* ShaunTyson and Alfordyork, An introduction to Human resource Management 1st ed, 2001

**Course Title: Operations Management**

**Course Code: MBA 622**

**Credit Hours: 3**

**ECTS: 5**

**Course Description:**

Operations management (OM) is the management of any productive system that creates desired goods and services. It deals with the creation, direction and control of processes that transform a set of inputs to desired outputs at added value. It presents the core concepts and theories of OM and provides a basic understanding of key issues and challenges encountered by operations managers. It also demonstrates the application of proven analytical techniques that enable the efficient and effective management of operation systems. Topics covered include **operations strategy, product and process design, plant location and facilities layout, capacity management, quality management and improvement, and supply chain and materials management.**

**Course Objective:**

**By the end of this course, students will be able to:**

* Understand the strategic importance of OM for organizational success and competitiveness
* Understand the roles and responsibilities of the operations managers
* Explain the inter-relationship between OM and other functional areas( such as finance and marketing in a given organization)
* Explain the strategic importance and benefits of emphasizing product and process quality
* Understand the significance of effective capacity management and explain issues related to long term, intermediate and short term capacity planning.
* Explain the critical importance of effective supply chain management

**Course content**

**Unit –I** : Introduction : Nature and Scope of P Operation Management, Historical Evolution ,Types of Manufacturing Systems ,Differences Between Manufacturing and Service Operations Role of Production and Operation Manager, Operations Strategy and Competitiveness

**Unit-II**: Production Planning and Control: The nature of planning and control, Operations Forecasting: Forecasting methods-Stages in PPC-Gantt – PPC in Mass, Batch, and Job Order Manufacturing-Aggregate Planning – Maintenance Management – Industrial Safety.

**Unit-III**: Plant Location: Facility Location and Layout Planning –Types of Layouts – Material Handling Equipments – Material Handling Principles – Models Used in Lay Out Designs.

**Unit- IV**: Productivity: Factors Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

**Unit –V**: Material Management –Cost Associated with Inventory – Economic Order Quantity – ABC Analysis - Materials Requirement Planning – Just In – Time Production Total Quality Management – Acceptance Sampling – Control Charts – Quality Circle – Zero Defects Programs – ISO 9000 – Application of Computer in Production and Operations

**Assessment Scheme:**

* Seminars--------------------------------------------------------------------20%
* Article Summary ---------------------------------------------------------10%
* Case Writing --------------------------------------------------------------20%
* Case Study -----------------------------------------------------------------20%
* Final exam-----------------------------------------------------------------30%
* Total---------------------------------------------------------------100%

***Reference:***

* Chase, Richard N., Aquilano, Nicholas J. and Jacobs, F. Robert (1998), Production and Operations Management Manufacturing and Services, 8th Edition, Irwin McGraw-Hill
* Wild Ray (1995), Production and Operation Management, 5th Edition, Cassell.
* Starr, Martin (1996), Operation Management: A Systems Approach, Boyd and Fraser publishing Company.
* Plossl, George W (1985), Production and Inventory Control: Principles and Techniques, 2nd Edition, Prentice Hall.
* Evans, James R (1993), Production/Operation Management: Quality, Performance and Services, 5th Edition, McGraw-Hill
* Dilworth James B (1993), Production and Operation Management Manufacturing and services. 5th Edition, West publishing.
* Dilworth, James R (1993), Production and Operation Management, 8th Edition, International Thomson publishing.
* Armistead, Colin and Rowland, Philip (1996), Managing Business processes (BPR and Beyond), John Wiley and Sons.
* Duncan, William L (1995), Total Quality – Key Terms and Concepts, Luftig and Warren international.
* Townsend, Patrick L and Gebhardt, Joan E. (1992), Quality in Action – 93 Lessons in Leadership, Participation and Measurement, John Wiley and Sons.

**Course Title: Management Information System**

**Course Code: MBA 632**

**Credit Hours: 2**

**ECTS: 3.5**

**Course description:**

This course is designed to allow students to understand and practice the role of information technology, information systems and information management in the organizational and business context. Moreover, the course enables students to understand the strategic role of information system and information technology in gaining competitive advantage in business and organizational setup.

