



**2-Year Master of Business Administration (MBA) Curriculum and Syllabus**

**Second Semester**

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
<b>Theory</b>					
TIU-PMG-T102	Costing and Control Systems	3	1	0	3
TIU-PMG-T104	Production and Operation Management	2	1	0	2
TIU-PCA-T106	Management Information System	2	1	0	2
TIU-PMG-T106	Operations Research	2	1	0	3
TIU-PMG-T108	Human Resources Management	2	1	0	2
TIU-PMG-T110	Legal Aspects of Business	2	1	0	3
	Career Advancement Skill & Development-II	2	1	0	3
<b>Practical</b>					
	Communication Skill and Language Lab	0	0	2	2
TIU-PMG-L102	ERP - SAP Lab	0	0	2	2
<b>Sessional</b>					
	Entrepreneurship Skill Development – II	0	2	0	2
<b>Total Credits</b>					<b>27</b>



## **COSTING AND CONTROL SYSTEMS**

### **TIU-PMG-T102**

**L-T-P: 3-1-0**

**Credit: 3**

#### **Module 1: Introduction**

Introduction to cost, cost sheet, Cost elements: Material, Labour, Overhead

#### **Module 2: Management Control Systems**

The concept of management control and the role of management accounting within such a control framework. The design of management accounting systems is also considered.

#### **Module 3: Lean Manufacturing and Quality Control**

Introduction of the traditional production management techniques and strategies. The 5-P's of production are specifically considered; i.e. the product, plant, process, program, and people. The three traditional types of production; i.e. Job; Batch; and Flow production are also studied, and concepts such as quality and reliability are also introduced. Modern production management techniques originating from Japan, such as Flexible Manufacturing Systems (FMS); and Total Quality Management (TQM) are also considered.

#### **Module 4: Cost Accounting and Cost Management in a Lean Environment**

Production management techniques and strategies, especially the more modern production philosophies originating from Japan, such as Just-In-Time production (JIT).

#### **Module 5**

- Life Cycle Costing Systems
- Benchmarking
- Activity Based Cost Allocation Systems
- Customer Profitability Analysis
- Process Control and Activity Based Management
- Implementing Cost Analysis and Control Systems

#### **Books Recommended:-**

- Cost Accounting a Managerial Emphasis by Charles T Horn Green, PHI



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· Cost Accounting Theory and Practice By B Banerjee, PHI

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**PRODUCTION AND OPERATION MANAGEMENT**

**TIU-PMG-T104**

**L-T-P: 2-1-0**

**Credit: 2**

**Module I:**

**Introduction :** The field of operations management, production systems, OM in the organizational chart, operations as service, historical development of OM, current Issues in operations management.

**Operations strategy and competitiveness :** Operations strategy, operations competitive dimensions, the corporate strategy design process, strategic fit – fitting operational activities to strategy, productivity measurement.

**Process Analysis :** Process analysis, process flowcharting, types of processes, measuring process performance, process analysis – examples, process throughput time reduction.

**Module II:**

**Product Design :** Designing for the customer – quality function deployment, value analysis, value engineering, designing products for manufacture and assembly, measuring product development performance.

**Manufacturing Process Selection and Design :** Process selection – types of processes, process flow structure, product – process matrix.

**Service Process selection and design :** The nature of services, an operational classification of service, applying behavioral science to service encounters, designing service organization, structuring the service encounter, service system design matrix, service blueprinting and fail – safing.

**Module III:**

**Facility Location :** Plant location methods – factor rating, transportation method (only formulation), centroid method, locating service facilities.



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**Facility Layout** : basic Production layout formats, process layout (CRAFT) product layout (Assembly Line Balancing), Group Technology (Cellular) Layout, Fixed-Position Layout, Retail Service Layout, Office Layout.

**Waiting Line Management** : Economics of waiting line problem, the queuing system, waiting line methods (MM1 Model in detail).

#### **Module IV:**

**Strategic Capacity Management** : Capacity Management in operations, capacity planning concepts, capacity planning, planning service capacity.

**Aggregate sales and operations planning** : Overview of sales and operations planning activities, the aggregate operations plan, aggregate planning techniques.

**Inventory Control** : Definition of inventory, purposes of inventory, inventory costs, independent versus dependent demand, inventory systems, fixed order quantity models, fixed time period models, selective control, including ABC, VED classifications, optional replenishment system, 2 bin system.

#### **Module V:**

**Materials requirement planning** : Where MRP can be used, master production schedule, material requirements planning system structure, MRP examples.

**Supply chain Strategy** : supply chain drivers, supply chain strategy, measuring supply chain performance, push strategy / Pull strategy / Push – Pull strategy, Bullwhip effect, outsourcing, design for logistics, global sourcing, mass customization.

**Total Quality Management : Evolution of TQM** : Quality specification and quality costs, six-sigma quality. The Shingo System : Fail-safe, ISO9000, ISO14000.

