



ODISHA UNIVERSITY OF TECHNOLOGY AND RESEARCH

Techno Campus, Mahalaxmi Vihar, Ghatikia, Bhubaneswar-751029.

Syllabus Structure (Effective from 2023-24)

School/ Department: School of Mechanical Sciences

Course: MBA (SSP), Programme: Master of Business Administration (MBA),

Duration: 2 years (Four Semesters)

Abbreviation used:

AC	Audit course	LC	Lab Course	PA	Practical Assessment
PC	Professional Core	PR	Project/ Practical/ Internship	L	Lecture
PE	Professional Elective	SE	Seminar/ Expert Lecture/ Etc.	T	Tutorial
OE	Open Elective	IA*	Internal Assessment	P	Practical
MC	Mandatory/ Common Course	EA	End-Semester Assessment		

Subject Code Format:

A1	A2	B3	C4	C5	C6
School/ Dept. (Offering)		Level	0: AC	Serial Number (01 to 99)	
BH: Basic Sciences and Humanities		1: UG/ Int. Msc. (1 st Year)	1: PC	01/ 03/.../ 19: Odd Sem. (IEM)	
CS: Computer Sciences		2: UG/ Int. Msc. (2 nd Year)	2: PE	21/ 23/.../ 39: Odd Sem. (MML)	
EE: Electrical Sciences		3: UG/ Int. Msc. (3 rd Year)	3: OE	41/ 43/.../ 59: Odd Sem. (MSD)	
EI: Electronic Sciences		4: UG/ Int. Msc. (4 th Year)	4: MC	61/ 63/.../ 79: Odd Sem. (THE)	
IP: Infrastructure and Planning		5: UG/ Int. Msc. (5 th Year)	5: LC	81/ 83/.../ 99: Odd Sem. (MBA)	
MS: Mechanical Sciences		6: PG (1 st Year)	6: PR	02/ 04/.../ 20: Even Sem. (IEM)	
BT: Biotechnology		7: PG (2 nd Year)	7: SE	22/ 24/.../ 40: Even Sem. (MML)	
TE: Textile Engineering		8: Ph.D.	8:	42/ 44/.../ 60: Even Sem. (MSD)	
			9:	62/ 64/.../ 80: Even Sem. (THE)	
				82/ 84/.../ 98: Even Sem. (MBA)	

1st Semester

Sl. No.	Subject Type	Subject Code	Subject Name	Teaching Hours			Credit	Maximum Marks			
				L	T	P		IA	EA	PA	Total
1	PC1	MS6181	Organizational Behaviour and Processes	3	0	0	3	40	60	-	100
2	PC2	MS6183	Managerial Economics	3	0	0	3	40	60	-	100
3	PC3	MS6185	Marketing Management	3	0	0	3	40	60	-	100
4	PC4	MS6187	Financial and Cost Accounting	3	0	0	3	40	60	-	100
5	PC5	MS6189	Business Research Methodology	3	0	0	3	40	60	-	100
6	PC6	MS6191	Management Information Systems	3	0	0	3	40	60	-	100
7	PC7	MS6193	Entrepreneurship Development	3	0	0	3	40	60	-	100
8	LC1	MS6581	Advanced Computing Laboratory	0	0	2	2	-	-	100	100
9	LC2	MS6583	Applied Statistics Laboratory	0	0	2	2	-	-	100	100
10	PR1	MS6681	Minor Project I	0	0	2	2	-	-	100	100
Total				21	0	6	27	280	420	300	1000