The course encompasses **fundamentals of information system and information technology, strategic role of IT/IS, business data communications and networking fundamentals, business information resources, information system development and management project, E-business management and strategies, knowledge management systems business software packages, information system security issues etc.**

**Course Objective:**

**By the end of this course, students will be able to:**

* Demonstrate knowledge in the use of enterprise systems to manage a firm, its customers, suppliers, and supply chain
* Demonstrate knowledge of the IT tools/systems available for creating and maintaining competitive advantage within an industry.
* Apply management information system, decision support system and knowledge management system in business organizations
* Demonstrate ability to recognize ethical, social, and legal issues in business computing and their impacts on the management of a firm

**Course Content**

**Unit I:** Foundations of information systems: frame work for business users – Roles of information systems – system concept – Organization as a system – components of information systems – IS activities – Types of IS.

**Unit II:** Business Information systems – Marketing Information Systems – Manufacturing – Information Systems – Human Resource Information Systems , Financial Information Systems – Transaction Processing System.

**Unit III:** Management and Information & Decision Support Systems – Management Information Systems – Expert systems – Examples, Executive Information Systems, Artificial Intelligence Technologies .

**Unit Iv:** Strategic roles of IS – Breaking Business Barriers –Business Processes Reengineering – Improving Business Quality – Creating Virtual Company – Using Internet Strategically – Building knowledge Creating Company – Challenges of Strategic of IS – Enterprise – wide systems and E- Business Applications.

**Unit V:** Managing information systems – Enterprise Management – Information Resource Management – Technology Management – IS planning methodologies – Critical Success factors – Business Systems Planning – Computer Aided Planning Tools. Security & Ethical Challenges \_ IS controls – Facility Controls – Procedural Controls – Computer Crime – Privacy issues.

**Assessment Scheme:**

* Seminars--------------------------------------------------------------------20%
* Article Summary ---------------------------------------------------------10%
* Case Writing --------------------------------------------------------------20%
* Case Study -----------------------------------------------------------------20%
* Final exam-----------------------------------------------------------------30%
* Total---------------------------------------------------------------100%

**Reference:**

* James A. O’Brien, 2004, ***Management Information Systems***, McGraw-Hill Irwin,
* Bowman, B, G.B. ,and J.C.Wetherbe, July-1980, ***Modeling for MIS***,
* Bowman, B,G.B.Davis and J.C., (Feb,1983), ***Three stages of Model of MIS Planning Information and Management***,
* Naevena and Amitabh, (2003), ***Management Information System***, Cyber tech publications.

Nolan Richard, (July-August,1982), ***Managing Information Systems by Committee***, Harvard Business Review

**Course Title: Research Methods**

**Course Code: MBA 652**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

The main purpose of this course is to introduce students to quantitative and qualitative methods for conducting meaningful inquiry and research. They will gain an overview of research intent and design, methodology and technique, format and presentation, and data management and analysis informed by commonly used statistical methods. It also gives students advanced knowledge with the art of using different research methods, techniques in solving research problems. Specifically, it covers Introduction and Basic Research Concepts, Qualitative Research Methods , Quantitative Research Methods and Statistics ,Mixed Methods Research, Reporting Results of Data Analysis and Completing the Research Project.

**Course Objective:**

**By the end of this course, students will be able to:**

* Equip students with the tools and skills required to understand research terminology and assess published researches
* Design a research proposal
* Developing a hypothesis, a research problem and related questions
* Prepare a preliminary research design for projects in their subject matter areas
* Accurately collect, analyze and report data
* Present complex data or situations clearly
* Review and analyze research findings that affect their agency

**Course Content**

**Unit – I**: Meaning and Importance of Research – Research Process – Types of Research – Defining Research Problem –developing the research proposals- Formulation of Hypothesis – Testing of Hypothesis.

**Unit – II**: Research Design – Exploratory Research – Descriptive Research – Casual Research – Sampling and Sampling Design – Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling – Multistage Sampling, Non– Probability Sampling – Convenience Sampling – Judgement Sampling – Quota Sampling.

**Unit – III**: Data Collection – Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale Guttman Scale – Likert Scale – Schematic Differential Scale.

