



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

Course Code	Course Title	Contact Hrs. / Week			Credit
		L	T	P	
Theory					
TIU-PMG-T101	Financial Markets, Reporting & Analysis	3	1	0	3
TIU-PMG-T103	Interpersonal and Group Processes	2	1	0	2
TIU-PMG-T105	Probability & Statistics	3	1	0	3
TIU-PMG-T107	Marketing Management	3	1	0	3
TIU-PMG-T109	Microeconomics	2	1	0	2
TIU-PCA-T107	Managerial Computing	2	1	0	3
TIU-PMG-T111	Managerial Ethics and Corporate Governance	2	1	0	2
TIU-PEN-P101	Career Advancement Skill & Development	2	1	0	3
Practical					
TIU-PEN-L101	Communication Skill & Language Lab	0	0	2	2
TIU-PCA-L107	Managerial Computing Lab	0	0	2	2
Sessional					
TIU-PES-S199	Entrepreneurship Skill Development	0	2	0	2
Total Credits					25



FINANCIAL MARKETS, REPORTING & ANALYSIS

TIU-PMG-T101

L-T-P: 3-1-0

Credit: 3

Module 1: Financial Markets 1

- Financial Markets: Introduction: Government Economic Philosophy and Financial Market, Structure of Financial Market in India
- Capital Market: Introduction, Concept, Role, Importance, Evolution in India, etc. Critical Evaluation of the Development, Future Trends.
- Primary Market System and Regulations in India Types of firm's Interface with Investors ,Types of Scripts. Issue of Capital: Process, Regulations, Legalities, Pricing of Issue, Methods of Issue, Book-building, Road-show, Intermediaries in Issue Management, Managing Shareholder Relations. Primary Market Intermediaries: Commercial Banks, Development Banks, Custodians, Merchant Bankers, Issue Managers, Rating Agencies, etc.

Module 2: Financial Markets 2

- Secondary Market System and Regulations in India: Stock Exchanges in India: History and development and importance, Listing of Scripts ,On-line Trading ,Depositories: Growth, Development, Regulation, Mechanism ,OTC Exchange ,Stock Exchange Mechanism: Trading, Settlement, Risk Management, Investor Grievances, Basics of Pricing Mechanism, Carry Forward, Badala, Automated Lending and Borrowing Mechanism ,Inside Trading, Circular Trading, Price Rigging, etc. Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags ,Stock Exchange Regulations ,Stock Exchange Board ,Stock Indices, Role of FIIs, MFs and Investment Bankers , Regulations and Regulatory Agencies for primary and Secondary Markets,
- Other Topics : Bond Market in India: Government Bond Market and its Interface with Capital Market , Debt Market in India ,Interface between Stock Market and Bond Market ,Primary and Secondary Markets ,Capital Market and Money Market , Mutual Fund: Concept, Mechanism, Role, etc.

Module 3: Risk

- Total risk and its factors – concept and components of total risk security returns : measuring historical and ex-ante (expected) Returns – Systematic and Unsystematic risk – portfolio risk and return – benefits of diversification – characteristic regression line – capital asset pricing model.

Module 4: Financial Reporting and Analysis

- Introduction , Understanding and analyzing the Annual Report- Basic and preliminary research, Horizontal, vertical, and trend analysis, Ratio Analysis, Manipulation of Financial Statements, How Income Statements Are Manipulated, Examples of window dressing in Indian Companies, Recent Scandals in Financial Reporting, Reporting Regulatory Authorities in India for different entities, Quality Financial Reporting, Ethics in Financial Reporting



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WEST BENGAL

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Phone: +91 9836544416/17/18/19, Fax: +91 33 2357 1097

Suggested Readings

- Financial Risk Manager Handbook, 6th Edition Jorion P
- Financial Statement Analysis and Security Valuation, Stephen H. Penman
- The New Financial Order: Risk in the 21st Century, Robert J. Shiller

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INTERPERSONAL & GROUP PROCESSES

TIU-PMG-T103

L-T-P: 2-1-0

Credit: 2

Module I:

Nature of Groups at work: What is a group? Definition, Types of groups, Dynamics of group formation, structure and dynamics of work groups, group cohesiveness.

Module II:

Group Vs Teams: Concept of Teams, Distinguishing Team from groups, types of team's Dysfunctions of groups and Teams, Dynamics of Informal groups

Module III:

Effective Team Performance: Creating Teams, making Team successful obstacles to success, Training in Team skills developing successful teams.

Module IV:

Individual Performance in groups: Interpersonal communication, - Johari Window, Interpersonal awareness, Social facilitation, Social loafing Interpersonal Trust, - Interpersonal conflicts, Group decision making, Group Synergy

Module V:

Intervention Techniques: Counseling Techniques, Grid Management, Transactional Analysis, Sensitivity Training, Process Consultancy, Skill development techniques.

Suggested Readings

- Bennis, W G Essay in International Dynamics U.S.A Dorsey Press, 1979 2. Kolb, D etc.
- Organizational Behaviour: An Experiential Approach 5th ed. Englewood Cliffs, New Jersey, Prentice Hall, Inc. 1991 3. Kolb, D etc.
- Organizational Behaviour : Practical Readings for management 5th edition



PROBABILITY & STATISTICS

TIU-PMG-T105

L-T-P: 3-1-0

Credit: 3

MODULE I: INTRODUCTION TO STATISTICS & PROBABILITY

Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability, independence of events, Bayes' theorem, random variables, Probability density function, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

MODULE II: SAMPLING DISTRIBUTION AND ESTIMATION

Sampling distributions, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

MODULE III: TESTING OF HYPOTHESIS

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way – Design of experiments.