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2nd Semester

Sl. No.	Subject Type	Subject Code	Subject Name	Teaching Hours			Credit	Maximum Marks			
				L	T	P		IA	EA	PA	Total
1	PC8	MS6182	Financial Management	3	0	0	3	40	60	-	100
2	PC9	MS6184	Quantitative Methods	3	0	0	3	40	60	-	100
3	PC10	MS6186	Production & Operations Management	3	0	0	3	40	60	-	100
4	PC11	MS6188	Human Resource Management	3	0	0	3	40	60	-	100
5	PC12	MS6190	Sustainability Management	3	0	0	3	40	60	-	100
6	PC13	MS6192	Business Analytics	3	0	0	3	40	60	-	100
7	PC14	MS6194	Technology and Innovation Management	3	0	0	3	40	60	-	100
8	LC3	MS6582	Business Communication Laboratory	0	0	2	2	-	-	100	100
9	LC4	MS6584	Operation Research Laboratory	0	0	2	2	-	-	100	100
10	PR2	MS6682	Minor Project II	0	0	2	2	-	-	100	100
Total				21	0	6	27	280	420	300	1000

3rd Semester

Sl. No.	Subject Type	Subject Code	Subject Name	Teaching Hours			Credit	Maximum Marks			
				L	T	P		IA	EA	PA	Total
1	PC15	MS7181	Strategic Management	3	0	0	3	40	60	-	100
2	MaEl-I	-----	Major Elective – I	3	0	0	3	40	60	-	100
3	MaEl-II	-----	Major Elective - II	3	0	0	3	40	60	-	100
4	MaEl-III	-----	Major Elective - III	3	0	0	3	40	60	-	100
5	MaEl-IV	-----	Major Elective - IV	3	0	0	3	40	60	-	100
6	MiEl-I	-----	Minor Elective – I	3	0	0	3	40	60	-	100
7	MiEl-II	-----	Minor Elective - II	3	0	0	3	40	60	-	100
8	PR3	MS7681	Summer Internship Evaluation	0	0	3	3	-	-	100	100
9	LC5	MS7581	Business Analytics Laboratory	0	0	2	2	-	-	100	100
10	LC6	MS7583	Next Gen Thinking Laboratory	0	0	2	2	-	-	100	100
Total							28	280	420	300	1000

- The Subjects for Major and Minor Electives are to be selected from the list given below (Program Electives)

4th Semester

Sl. No.	Subject Type	Subject Code	Subject Name	Teaching Hours			Credit	Maximum Marks			
				L	T	P		IA	EA	PA	Total
1	PC16	MS7182	Business Ethics, Legal Aspects and Corporate Governance	3	0	0	3	40	60	-	100
2	MaEl-V	-----	Major Elective – V	3	0	0	3	40	60	-	100
3	MaEl-VI	-----	Major Elective - VI	3	0	0	3	40	60	-	100
4	MiEl-III	-----	Minor Elective – III	3	0	0	3	40	60	-	100
5	MiEl-IV	-----	Minor Elective - IV	3	0	0	3	40	60	-	100
6	LC7	MS7582	Project Laboratory	0	0	2	2	-	-	100	100
7	PR4	MS7682	Project / Dissertation	0	0	3	3	-	-	100	100
Total							20	200	300	200	700

- The Subjects for Major and Minor Electives are to be selected from the list given below (Program Electives)



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Credits and Maximum Marks

Sl. No.	Semester	Credits	Maximum Marks
1	1 st	27	1000
2	2 nd	27	1000
3	3 rd	28	1000
4	4 th	20	700
Total		102	3700

Program Electives (Major and Minor Elective Optional Subjects)

1) Financial Electives (FE)

Sl. No.	Subject Code	Subject Name	Teaching Hours			Credit	Maximum Marks			
			L	T	P		IA	EA	PA	Total
1	MS7281	Financial Institutions, Instruments and Markets	3	0	0	3	40	60	-	100
2	MS7282	Financial Derivatives	3	0	0	3	40	60	-	100
3	MS7283	International Finance	3	0	0	3	40	60	-	100
4	MS7284	Commercial Banking	3	0	0	3	40	60	-	100
5	MS7285	Security Analysis and Portfolio Management	3	0	0	3	40	60	-	100
6	MS7286	Mergers and Acquisitions	3	0	0	3	40	60	-	100
7	MS7287	Taxation and Tax Planning	3	0	0	3	40	60	-	100
8	MS7288	Financial Services	3	0	0	3	40	60	-	100
9	MS7289	Indian Financial System	3	0	0	3	40	60	-	100
10	MS7290	Environment and Social Governance	3	0	0	3	40	60	-	100