**Unit – IV**: Editing – Coding – Classification of Data – Tables and Graphic Presentation –Report writing and presentation of results:Importance of report writing, types of research report, report structure, guidelines for effective documentation

**Unit – V**: Parametric and Non Parametric Test**:** T-Test, Z-Test, F-Test, U-Test, K-W Test

Non Parametric Tests – Kolmogorov – Smirnov Test – Runs Test for Randomness – Sign Test Median Test – **ANOVA:** One- Way and Two Way Classification , Statistical Analysis: Bivarate Analysis , Basic concepts of Multivariate statistical techniques- Multiple regressions- Discriminant analysis, Factor analysis- Cluster analysis ,

|  |  |
| --- | --- |
| **Assessment Methods** | **Marks** |
| Review of a published piece of research those invoves qualitative, quantitative and mixed research methods. | **20%** |
| Developing and presenting a research proposal. | **30%** |
| **Final exam** | **50%** |
| **Total mark** | **100%** |

**Reference**

* Babbie (1973). Survey Research Method. Wadsworth Publishing Company, Inc, USA.
* Green E. Paul, D. S. Tull& Gerald Albaum (1998). Research for Marketing Decisions. Prentice - Hall of India, Private Limited, New Delhi.
* Joseph Gibaldi (1995). MLA Handbook for Writers of Research Papers, fourth edition. The Modern Language Association of America, USA.
* Hussey J & Hussey R (1997). Business Research, a practical guide for undergraduate and postgraduate students Macmillan Press LTD, Great Britain.
* Kenneth R. Hoover (1988). The Elements of Social Science Thinking (Fourth Edition). St. Martin’s Press, New-York, USA
* C.R. Kothari. (1990). Research Methodology, Methods & Techniques.
* WishwaPrakashan, Wiley Eastern Limited, New Delhi.
* Lawrence F. Locke, WaneenWyrickSpirduso& Stephen J. Silverman (1993). Proposal That Work, A guide for Planning Dissertation and Grant, Sage Publications, Inc. Newbury Park, California
* DR. Vatsyayan (1989). Methods & techniques of Social Survey and Research (in questions & answers). KedarNath Ram Nath, New Delhi.
* Robert K. Yin ( 1994). Case study Research, Designs and methods (second edition), Sage Production Editor, USA.
* William G. Zikmund (1998). Business Research Methods, fifth edition, Oklahoma State University, The Dryden Press, USA .

**Course Title: Organization Behavior**

**Course Code: MBA 642**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

This course is designed to introduce graduate students with the nature and functioning of formal organizations, with a view to understanding how people affect them and how people are affected by them. In addition,the course will center on behavioral analysis and organizational concepts at the individual and group levels. Issues to be addressed include **power and politics, organizational change and development, strategies designed to motivate employees, importance of organizational culture, group and team dynamics, and the impact of individual differences on individual and organizational performance.**

1. **Course Objectives**
   * Understand how individual differences among employees affect organizational performance, including factors such as job attitudes, trust, personal values, perceptual processes and decision making
   * Apply motivation theories to leverage human capital
   * Learn to apply the research process to manage organizational issues related to human capital
   * Develop verbal, nonverbal, written and listening communication skills using a variety of media
   * Understand and apply group and team theories to optimize human performance in meeting organizational objectives
   * Become adept at using the innovation process to develop and implement creative solutions to organizational issues, including product development.
   * Understand the relationship between organizational culture and firm performance
   * Understand and use a general behavioral process model which identifies organizational factors as the determinants of individual performance outcomes

* Identify and solve problems that occur in the communication processes between individuals and within organizations.
* Evaluate the various leadership and motivational models that may be used to improve individual and organizational performance.

**Course Content**

Unit I: Introduction to the concept and relevance of Organizational Behavior in Modern Management-

Unit II : Individual Behavior- Personality- Values, Attitudes, Perception, Theories of Personality, Learning, Motivation: Theories of Motivation- Application of Motivation in work place- QWL-Job Enlargement- Job Enrichment-Job rotation-Job satisfaction and morale .

**Unit III:** Leadership; Leader v/s manager- Leadership styles- Concepts and theories – Trait, Behavioral and situational- Transactional and Transformational Leaderships- Leadership effectiveness- Power, sources of Power.

**Unit IV:** Group Behavior- Group Formation and development- Group Dynamics- Team Building structure of groups- Group Efficiency - Group Norms – Cohesiveness- Group effectiveness- Group Decision Techniques- Application of Fundamental Interpersonal Orientation- Kinesics- Body Language.

