



International Corporate Business Management Studies
Educational Trust

Detailed Syllabus eMBA – Projects

For 1st & 2nd Semester

2009

Offered In Association with



Kuvempu University

Shimoga

Karnataka



Detailed Syllabus eMBA - Projects

FIRST SEMSTER

Paper - I

PRINCIPLES OF MANAGEMENT

- UNIT-I Nature and Process of Management – Management as Science, Art and Profession – Professionalization of Management in India – Current Trends – Management Levels vis-à-vis Skills.
- UNIT-II Manager and Environment – Systems Approach to Management – Responsibilities of Management.
- UNIT-III Planning – Principles of Planning – Types of Plans – Steps in Planning – Limitations of Planning.
- UNIT-IV Decision making Models and Techniques – Management by Objective (MBO) – policy Formulation.
- UNIT-V Organizing Process – Organization Structure and Design – Span Management – Delegation and Decentralization – Line and Staff Relationships.
- UNIT-VI Essentials of Directing – Motivation Concepts – Leadership Styles- Communication Process.
- UNIT-VII Controlling – Process of Control – Prerequisites of Controlling Systems – Methods of Controls.
- UNIT-VIII Comparative Management Styles with Special Reference to Japanese Management Practices – organizational creativity and Innovation Entrepreneurial Management.

Reference Books:

1. J.A.F Stoner, R.E. Freemass and D.R. Gillbert .Jr., *Management*.
2. George R. Terry and Franklin, *Principles of Management*, All India Traveller Book Sellers, AIBITS Delhi – 51.



Detailed Syllabus eMBA – Projects



3. Harold D. Koontz, *Principles of Management*, Mc Graw Hill Co Publication.
4. Ernest Dale, *Management Theory and Practice*, Mc Graw Hill Co, Publication.
5. Peter Drucker, *Practice of Management*, Pan Book, London.
6. Richard M. Hodgets, *Management*, Academic Press, New York.
7. Stoner and Wankel, *Management*, Prentice Hall of India Ltd, New York.

eMBA – FIRST SEMSTER

Paper - II

MANAGERIAL ECONOMICS & BUSINESS ACCOUNTING

UNIT-I	Why economics matters to managers, marketers and accountants - Neoclassical theory of profit maximization - Other theories of price & competition - The Entrepreneurial Role - Alternative theories of the firm, pricing, & profits
UNIT-II	What is competition? - The standard view (warts & all!) - Alternate models of markets - The macro economy: standard views - Data on the cyclical economy - Schumpeter's model of cycles
UNIT-III	Alternative theories of macroeconomic behavior - Standard theory of finance - Alternative theories of finance - Standard theories of international competition - Theory & Reality - Alternative perspectives on globalization
UNIT-IV	Accounting and book keeping – Branches of Accounting – Concept and role of FA and MA – Concepts and conventions – double entry system – Preparation of final accounts.
UNIT-V	Depreciation – Methods of calculating depreciation – SLM and DBM – Accounts of Non-Profit Organization.
UNIT-VI	Analysis and interpretation of financial statements – Ratio analysis – Classification of Ratios – Cash Flow analysis – simple problems.
UNIT-VII	Break even analysis – Profit, Cost and quantity analysis – application of Marginal costing.
UNIT-VIII	Budgetary control – Preparation of Cash budget – Flexible budget and Master Budget – simple problems



Reference Books:

1. Dr. Dinesh Harsolekar, *Financial Accounting for Management*, Multi-tech publishing Co.
2. I.M. Pandey, *Management Accounting*, Vikas Publications.
3. J. Madegowda, *Cost Accounting*, Himalaya Publications.
4. M.C. Shukla and Grewal, *Principle and Practice of Accounting*, Himalaya Publications.
5. J. Madegowda, *Financial and Managerial Accounting*, Davanagere Imp Publishers, 1994.
6. Dr. B.S. Raman, *Accountancy*, Himalaya Publications.
7. Mote V.L. Paul Samuel & Gupta G.S., *Managerial Economics*, Tata Mc Graw Hill Publications.
8. Joel Dean, *managerial Economics*, Prentice Hall of India Publication.
9. P.L. Mehta, *Managerial Economics*, Sultan Chand & Sons Publications.
10. Varshney and Maheswari, *Managerial Economics*, Tata Mc Graw Hill Publications.
11. C.P. Chopra, *Managerial Economics*, Tata Mc Graw Hill Publications.