2) Human Resource Electives (HRE)

Sl. No.	Subject Code	Subject Name	Teaching Hours			Credit	Maximum Marks			
			L	T	P		IA	EA	PA	Total
1	MS7381	Human Resource Planning	3	0	0	3	40	60	-	100
2	MS7382	Organizational Dynamics and Competitiveness	3	0	0	3	40	60	-	100
3	MS7383	Compensation Management and Reward System	3	0	0	3	40	60	-	100
4	MS7384	Training and Development	3	0	0	3	40	60	-	100
5	MS7385	Strategic Human Resource Management	3	0	0	3	40	60	-	100
6	MS7386	Employee Relations and Labour Legislations	3	0	0	3	40	60	-	100
7	MS7387	HR Analytics	3	0	0	3	40	60	-	100
8	MS7388	Performance Management	3	0	0	3	40	60	-	100
9	MS7389	Talent Management	3	0	0	3	40	60	-	100

3) Marketing Electives (ME)

Sl. No.	Subject Code	Subject Name	Teaching Hours			Credit	Maximum Marks			
			L	T	P		IA	EA	PA	Total
1	MS7881	Strategic Brand Management	3	0	0	3	40	60	-	100
2	MS7882	Consumer Behaviour	3	0	0	3	40	60	-	100
3	MS7883	Sales and Distribution Management	3	0	0	3	40	60	-	100
4	MS7884	Retail Management	3	0	0	3	40	60	-	100
5	MS7885	Customer Relationship Management	3	0	0	3	40	60	-	100
6	MS7886	Digital & Social Media Marketing	3	0	0	3	40	60	-	100
7	MS7887	Services Marketing	3	0	0	3	40	60	-	100
8	MS7888	Marketing Analytics	3	0	0	3	40	60	-	100
9	MS7889	Industrial Marketing	3	0	0	3	40	60	-	100



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4) Operation Electives (OpE)

Sl. No.	Subject Code	Subject Name	Teaching Hours			Credit	Maximum Marks			
			L	T	P		IA	EA	PA	Total
1	MS7981	Total Quality Management and Six Sigma	3	0	0	3	40	60	-	100
2	MS7982	Production Planning and Control	3	0	0	3	40	60	-	100
3	MS7983	Strategic Procurement	3	0	0	3	40	60	-	100
4	MS7984	Services Operations Management	3	0	0	3	40	60	-	100
5	MS7985	Supply Chain Analytics	3	0	0	3	40	60	-	100
6	MS7986	Materials Management	3	0	0	3	40	60	-	100
7	MS7987	Lean Operations	3	0	0	3	40	60	-	100
8	MS7988	Operations Strategy	3	0	0	3	40	60	-	100
9	MS7989	Project Management	3	0	0	3	40	60	-	100



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1st Semester

Core 1: Organizational Behaviour and Process (MS6181)

Introduction to Organizational Behaviour:

Evolution of Organizational Behaviour, Relationship between OB and Individual, Significance and limitations of OB, Theoretical Framework of OB, Contemporary Challenges in OB.

Individual Behaviour and Processes:

Values and Attitudes, Personality and Emotions, Perception and Individual Decision Making, Motivation, Learning and Reinforcement.

Interpersonal and Team Processes:

Group Dynamics, Developing Teams and Team Working Practices, Leadership, Conflict Resolution and Negotiation Process, Power, Influence and Authority.

Organizational Processes and Structure:

Organizational Structure and Design, Formal & Informal organization, Centralization and Decentralization, Authority, Responsibility & Accountability, Organization Culture and Climate, Span of Management, Delegation of Authority, Organizational Learning.

Developments in OB:

Transactional Analysis, Management by Objectives, Emotional Intelligence, Stress Management, Cross-Cultural Dynamics.

Books:

1. Robbins, S. P., and Judge, T. A. (2013)., Organizational Behaviour (15thed.), Prentice-Hall Publication.
2. Nelson, D. L., and Quick, J. C. (2007)., Understanding Organizational Behaviour (3rded.), Thompson South-Western Publication.