**Unit V :** Organizational Culture- Concept- Creating and Sustaining Culture – Organizational Change - Resistance to Change- Managing Change - Work Stress- Sources and consequences - Organizational Role Stress- Emotional Intelligence & Emotional Quotient- Conflict – Transactional Analysis &Johary Window – Organizational Development- Organizational conflict-causes and consequences-conflict and Negotiation.

**Assessment Scheme:**

* Seminars--------------------------------------------------------------------20%
* Article Summary ---------------------------------------------------------10%
* Case Writing --------------------------------------------------------------20%
* Case Study -----------------------------------------------------------------20%
* Final exam-----------------------------------------------------------------30%
* Total-----------------------------------------------------------------------100%

**Reference**

* Schermerhorn R, John. Jr. " management and organizational behaviors"
* Corbert J Marin Critical Cases in Organization and Management
* Agrawall R.D, Organization and management
* Nelson and Campbell Quck : organizational behavior
* Davis and Newstrom: Human behavior at work: organization behavior
* Mcshane and van Glinow : Organization Behavior
* JOHN M.IVANCEVICH, ROBERT KONOPASKE AND MICHAEL T. MATTESON, (2005), *“Organizational Behavior and Management”, 7thEdition,*McGraw-HILL Companies, INC, New York, America.
* JOHN R.SCHERMERHORN, JAMS G.HUNT & RICHARD N.OSBORN,(2002), *“Organizational Behavior”,7thEdition*, University of Phoenix, John Wiley & Sons Inc. USA.
* STEPHEN P.ROBINS, (1992), “*Essentials of Organizational Behavior”,* 3rd Edition, USA, Prentice Hall Inc.
* Any other Books in organizational behavior can be help full.

**Course Title: Project Management**

**Course Code: MBA 711**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

Project management is an important component of many today’s most rewarding professions. This course will provide students with a deep understanding of project management by raising processes and behavioral and technical tools to effectively, plan manage and implement projects. Topics in this course includes the concept and practice of resource management, project manager responsibilities, team building, risk management, cost management, change management and quality management related with project management. The course also presents tools and techniques for project estimating and scheduling. In this course students will be exposed to a range of applications and will have the opportunity to develop a project through several stage of implementation.

**Course Objective:**

**By the end of this course, students will be able to:**

* Know basic concepts of project analysis and planning,
* Understand sources of project ideas and project identification,
* Explain feasibility study from different analyses perspective,
* Know mechanisms of project financing,
* Prepare project documentation & project appraisal,
* Appreciate project implementation, controlling & evaluation techniques

**Course content**

**Unit- 1**: **Basics of Project Management**: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles

**Unit- 2**: **Project Identification and Selection**: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point

**Unit- 3**: **Project Planning:** Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)

**Unit- 4**: **Organisational Structure and Organisational Issues:** Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management

**Unit- 5**: **PERT and CPM:** Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System

**Unit- 6**: **Project Risk Management:** Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks

**Unit- 7**: **Project Management Information System:** Introduction, Project Management Information System (PMIS), Planning of PMIS, Design of PMIS

**Unit- 8**: **Project Performance Measurement and Evaluation:** Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects

**Unit- 9**: **Project Execution and Control:** Introduction, Project Execution, Project Control Process, Purpose of Project Execution and Control

**Unit- 10**: **Project Close-out, Termination and Follow-up:** Introduction, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up

**Unit- 11**: **Case Studies** in Project Management

**Assessment Scheme:**

* Seminars--------------------------------------------------------------------15%
* Case analysis --------------------------------------------------------------15%
* Writing and presenting proj. proposal--------------------------------30%
* Final exam-----------------------------------------------------------------40%
* Total-----------------------------------------------------------------------100%

**Reference**

* Prasanna Chandra, Projects – Planning Analysis, Financing, Implementation, and Review
* UNIDO, A Manual for the Preparations of Industrial Feasibility Studies
* UNIDO, A Guide to Practical Project Appraisal
* Harold Kerzner, Project Management
* Rory Burke, Project Management
* Trevor Tong, Planning Projects

**Course Title: Financial Management**

**Course Code: MBA 721**

**Credit Hours: 2**

**ECTS: 5**

**Course Description:**

The course provides an introduction to corporate financial management. It is designed to introduce students to the concepts and techniques necessary to analyze and implement optimal investment and financing decisions by firms. The emphasis of this course will be (i) on the major methods that users need to employ to analyze financial information such as ratio analysis, prospective analysis i.e., forecasting and valuation, (ii) on the quality of financial information and business strategy analysis, (iii) applications, i.e., credit analysis and bankruptcy prediction, security analysis, management communication, economic value added, role of financial information in dividend policy and mergers and acquisitions, (iv) corporate governance, (v) the effects of time and uncertainty on decision-making, and (vi) international financial analysis and contemporary issues in financial analysis. Moreover Introduction to finance, Valuation, capital budgeting, risk return and cost of capital, market efficiency, corporate finance, Payout policy, and capital structure are indispensible contents of this course.