eMBA – FIRST SEMSTER

Paper - III

OPERATION RESEARCH & QUANTITATIVE TECHNIQUES

- UNIT – I Origin & Development- Meaning and Definition of Operation – Scope- Techniques - Characteristics and Limitations of Operation Research - Methodology and Models in OR (only theory)
- UNIT – II Application of LPP in Management - Advantages of LPP (only theory) Formulation of LPP - Solution of LPP by Graphical method - Infeasible and Unbounded Solution - Formulation of Dual of a LPP.
- UNIT-III General Structure- Various methods for finding initial solution - Maximization and Minimization problems North West Corner Method - Least Cost Method, Vogel’s Approximation Method - Finding Optimal Solution - Modified Distribution method - Variations: Unbalanced Transportation Problem - Degenerate Solution - Assignment problems; General Structure - Finding Optimal Solution.
- UNIT- IV Terminology - Networking Concepts - Rules for drawing network diagram- CPM Computations - CPM Terminology - Finding critical path -Different Floats - PERT Computations - Computation of earliest and latest allowable times - Probability of meeting the scheduled dates - difference between PERT and CPM - Crashing of a Project



Detailed Syllabus eMBA – Projects



- UNIT –V Data – Data distribution - Data analysis & interpretation – Measure of central tendencies – Measure of deviation – measure of skewness – application examples
- UNIT – VI Correlation – Types of correlation- Correlation coefficient – Rank correlation- Applications- Regression – liner models- simple liner regression – linear coefficient – application examples
- UNIT- VII Introduction; Characteristics of Queuing models, Models for Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Applications of Queuing models.
- UNIT- VIII Terminology, Process of Simulation, Monte Carlo Method, Waiting Line Simulation Method, Inventory Management Simulation, Marketing Management Simulation,

Reference Books:

1. S.P. Gupta and M.P. Gupta, *Business Statistics*, Sultan Chand, New Delhi, 1997.
2. N. Raghavachari, *Mathematics for Management*, Tata Mc Graw Hill Co. Publication.
3. V. Sundareshan and S.D. Jayasheelan, *Business Mathematics*, S. Chand and Co Publications.
4. D.N. Elthanco, *Fundamentals of Statistics*, Sultan Chand & Co, Publications.
5. S.P. Gupta, *Stastical Methods*, 30th Edn, Sultan Chand, New Delhi 2001.
6. Salkind, Neil. J, *Exploring Research*, 3rd Edn, Prentice Hall, 1997.
7. C.R. Kotari, *Business Research Methodology*, Himalaya Publications.
8. Roger Bennet, *Management Research*, ILO, 1983.

eMBA – FIRST SEMSTER

Paper - IV

ORGANIZATIONAL BEHAVIOR & ORGANIZATIONAL DEVELOPMENT

- UNIT-I Organizational Behaviour – Definition – Historical Perspectives – Human Relations – Organizational Bahaviour System – Models – Social Systems – Industrial Behaviour – Learning and Motivation – Behaviour in Groups – Leadership.
- UNIT-II Organizational Environment – Environamen Forces – Organizational Structure and Design – Technology and Automation – Technology and Information – organizatioanl Life Cycles – Design Deficiencies – Organizational Conflict, Decline.
- UNIT-III Organizational Change – Dynamics of Change – model for Change in Organizations – Work Change – Response and Resistance to Changes – Costs and Benefits – Implementing Change – Unfreezing Movement – Refreezing.