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Core 2: Managerial Economics (MS6183)

Managerial Economics:

Relevance of Economics for Business Decisions, Definition, Nature, Significance, and Scope of Managerial Economics, Theory of Consumer Behavior, Diminishing Marginal Utility, Equi-Marginal Utility, Indifference Curve Analysis, Budget line, Consumer's Equilibrium, Price, Income and Substitution Effect.

Demand Analysis:

Meaning of Demand, Types of Demand, Direct Demand and Derived Demand, Individual Demand and Market Demand, Determinants of Demand, Demand Schedule, Demand Curve, Law of Demand, Elasticity of Demand, Price, Income, Advertising and Cross Elasticity of Demand, Demand Estimation and Demand Forecasting, Supply Analysis.

Production Analysis:

Short Run Production Function and Long Run Production Function, Single Variable and Two Variable Production Function, Iso-Quant, MRTS, Cobb-Douglas Production Function, Returns to Scale, Estimating of Production Function, Concept Of Cost, Cost Function, Short Run , Long Run, TC, MC, AC, FC, VC, Break Even Analysis.

Market Structures:

Price and Output Decision under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly & Duopoly Market Structure, Product Pricing Approaches, Price Discrimination.

Macro-Economic Analysis:

Origin of Macroeconomics, Macro-Economic Aggregates, Concepts of Consumption, Saving, and Investment, Introduction to National Income, Determination of National Income, Business Cycle, Inflation, Fiscal and Monetary Policies.

Books:

1. Petron and Lewis, Managerial Economics, PHI.
2. H L Ahuja, Managerial Economics, S. Chand.
3. Geetika, Ghosh, Roy Choudhury, Managerial Economics, TMH.



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Core 3: Marketing Management (MS6185)

Introduction to Marketing- Nature and Functions:

Evolution of Marketing; Marketing Management & Marketing mix, Scanning the Marketing Environment & Demand Forecasting, Consumer and Industrial Buying Behaviour – An Overview.

The STP concept:

Market Segmentation, Targeting, Positioning and Product Differentiation, Marketing Information System & Market Research, Ethical and Legal Aspects of Marketing; Product Planning & Development: Concept of Product; Product Classification, Product Line and Mix Decisions.

New Product Development Process & Commercialization:

NPD, Product Life Cycle and Marketing Implications, Innovation of Diffusion and Consumer Adoption Process.

Essentials of Branding and Pricing:

Branding Decisions & Brand Equity, Packaging and Labeling Decisions; Pricing Decisions and strategies: Choosing an Appropriate Pricing Policy for the firm, Factors Affecting Price Determination, Selecting the Final Price: Pricing Methods and Strategies, Adapting Strategy on Pricing, Initiating & Responding to Price Changes.

Distribution and Conflict Management:

Nature and Importance of Distribution Channels; Channel Management Decisions; Channel Conflict & Integration; Retailing and Wholesaling; Physical Distribution/Logistics Decisions, Supply Chain Management.

Promotion Decision & New Horizons in Marketing:

The Promotion Mix: Relevance & Limitations, Designing Promotion Campaign: Advertising & Sales Promotion, Personal Selling & Public Relation, Marketing of Services & Managing Service Quality, Green Marketing: International Marketing: Rural Marketing, Social Media Marketing, Agri-Business Marketing & Direct Marketing.

Books:

1. Kotler, Philip, Keller, K., Koshy, A., Jha, M.; Marketing Management: A South Asian Perspective, Pearson.
2. Baines, P., Fill, C., Page, K & Sinha, P.; Marketing: Asian Edition, Oxford University Press.
3. Namakumari, Ramaswamy; Marketing Management, McGraw Hill Education



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Core 4: Financial and Cost Accounting (MS6187)

Financial Accounting:

Theoretical Background, Golden Rules of Accounting (Double Entry System), Generally Accepted Accounting Principles (GAAPs), International Financial Reporting Standards (IFRS), Final Accounts of Companies – Trial Balance, Trading Accounts, Profit and Loss Accounts, Balance Sheet.