By the end of this course you should be able to:

* Understand the conflicts between shareholders and managers
* Understand the time value of money and calculate present value
* Value bonds
* Value stocks
* Estimate cash flows for a project
* Calculate the cost of capital for projects and companies
* Use the net present value rule to evaluate a project
* Measure the risk of individual securities and portfolios
* Analyze a firm’s capital structure
* Set payout policy of a firm

**Course content**

**Unit- I**: Nature, Scope and Objectives of Financial Management, Goals of FM-Profit Maximization Vs Wealth Maximization – Finance Functions, Role of Financial Manager ,Time value of money : Risk and Return- Risk diversification , Financial Planning and Forecasting ,Financial statement analysis: Funds Flow Analysis Cash Flow Analysis, Ratio Analysis.

**Unit II**: Long-term investment decisions – Capital budgeting, Different techniques –Traditional and modern methods (DCF method) – Capital Rationing – Risk Analysis in Capital budgeting – An overview of Cost of Capital

**Unit III**: Financing Decision: Financial Leverage – EPS-EBIT Analysis , Factors Affecting Capital Structure, Theories of Capital Structure

**Unit IV**: Dividend Decision: Meaning and Significance, Theories of Dividend, Determinants of Dividend, Dividend policy – Bonus Shares – Stock Splits

**Unit V** : Working Capital Decision: Meaning – Classification and Significance of Working Capital – Component of Working Capital - Cash Management Models – Cash Budgeting – Accounts Receivables – Credit Policies – Inventory Management.

**Assessment scheme**

* Seminars--------------------------------------------------------------------15%
* Case analysis --------------------------------------------------------------15%
* Project work --------------------------------------------------------------20%
* Final exam-----------------------------------------------------------------50%
* Total-----------------------------------------------------------------------100%

**Reference:**

* *Eugene F.Brigham, Introduction to financial management, 4th Ed, 1 press.*
* LewerenceJ.Gitman, principles of managerial finance, 8thed, Adi
* George E. piriches, Financial management, Harper collins
* *Joel Siegel, Financial management, 2nd edition, schaum’sout line se*
* Block and Hurt foundation of Financial Management, 5th edit 1989.
* Brealy, R., and Mayers, S., principles of corporate finance, 2nd editi Hill international Book Company, 1984.
* Brigham, E, E., and campasey, B.J., Introduction to financial Mana. The Dryden press, 1985
* Ray, M., and Nevue, p., Fundamentals of management finance 2nd south – western publishing company, 1985.
* Weston. J.F., and Brigham, E.F., Essential finance, 7th edition, press; 1981.
* Weston J.F., and Brigham, E., F. Managerial finance, 7th edition, press; 1981.
* Chambers &lacely, Modern Corporate finance: Theory and practice Collins College press 1994.
* Bcklery (ed), the Essence of financial Management prentice Hall L.
* Werner stoner, Modern Financial Managing; continuity and change Harper Collins College 1999 A.Y

**Course Title: Strategic Management**

**Course Code: MBA 731**

**Credit Hours: 2**

**ECTS: 3.5**

**Course Description:**

There is a difference in strategic thinking, strategic management and strategic planning.  This course is to expose the students to the relative differences and establish a strategic framework that will facilitate integration of all other MBA study.  This course is devoted to identifying and describing the various strategies a company can pursue to achieve superior performance. Many of these strategies are generic – that is, they apply to all organizations, large or small, manufacturing or service, and profit seeking or not for profit. The central aim of this course is to give a thorough understanding of the analytical techniques and skills necessary to identify and exploit strategies successfully. Specifically, the course covers; **the meaning & role of strategic management, nature of strategic management, strategy formulation & implementation, environmental scanning, understanding of corporate, competitive functional and operating level strategies, strategy implementation, evaluation and control and also social and ethical responsibilities of corporate management.**