MODULE IV: NON-PARAMETRIC METHODS

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

MODULE V: CORRELATION, REGRESSION, INDEX NUMBERS AND TIME SERIES ANALYSIS

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre's, Paasche's and Fisher's Ideal index.

TEXT BOOKS



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- Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
- Srivatsava TN, ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008.
- Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.

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MARKETING MANAGEMENT

TIU-PMG-T107

L-T-P: 3-1-0

Credit: 3

Module -1

- Introduction to Marketing
- Marketing Process and Environment
- Segmentation, Targeting, Positioning
- Consumer Behaviour
- Marketing Research

Module -2

- Marketing Strategy and Competition
- Customer Satisfaction

Module -3

- Product Life Cycle
- Product and Branding Strategy
- Designing and Managing Services
- Developing Pricing Strategy

Module -4

- Distribution and Marketing Channels
- Retailing
- Marketing Communication, Advertising and Media Planning
- Managing Sales Force

Reference Books

- Marketing Management By Philip Kotlers
- Marketing Management Cravens By Hills – Woodruff
- Marketing – A Managerial Introduction By Gandhi
- Marketing Information System By Davis – Olsan
- Consumer Behavior By Schiffman – Kanuk
- Principles and practice of Marketing By John Frain



MICROECONOMICS
TIU-PMG-T109

L-T-P: 2-1-0

Credit: 2

Module -1

Introduction, Demand, Supply and Market

Equilibrium

Module -2

Elasticity and Its Applications, The Price System, Price Ceilings and Price Floors,

Module -3

International Trade and Externalities

Module -4

Profits, Prices and Competition, Monopoly

Module -5

Price Discrimination, Cartels, Games and Network Goods

Module -6

Labor Markets, and Getting Incentives Right,

Reference Books

- P.L.Mehta- Managerial Economics- Sultan Chand, New Delhi
- Varshney RL and Maheshwari KL - Managerial Economics
- D.N. Dwivedi- Managerial Economics
- Peterson - Managerial Economics - Prentice-Hall of India
- Mote Paul Gupta - Managerial Economics – MGH



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MANAGERIAL COMPUTING
TIU-PCA-T107

L-T-P: 2-1-0

Credit: 3

Module I:

Introduction to Computers: Applications of Computer in Business; Architecture: Systems Concept, CPU, Memory & Storage Devices, Input & Output Technologies; Operating System: Functions, Types: Multi-programming, Multiprocessing, Multitasking, Real-time OS; Problem Solving Techniques: Problem Solving, Steps of Problem solving, Tools and Techniques of problem solving;

Module II:

Algorithms & Flow Charts: Definition & Properties, Symbols, Importance, Flowcharting Rules & Conventions, Problem solving through Flow Charts.
Programming Language: Classification, Generation, Features & Selection of Programming Language.

Module III:

Introduction to Networks: Data Communication Basics, Transmission Media & Infrastructure, Network Devices: Hub, Router, Switch, Repeater, etc, LAN, WAN, MAN; Introduction to Communication Protocols: TCP/IP, OSI Model, Communication Connectivity, Internet & its Applications: Evolution of Internet, Basics of Working of Internet, Services provided by Internet, Internet Challenges; Electronic Commerce: Overview of e-Commerce, Infrastructure & e-Commerce Support Services, Business Models, Legal & Ethical Issues ;

Module IV:

Database and Emerging Techniques: Fundamentals of DBMS: Basics of Data Arrangement & Access, Traditional File Environment,

Databases: The Modern Approach; Fundamentals: Data Warehousing, Data Mining, ERP, Issues and Challenges in Implementation of the Emerging Technology.

Module V:

Case Study: Compulsory, Relevant Cases have to be discussed.

Suggested Readings:

- Introduction to Computers, Peter Norton, TMH Publication.



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- Introduction to Computer Science. ITL Education Solutions Ltd, Pearson Education.
- D. Morley, Understanding Computing, Cengage / Thomson
- Basundhara B. S., Computers Today, Galgotia Publication.
- Fundamentals of Computers, V. Rajaraman, PHI Publication.

MANAGERIAL ETHICS & CORPORATE GOVERNANCE

TIU-PMG-T111

L-T-P: 2-1-0

Credit: 2

Module 1

- Definitions, theories of ethics and ethics projects
- Need for ethics in corporate governance
- Corporate Social Responsibility- social responsibility of business with respect to its different stake holders
- Corporate governance in Financial Sector
- Ethics in Managerial Evaluation and Revert system
- Ethics in Industry government interface

Module 2

- The code of ethics as an instrument of strategic management
- Ethics, privatization and Liberalization
- Ethics in technology transfer
- Ethical issues in Business practice: Conflicts between business demands and professional idea's

Module 3

- Appropriate technology movement of Schumacher: Later development
- Rapid Technological growth and depletion of resources: reports from the club of Rome
- Whistle blowing and beyond, case studies. Codes of professional ethics
- Environmental degradation and pollution: eco-friendly technologies

Module 4

- Work culture and selfishness: The Indian dilemma and response
- Leadership and organized team work in India
- Values needed for Indian managers



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- Ethics in visioning and Modelling by Leaders: Role of CEO and his impact on the business culture

Reference Books

- AN Tripathi: Human Values in the Engineering Profession (IIM, Kolkata 1996)
- SK Chackraborty: Foundation of Ethics in Management
- Biswanath Ghosh: Ethics in Management
- Stephen H Unger: Controlling Technology, Ethics and responsible Engineers

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