#### **Module VI:**



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**Just-in-time and lean systems** : JIT / Lean Logic, The Toyota Production System, Elimination of waste, value stream mapping, JIT / Lean Implementation Requirements, JIT / Lean in Services.

**Project Management** :Introduction, structuring projects, work breakdown structure, network – planning models, time cost models, Managing Resources

**Process View of Organization:** Introduction to Business Process, Problems of functional division, Business Process Re-engineering, Process redesign and mapping

**Approaches to Process Improvement:**Kaizen, TQM, Comparing BPR and other approaches- TQM, Kaizen

**Cases and Exercises**

**Books:-**

**Suggested Readings**

- Bedi – Production and Operations Management (2nd edition); Oxford University Press
- Buffa, E. S. and Sarin, R. K. – Modern Production /Operations Management; John Wiley
- Chary, S.N. – Production and Operations Management (3rd edition); TMH
- Chase, Jacobs, Aquilano and Agarwal – Operations Management for Competitive Advantage (11th edition); TMH
- Dutta – Materials Management; PHI
- Evans and Lindsay – The Management and Control of Quality (6th edition); Cengage Learning
- Gaither and Frazier – Operations Management (9th edition); Thomson Learning



**MANAGEMENT INFORMATION SYSTEM**

**TIU-PCA-T106**

**L-T-P: 3-1-0**

**Credit: 2**

**Module 1**

**Information System development :** Information System Development – Approaches to IS Development, SDLC, Phases of SDLC, Make or buy decision for IS development – Structured Analysis and System Design – Software requirements specification (SRS) - Implementation and Presentation of MIS – Forms, Queries and Reports.

**Module 2**

**Business Process Management:** Operational advantages of enterprise wide applications, overview of Finance & Accounting, Manufacturing, Sales & Distribution, HR Modules. Overview of Supply and Demand Chains. SCM Framework, Introduction to Supplier Relationship Management (SRM), Business case for SCM, Integration of SCM it aids in Business process re-design and optimization

**Module 3**

**CRM Application:** Introduction to CRM Application, Growth of CRM Applications, CRM as an enabler of Customer Centric Strategy.

**e-Governance:** Increasing use of IT for governance of civic services

**Module 4**

**Outsourcing:** Outsourcing of business processes

**IS Strategy:** Analyzing the Impact of IT on Strategic Decision Making, IT Evolution and its Implications for Business (Business—IT Alignment), Strategies for Managing Diverse IT Infrastructures

**Module 5**

Decision Making with MIS, System Concepts for MIS, Information and Communication, Problem Solving and Decision Making

**Case Study:** Cases based on ERP and SCM have to be discussed.

**Books Recommended:-**



- Management Information System by Chatterjee, PHI Publication
- Textbook of Management Information System by D P Nagpal, S Chand
- Management Information System by George M Marakas, James A O'Broen, Ramesh Bhel, Tata MacGraw Hill Publication

### **OPERATIONS RESEARCH**

#### **TIU-PMG-T106**

**L-T-P: 3-1-0**

**Credit: 3**

#### **MODULE I LINEAR PROGRAMMING**

Formulating maximization/minimization problems, Graphical solution, simplex methods, Special cases of LP, Duality of LP and its interpretation, Dual simplex methods, Post Optimality/sensitivity analysis, Applications of LP.

#### **MODULE II TRANSPORTATION AND ASSIGNMENT PROBLEMS**

VAM method, Checking for optimality using MODI method, Unbalanced problem and degeneracy, Hungarian method for assignment problem, Traveling salesman problem.

#### **MODULE III GAME THEORY**

2 Person zero sum games, Saddle point, Mixed strategies use of dominance rules, Solution by graphical methods.

#### **MODULE IV QUEUING THEORY**

Characteristics of a queuing system, Arrival and service patterns, Single and multiple channel, Queue models with Poisson arrival and exponential service times.

#### **MODULE V REPLACEMENT MODELS**

Types of replacement problems, Replacement of assets that deteriorate with time, Determination of economic life using present value factors, Simple probabilistic models for assets which fail suddenly and completely.

#### **MODULE VI MARKOV ANALYSIS**





Brand switching analysis, Prediction of market shares for future periods, Equilibrium conditions, Uses of Markov analysis.

### **MODULE VI SIMULATION**

Monte Carlo simulation, Using random numbers, Applications in inventory analysis, Waiting lines, Maintenance and finance areas.