**Course objective:**

**By the end of this course, students will be able to:**

* Understand meaning of strategy, levels at which strategy operates & strategic management process.
* Know how to incorporate the claims of stakeholders in strategy formation, implementation evaluation and control.
* Explain environment factors that affect strategy formation, implementation evaluation & control.
* Know their responsibilities and ethical requirements in corporate management etc.
* Have exposure to various strategic management models
* Obtain skills in the management of corporate and enterprise strategy.
* Apply theories of strategic management to practice to improve organizational efficiency and effectiveness.
* Be able to apply a framework of strategic thinking.
* Generate and assess strategic options under conditions of imperfect knowledge.
* Select the most appropriate strategy or course of action.
* Summarize complex strategic analysis or strategies and communicate that information in a format and level that is appropriate for the intended audience.

**Course content**

**Unit-I** Strategic Management – Basic Concepts of Strategic Management, strategic management process, Strategic Management Model – Business Ethics and Strategic Management.

**Unit-II**: Business Vision, Mission, Objectives – Characteristics of Mission Statement Types of Strategies – Integration strategies – Intensive strategies – Diversification strategies- Diversification strategies- Michael Porter Generic Strategies

**Unit-III**: Strategic formulation: Environmental Analysis – External and industry analysis –

Internal analysis –Strategy Formulation: Corporate Strategy Functional Strategy and Strategic Choice, Strategic analysis and choice – Input stage –Matching stage – decision stage – Cultural aspects of strategy choice.

**Unit IV**: Strategic Implementation: The nature of strategic implementation resource allocation – Strategy and structure – Creating – Supportive culture – Implementing strategies in functional areas.

**Unit V:** Strategy Evaluation: The nature of strategy evaluation –Review and Control – Characteristics of effective evaluation systems – Criteria for strategy control –Mechanism for strategic control

**Unit VI**: Social Responsibility and Ethics in Strategic Management

**Assessment Scheme:**

* Seminars--------------------------------------------------------------------20%
* Article Summary ---------------------------------------------------------10%
* Case Writing --------------------------------------------------------------20%
* Case Study -----------------------------------------------------------------20%
* Final exam-----------------------------------------------------------------30%
* Total-----------------------------------------------------------------------100%

**Reference:**

* Fred R. David, strategic management, sixth edition, Prentice Hall, New York, 1997
* MCCarthy, Minichello & Curran Business policy and strategy, concepts and readings; Richard D. Irwin Inc.
* Thompson, Jr& Strickland III; Strategic management, concepts and cases, Irwin McGraw- Hill.
* Pearce II& Robinson Jr. Strategic management, strategy formulation and implementation; AITBS Publishers and distributors, Delhi.
* AzharKazmi; Business policy and Strategic Management Tata McGraw- Hill publishing Co. Ltd.
* George Luffman, Edward Lea, Stuart Sanseron&Barin Kenny; Strategic management, an analytical introduction; Blackwell Publishers Ltd.
* FranisCheruilam; Business policy and strategic management; Himalaya publishing Houses.
* David Asch & Cliff Bowman; Readings in Strategic management; The Macmillan press Lts.
* Fred R. David Strategy Management Prentice Hall, New Jersey six edition.
* Wendy Robson strategic Management and information system, Pitman Publishing 1997.
* Cliff Bowmen and David Asch Managing strategy Macmillan Business 1996.
* Peers/Robinson, strategic management and any other business policy and Strategy book can be used as a reference

**Course Title: MBA thesis/project**

**Course Code: MBA 731**

**Credit Hours: 4**

**ECTS: 7**

**Course Description:**

The MBA thesis or project work is elective courses for academicians (from higher education institutions) and non academicians respectively.Both courses require proposals to be prepared by students and examined by concerned bodies during the beginning first semester of the second year. The load (6cr hr)indicates the minimum contact hour that students are expected to have with their advisors. At the end of 2nd semester of 1st year, Students should submit three alternative titles for decision and approval by the research committee of the department. The thesis/ project work is allowed to be done if and only if the proposal at the beginning of 1st semester of 2nd year deserves “**pass**”.

# NB

Assigned professors/instructors are supposed to prepare course delivery plan consistently with the course descriptions and the plan should get approval by quality assurance and curriculum committee of the department which is finally to be approved by the department head.