Detailed Syllabus eMBA – Projects



- UNIT-IV Organizational Development – Meaning of Organizational Development – Objectives of Organizational Development – Characteristics of Organizational Development – Systems Orientation – Experimental Learning – Humanistic Values – Team Building.
- UNIT-V Organizational Development Approaches – Theoretical Development of Organisational Development – Behavioural Health – Problem Focus and Process Focus – Organizational Development Interventions – Communication – Adaptation – Innovations – Succession.
- UNIT-VI Organizational Development Process – Phases in OD – Initial Diagnosis – Data Collection, Feed Back and Confrontation – Action Planning and Problem Solving – Team Building – Intergroup Development – Evaluation and Follow-up.
- UNIT-VII Training Methods and Techniques – Laboratory Training – Role Playing – Behaviour Modeling – Gaming – Encounter Groups – Survey Guide Development – Quality Work Life (QWL) Programs – Grid Training – Emerging Organizational Development Approaches and Techniques.
- UNIT-VIII Organizational Effectiveness and OD – Impact of Change in the System – Benefits and Limitations of OD – Problems with Organizational Development- OD in Perspective – Change in Corporate World and Future of Organizational Behaviour.

Reference Books:

1. Fred Luthans, *Organizational Behaviour*, New York, Mc Graw Hill.
2. Fred Luthans, Richard M. Hidgetts and Stuart A. Rosen Rantz, *Real Managers*, New York, Harper Collins, 1998.
3. John W. Newstorm and Jhon L. Pierce, *Windows into Organizations*, New York, AMACOM, 1990.
4. Schermerhorn, Hunt and Osborn, *Managing Organizational Behaviour*, John Wiley and Sons, New York, 1994.
5. Thomas H. Davenport, *Process Innovation: Reengineering Work through Information Technology*, Harvard Business School Press, Boston, 1992.
6. W. Warner Burke, *Organization Development*, Reading, MA, Addison, Wesley, 1987.
7. Wendell L. French and Cecil H. Bell Jr., *Organization Development*, 4th Edn, Englewood Cliffs, NJ, Prentice Hall, 1990.



MBA – FIRST SEMSTER

Paper - V

BUSINESS LAWS & ETHICS

- UNIT-I Introduction to Legal System - State and Law - Rule of Law - Mercantile Law – Legal frame work – Introduction to Business laws
- UNIT-II Law of Contract - Indian Contract Act – Contract defined - Elements of valid contract - Classification of contracts - Offer and acceptance –Consideration - Capacity to contracts - Free consent - Legality of object and consideration - Illegal agreements - Termination of contracts - Breach of contract - Indemnity and guarantee
- UNIT-III Company Law Types of companies – Formulation – Memorandum of Articles – Prospectus - Capital – shares – debentures - borrowing - Directors - Winding up of companies
- UNIT-IV Law of Taxes - Direct & Indirect - Central Excise laws - Customs - Service Tax - Export Promotion Schemes - Foreign Trade Policy – EOU - SEZ. - Central Sales Tax/ VAT - Income Tax - fringe Benefit Tax - Wealth Tax
- UNIT-V Law of Copyrights - Law of Patents – Trademarks –Packaging - Fair Trade Practices - Shops and Establishments – Partnership - Cyber Laws
- UNIT-VI Customer Protection Act – Objectives - Central Council - State council, district forum - Mode of complaints - Procedures of complaints - Penalty - Sale of Goods Act - Classification of goods - Conditions & Warranties - Remedies for breach of Contract of Sale of Goods.
- UNIT-VII International Law - Trade barriers - Limitation on state power – WTO agreements. Tariff and non-tariff restriction - subsidies and counter veiling measures - Trade in services - Investment measures - Contract for international sale - CIF & FOB sales - International conventions on sale - insurance - Dispute settlement
- UNIT-VIII Law and Ethics –Relationship - Impact of Laws on Business Ethics - Social Responsibilities of Business – Code of Ethics in Business - Environmental Protection - Fair Trade Practices - obligations under various Laws - Ethics in Work Place - Safe guarding Customers, Employees and society - Ethics and culture - Professional Codes



Reference Books:

1. Avtar Singh, *Company Law*, Eastern Book Company.
2. Avtar Singh, *Negotiable Instruments*, Allahabad Law Agency.
3. Customer Protection Act, Bare Act.
4. Sale of Goods Act, Bare Act.
5. R.K.Bangia, *Law of Contracts*, Allahabad law Agency.
6. Sales Tax Act, Bare Act.
7. Central Excise Tax Act, Bare Act.
8. Ramaiyah, *Company Laws*, Wadhwa and Co.
9. Subbarao, *Law of Contracts*, I and II, S.Gogia and Co.
10. P. Narayana, *Intellectual Property Rights*, Eastern Book Company.
11. B.L. Wadhwa, *Law of Intellectual Property Rights*, Wadhwa and Co.
12. Mehrotra, *Principles of Taxation*.
13. J.G. Starke, *International Law*.
14. Dr. S.K. Kapoor, *International Law and Human Rights*.