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

- Anderson, Sweeney and Williams - Quantitative Methods for Business (8th edition); Thomson learning
- Hillier, F.S. and Lieberman, G.J. : Operations Research (8th edition), TMH
- Kasana, H.S. & Kumar, K.D. - Introductory Operations Research; Springer
- Render B, Stair R M Jr, Hanna M E : Quantitative Analysis for Management (9th edition); Pearson Education
- Ross, Sheldon – Simulation; Elsevier
- Taha, H.A. : Operations Research - An Introduction (8th edition), Prentice Hall/Pearson Education
- Vohra, N. D. Quantitative Techniques for Management (3rd edition), TMH
- Winston, Wayne L. – Operations Research: Applications and Algorithms (4th edition); Thomson Learning



**HUMAN RESOURCES MANAGEMENT**  
**TIU-PMG-T108**

**L-T-P: 2-1-0**

**Credit: 2**

**Module 1: Human Resources Management:**

- Introduction to HR Management –importance, scope and objectives of HRM
- Difference between Personnel Management and HRM
- Traditional Vs. Strategic HRM
- Role of HR Manager

**Module 2: Human Resources Planning:**

- Human Resource Planning –objectives, importance, HRP process
- Recruitment and Selection–sources of recruitment, selection process, placement and induction, constraints and challenges, retention of employees

**Module 3: Training and Development:**

- Training Process –objectives and needs, training process, methods of training
- Tools and Aids
- Evaluation of training programs

**Module 4: Career Planning:**

- Succession Planning
- Promotion and Transfer

**Module 5: Performance Management System:**

- Performance Management –definition, concepts and ethics
- Performance Appraisal –different methods, performance appraisal practices
- Rating Errors
- Competency Management

**Module 6: Compensation Management:**

- Concept and Components
- Job Evaluation
- Incentives and Benefits

**Module 7: Productivity Management:**

- Concept –TQM, Kaizen, Quality Circles

**Module 8: Industrial Relations:**

- Grievance Procedure
- Collective Bargaining
- Settlement of Disputes



**Module 9: Retirement/Separation:**

- Superannuation
- Voluntary Retirement Schemes
- Resignation –discharge, dismissal, suspension, layoff

**Books**

1. Human Resources Management –Gary Dessler
2. Human Resources Management, Text and Cases –VSP Rao
3. Personnel Management –C. B. Mamoria
4. Managing Human Resources –R. S. Dwiwedi
5. Human Resources Management –V. P. Michael
6. Human Resources Management –Dr. P. C. Pardeshi
7. Human Resources Management –Mirza and Zaiyadin
8. Human Resources Management – L. M. Prasad
9. Human Resources Management –Ashwathappa
10. Managing Human Resources –ArunMonppa
11. Human Resources Management –Snell, Bohlander
12. A Hand Book of Personnel Management Practice –Dale Yolder



**LEGAL ASPECTS OF BUSINESS**  
**TIU-PMG-T110**

**L-T-P: 2-1-0**

**Credit: 3**

**Module I:**

I. The Contract Act, 1871

- 1.1 Nature and classification of contracts - Essential elements of a valid contract
- 1.2 Offer and Acceptance - Consideration - Capacities of Parties
- 1.3 Provisions relating to free consent, void agreements
- 1.4 Provisions relating to performance and discharge of contract
- 1.5 Breach of contract - Meaning and remedies (8)

II. Contract Act, 1872

- 2.1 Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier
- 2.2 Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee
- 2.3 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability
- 2.4 Agency - Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal - Termination of Agency (7)

**Module II:**

Sales of Goods Act, 1930

- 3.1 Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale
- 3.2 Provisions relating to conditions and Warranties
- 3.3 Provisions relating to transfer of property or ownership
- 3.4 Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods. (6)

IV. The Negotiable Instruments Act, 1881

- 4.1 Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course
- 4.2 Negotiation and Types of Endorsements



- 4.3 Dishonour of Negotiable Instrument - Noting and Protest
- 4.4 Liability of parties on Negotiable Instrument.

### **Module III**

#### V. The Companies Act, 1956

- 5.1 Company - Definition, Meaning, Features and Types of companies
- 5.2 Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus
- 5.3 Share Capital (10)

### **Module IV**

#### VI. The Consumer Protection Act, 1986

- 6.1 Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices
- 6.2 Rights of Consumers
- 6.3 Consumer Disputes Redressal Agencies (6)

### **Module V**

#### VII. The Information Technology Act, 2000

- 7.1 Digital Signature - Digital Signature Certificate
- 7.2 Electronic Governance
- 7.3 Electronic Records
- 7.4 Certifying Authorities
- 7.5 Penalty & Adjudication (10)

#### VIII Patents Act

- 8.1 Conceptual understanding of patents, copyrights, trademarks and designs. (3)

### **Books Recommended:-**

1. Business Laws - Balchandani
2. Business Laws - S.D.Geet and M.S.Patil



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3. Business Laws - Gulshan Kapoor
4. Business and Commercial Laws - Sen and Mitra
5. An Introduction to Mercantile Laws - N.D.Kapoor
6. Business Laws - N.M.Wechlekar
7. Business Laws - M.D.Mulla
8. Company Law - Avtar Singh
9. Bare Text of the relevant Act
10. Business Laws – Balchand

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