Cost Accounting:

Preparation of Cost Sheet, Accounting Treatment on Allocation, Absorption and Apportionment of Overheads, Methods and Techniques of Costing, Cost Volume Profit Analysis (CVPA).

Budgeting and Budgetary Control:

Operating and Functional Budgets, Financial Budgets, Master Budgets, Zero- Base Budgeting, Strategy and Balanced Scorecard.

Segment Performance Analysis:

Responsibility Accounting System, Levels of responsibility, Responsibility centres, Variance Analysis, Evaluation of Cost and Sales Variances.

Management Accounting:

Analysis of Financial Statements, Ratio Analysis, Funds Flow Statement, Cash Flow Statement, Accounting in Computerized Environment.

Books:

1. Narayanswamy, Financial Accounting - A Managerial Perspective, PHI.
2. Charles T Homgen, G Foster and S M Datar, Cost Accounting a Managerial Emphasis, PHI
3. Ramachandran&Kakani, Accounting for Management, TMH



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Core 5: Business Research Methodology (MS6189)

Introduction to RM:

Meaning and significance of research. Importance of scientific research in business decision making. Types of research and research process. Identification of research problem and formulation of hypothesis. Research Designs.

Scale of measurement:

nominal, ordinal, interval, ratio, Likert Scale and other scales, Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample designs. Measurement and Scaling Techniques, Data Processing.

Data Analysis – I:

Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance (One and Two way). Non-parametric, Test – Sign Test, Run test, Krushall – Wallis test

Report writing and presentation:

Research Report, Types and significance, Structure of research report, Presentation of report.

Practical aspects such as:

Use of software package to learn the following:-

- (I) Draw frequencies, bar charts, histogram.
- (ii) Creating and editing graphs and charts.
- (iii) Bi-variate correlation.
- (iv) The t-test procedure.
- (v) Non-parametric Tests : Chi-square Test.
- (vi) One way ANOVA Procedure.
- (vii) Simple Regression, Multiple Regression, Reliability Analysis, Factor Analysis.

Books:

1. Research Methodology by Khatua and Majhi, HPH.
2. Research Methodology by Kothari, Newage
3. Research Methodology, by Deepak Chawla / NeenaSandhi (Vikas)



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Core 6: Management Information System (MS6191)

Module – I - Introduction

Introduction to MIS: Basic Concepts, Functions and Level of Management, Management and System Concept, Types and Components of System, Data and Information, Information System: Need, Use and Role.

MIS Application in Organization: Information Concept, Need of IS for different functional of organization, Transaction Processing System (TPS), Introduction to DSS, Office Automation System, Role of MIS.

MIS Issues and Challenges: Characteristics of MIS, Function and Role of MIS in improving decisions, Benefits and Limitations of MIS, MIS Security and Ethical Issues.

Module – II - Information Technology

Business Hardware: Components of Computer, Classification of Computer, Input and Output Devices, Storage Media.

Business Software: Introduction, Programming Language and Software Development Tools, Language Translation- Compilers and Interpreters, Application Software and System Software, Software Licensing.

Business Networks & Telecommunications: Telecommunication in Business and Daily use, Bandwidth and Network Types, Protocols, Internet Networking Services, Future of Networking.

Database and Data Warehouses: Database Models, Relational Operation, Data Modelling, Data Warehousing, Data Mining.

Module – III - E-Commerce and System Application

Enterprise Applications: Enterprise Systems, Supply Chain Management Systems, Customer Relationship Management Systems, Enterprise Application: Opportunity & Challenges.

E-Commerce and Digital Markets: E-Commerce Business and Technology, Mobile Digital Platforms and Mobile e-commerce.

Enhancing Decision Making: Decision Making and Information Systems, Business Intelligence in the Enterprise.

Module – IV Building and Managing Systems

Building Information Systems: System as planned organizational change, Project Management-Importance, Selecting project, Managing Project Risk, Managing Global Systems.