eMBA – FIRST SEMSTER

Paper - VI

CORPORATE COMMUNICATION & MANAGEMENT INFORMATION SYSTEM

- UNIT-I Principles of Communication – Definition, Purpose, Process, Types -Target group profile - Barriers of Communication – Listening – Feedback - Presentation Skills - Use of Aids - Public Speaking - Practice Presentation - Corporate communication - Communication Strategy
- UNIT-II Written Communication–Stages of Writing - Composing Business Messages - Preparing Notes - Style - Punctuation - Using simple words - Proof Reading - Report Writing–Report Planning - Types of Reports - Logical Sequencing – Graphs – Charts
- UNIT-III Handling Business Information – Annual Report, External Communication – Language - Techniques - Executive Summary - List of Illustration - Report Writing- Writing Business Memos Circulars –Writing Business Letters
- UNIT-IV Management information System (MIS) – Definition, Characteristics, Subsystem of MIS - MIS and Top Management - Structure of MIS (Conceptual and Physical) - MIS Planning and Control - MIS Master Plan
- UNIT-V MIS model - the Strategic Planning Stage - Organizational Information Requirements Analysis and Resource Allocation stage - Myths of MIS - Pit falls of MIS - Limitations of MIS - Development and Implementation of MIS: System Development Life Cycle - Different Approaches



Detailed Syllabus eMBA – Projects



- UNIT-VI Decision Making–Decision Making Process: Stages in Decision Making, Individual and Organizational Decision Making Models - Information System support for Decision Making Phases - Evolution of DSS – Characteristics - Objectives – Components - Functions and Development of DSS
- UNIT-VII Database Management Systems - Entity Relationship diagram - Relational Database Concepts - Object Oriented Database Concepts - Recent tools for MIS problem - Data Mining -Data Warehousing
- UNIT –VIII E Commerce - Supply–Chain Management - B to B & B to C transactions - Security issues - EDI Format - International protocol - Social, Political, and Ethical Issues in the Information Age

Reference Books:

1. P. Littele, *Communications in Business*, Longmans, London.
2. Chappel R.T and Red W.L. Macdonald, *A Text Book of Business Communication*, Evans Plymouth Publications.
3. M.V. Hodrigues, *Effective Business Communication*, Concept Publishing Co, New Delhi.
4. John V. Thill and Court Land L. Bovee, *Excellence in Business Communication*, Mc Graw Hill Publications.
5. Hetra Murphy, Herbest W. Hilde, *Executive Business Communication*, Mc Graw hill Cos.
6. Shoshana Zuboff, *In the Age of the Smart Machine*, Basic Books, New York, 1988.
7. Michael Hammer and james Champy, *Reengineering the Corporation*, Harpercollins, New York, 1993.



Detailed Syllabus eMBA - Projects

SECOND SEMSTER

Paper - VII

SYSTEMS & INFRASTRUCTURE MANAGEMENT

- UNIT-I Development of information and communication technology - Introduction to computer hardware and software - Overview of the basic functionalities of a computer & Hardware functions - Operating Systems - Application software - Networks , Internet and Internet Protocols.
- UNIT-II Networking - Intranets and the Internet - the client-server model and networking and internetworking technologies such as LANs, WANs, etc Organization including protocols and middleware support theories of data model – Internet communication technologies.
- UNIT-III Representation of data in computer systems files and databases - Operating software, applications packages and user written programs - Communications technologies and networks - Programming concepts
- UNIT-IV Computer infrastructure management – requirements – sizing of hardware – selection of equipments- Layout – Electrical / Data cable points – connectivity – Site readiness – Site verification – Site implementation
- UNIT-V Systems management - Identification of operating system environment – Identification of required system software – licensing –Training – System software implementation, maintenance, system organization and system support.
- UNIT – VI Security policy, objectives , Security organization - Personnel security - Physical and environmental security - Understanding of the security requirements - - Asset classification and control - Access Control - Risk assessment and risk management - Approach to implementing security - Systems development and maintenance - Communications management - Business continuity management - Compliance
- UNIT – VII Data centre Management – Data centre Storage – Server – Network switches, Network cabling, Power cabling, Power distribution & backup - Data center security – access control – ITIL – ITL model – Service delivery – Service support – Security Management - Business continuity - Backup
- UNIT – VIII Information system audit – Overview – IS audit standards, guidelines & procedures - Audit Competence - Audit Charter - Audit planning - Performance of audit work – Audit evidence requirements - Audit reporting - Follow-up activities - Irregularities and Illegal Acts - IT Governance - Use of risk



Detailed Syllabus eMBA – Projects



assessment in audit planning - Audit materiality - Using the work of other experts
– Code of professional ethics

Reference Books:

1. S.K.Bansel., *Textbook of Information Technology*, Vedams ebook (P) ltd, APH publishers.
2. Shira, Sajjan.G., *Computer Design & Architecture*,
3. Wang, Shouhong and Haiwang, *Problem Solving & Programming essentials of computer languages for commerce*, Universal Publisher, 2000
4. M.K. Saxene, *Introduction to computer & information Systems: Concepts & application*, Vedams eBooks (p) ltd,
5. Tanenbaum, Andrew.S., *Computer Networks*, 4th ed, Prentice-Hall, 1996
6. McCarthy and Mary Pat, *Security Transformation*, McGraw-Hill ,2001
7. A. Kumar, *Internet and Information Technology*, Vedams eBooks (P) ltd
8. Larry L Peterson and Bruce S Davie, *Computer Networks: A System Approach*, 4th ed,
9. Ajay K Srivastav, *Wireless Technology & Access of Information*, Vedams eBooks (P) ltd
10. RA Weber, *Information System Control & Audit*, Prentice-Hall,1999
11. *ITIL- IT Service Management* books
12. *Ict Infrastructure Management (IT Infrastructure Library Services)*, Office of govt commerce

eMBA –PROJECT MANAGEMENT SECOND SEMSTER

Paper - VIII

PROJECT MANAGEMENT

- UNIT – I Understanding Project Management Fundamentals - Projects - Project and Operation, Project Management - Project team Areas of Expertise - The Product and Project Life Cycle - Project Stakeholders - Organizational Structures - Organizational Structure Types - Programs - Program Management - Portfolios - Portfolio Management - The Project Management Office (PMO) - Project Management Processes - PDCA Cycle - Project Management Process Group - Project Management Knowledge Areas - Professional Responsibilities'
- UNIT – II Initiating Project: Preparing Project Charter, Preparing Preliminary Scope statement, Developing Project Management Plan



Detailed Syllabus eMBA – Projects



- UNIT – III Scope Management Plan, Develop Scope Statement, Create WBS, Activity Definition of work packages, preparing network diagram on activity sequencing, Resources and Duration estimation of Activities, Schedule Development
- UNIT – IV Fundamentals of Costing, Cost Estimation, Cost budgeting, Measuring Project Quality, Project Quality planning - Human resources planning,
- UNIT – V Communication Planning - Risk Management Plan, Risk analysis (Qualitative and Quantitative), Risk Responses plan and Procurement Management plan and plan Procurement document
- UNIT- VI Execution of Project, Performing Quality Assurance, Acquire Project team in to project, Developing team, Request for sellers and Select seller
- UNIT – VII Monitoring and Control of Project, Scope verification, Scope Control, Scope Control, Schedule Control, Cost Control, Earn value Analysis, Quality Control, Manage Team & Stakeholders
- UNIT – VIII Project risk - Risk Monitoring & Control – Contract Administration - Project Closer and Contract Closers

Reference Books:

1. *The Project Management Body Of Knowledge*, 4th ed, Project Management Institute, USA
2. *Geoff Reiss, Project Management Demystified: Today's tools & Techniques*, Spon Press, 1995
3. Prasanna Chandra, *Projects Planning Analysis Selection Implementation & Review*, 4th ed, Tata McGraw-Hill, 1999
4. Vijay K.Verma, *Organising Projects for Success*, Project Management Institute, USA
5. Flemming & Koppelman, *Earned Value Management*, 3rd ed, Project Management Institute, USA, 2005
6. Vijay K.Verma, *Managing the Project Team*, Project Management Institute, USA
7. John Schuyler, *Risk and Decision Analysis in Projects*, 2nd ed, Project Management Institute, USA
8. Paul Solomon , *Performance Based Earned Value*, John Wiley & Sons



eMBA –PROJECT MANAGEMENT SECOND SEMSTER

Paper - IX

SCHEDULE MANAGEMENT

- UNIT – I Introduction to time management - activity definition - activity sequencing - activity resource estimation
- UNIT II Activity duration estimation - schedule development - Purpose of Scheduling - Schedule development Process
- UNIT – III Schedule tools - selection of tools – comparison - organization suitability and feasibility
- UNIT - IV Schedule model - Schedule framework - mapping schedule framework with schedule tool - analyzing various schedule models - selection of final model
- UNIT – V Schedule Component - identification of various schedule component - implementing component in schedule model - iteration of schedules for the project benefits
- UNIT – VI Schedule practices - Practicing of schedule model for ongoing projects and generation of reports - monitoring and control of schedule
- UNIT – VII Schedule Maintenance - constantly reviewing schedule tools, model, component and practices
- UNIT - VIII Case studies using two or three tools

Reference Books:

1. *Practice standards for Scheduling*, Project Management Institute, USA
2. Harlod Kerzner, *Project Management: A system approach to planning, Scheduling and controlling*, 8th ed, Johnwiley & sons, 2003
3. Lawrence P.Leach, *Critical Chain Project Management*, 2nd ed, Artech House, 2005
4. Gregory T. Haugan, *Project Planning and Scheduling*, Management concepts.



eMBA –PROJECT MANAGEMENT SECOND SEMSTER

Paper - X

PROGRAM MANAGEMENT

- UNIT - I Introduction to program management - Basic concepts – Definitions – The triple relationship of Project, Program & Portfolio – advanced concepts - understanding programs – Program management - Program life cycle - Benefits of program management
- UNIT – II Initiating a Program – Pre program setup – Information gathering - Selection process- Program mile stones - Program initiation - Initiation tools and technique - Stake holders – Program management frame work – Authorizing projects.
- UNIT – III Planning a Program – understanding program planning – Program setup – Defining Program scope – Developing Program management plan – Resource plan – Transition plan - Integration of plans – Creating Program WBS- Milestones.
- UNIT –IV Program schedule and resources – Developing program schedules – input from projects – Program cost – Human resources estimation - program procurement plan
- UNIT – V Quality and risk management in program – planning program quality – Planning for quality standards like ISO, CMMI, six sigma, OPM3 - Planning program risk management - – Risk response Technique - Planning for communication needs
- UNIT –VI Directing and executing the Program – Understanding program execution - Manage the program team –conflict management - Perform quality – communicating program execution
- UNIT –VII Monitoring controlling the execution - Integrated change control - Controlling program cost, quality and timeline – Risk monitoring and control – Performance monitoring and control – Administrating program contract
- UNIT- VIII Program closing - Closing program phases - Performing program closure – Closing contracts -

Reference Books:

1. *The Standards for Program Management*, 2nd ed, Project Management Institute, USA
2. Geoff Reiss, *Programme Management Demystified: Managing Multiple projects successfully*, Spon Press, 1996
3. Geoff, Malcom, John, Paul, Adriam reiss, Anthony Chapman, Leigh, Rayneee, Pyne, *The Gower Handbook of Programme Management*, Gower Publishing,2006



Detailed Syllabus eMBA – Projects



4. J. Chittenden, *Programme Management Based on MSP Best Practice*, Van Haren, 2006
5. Shan, Philip, James Rajegopal, McGain, *Project Portfolio Management – Leading the Corporate Vision*, Macmillan, 2007
6. John Chapman, *Project and Programme Accounting – a practical Guide for PSO's and IT*, PMT, 2006
7. David Williams, *Enterprise Programme Management – Delivering value*, MacMillan, 2003
8. John Bartlett, *Managing Risk For Programme and Projects*, PMT, 2002
9. Craig Letavec, *The Program Management Office*, J.Ross Publishing, 2006