Management Issues in MIS: Information Security and control, Quality Assurance, Ethical and Social Dimension, Intellectual Property Rights as related to IT products.

Books:

1. Management Information Systems: Managing the Digital Firm by Laudon K. C. and Laudon J.P.
2. Management Information Systems by Sadagopan S.
3. Management Information Systems: Concise Study by Kelkar S. A.



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Core 7: Entrepreneurship Development (MS6193)

Module- I:

Entrepreneurship: Concept and overview of entrepreneurship and intrapreneurship, Types of Entrepreneurs, Entrepreneurial Traits and Skills, Entrepreneurial Motivation and Achievement, Entrepreneurial Personality, Entrepreneurship as a career, Role of family, Society, EDIs. Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness, Role of Banks and Governments in reviving industries.

Module- II:

Environmental Analysis for Enterprise: Entrepreneurial Environment, Identification of Opportunities, Converting Business Opportunities into reality. Start-ups and business incubation, Setting up a Small Enterprise. Issues relating to location, Environmental Problems and Environmental Pollution Act, Industrial Policies and Regulations, identifying big idea, preparation of Business Plan. Accounting for small business, Working capital Management, Marketing Management, Human Resources Management, and Labour Laws. Organizational support services - Central and State Government Incentives and Subsidies.

Module-III:

Startup and Business Incubation : Start up; Definition, Startups ecosystem: support organizations, big companies, universities, funding organizations, service providers, research organizations, Startup development phases, Ideating, concepting, committing, validating, scaling, establishing, Startup business partnering, Startup culture, Co-founders, Preparing to Launch : Financing startups : Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Business Incubation : Business Incubation Definition and Principles, Incubator Models and Success Factors, Business Incubation, Incubator Operation, Roles of business incubation.

Books:

1. Entrepreneurship Development and Management, Vasant Desai, HPH
2. Entrepreneurship Management, Bholanath Dutta, Excel Books
3. Entrepreneurial Development, Sangeeta Sharma, PHI
4. Entrepreneurship, Rajeev Roy, Oxford University Press



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Lab 1: Advanced Computing Laboratory (MS6581)

List of Experiments: To be decided by the concerned Faculty

Lab 2: Applied Statistics Laboratory (MS6583)

List of Experiments: To be decided by the concerned Faculty

Minor Project I (MS6681)

[To be decided by the Department]



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2nd Semester

Core 8: Financial Management (MS6182)

Financial Management:

An Overview, Theoretical concept to finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

Financing Decision:

Long-term sources of Finance, Concept and Approaches of capital structure decision, Measurement of Specific Cost of capital, Computation of Overall Cost of Capital, Cost of Capital Practices in India.

Investment Decision:

Appraisal of project, Techniques and its applications of Capital Budgeting, Risk and Uncertainty in Capital Budgeting, Leverage Analysis along with implications, EBIT-EPS Analysis and Indifference Points.

Dividend Decision:

Concept of retained earnings and plough back of profits; Relevance and Irrelevance Theories of dividend decision; Factors affecting dividend decision.

Working Capital Decision:

Concept and components of Working Capital Management; Factors Affecting working capital requirement; Management of cash, inventory and receivables; Working Capital Financing.

Books:

1. Van Horne, Bhaduri, Fundamentals of Financial Management, Pearson Education.
2. I.M. Pandey, Financial Management, Vikash Publications
3. P. C. Chandra, Financial Management, TMH
4. Keown, Financial Management: Principles and Applications, Pearson Education



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Core 9: Quantitative Methods (MS6184)

Statistics for Management:

Measures of Central Tendency & Dispersion: Introduction, Mean, Geometric Mean, Harmonic Mean, Weighted Mean, Median, Mode, Standard Deviation, Coefficient of Variance, Skewness and Kurtosis.

Probability & probability Distributions: Probability concepts, axioms, Baye's theorem, Random Variables, Mathematical Expectation, Discrete Distributions-Binomial distribution and Poisson distribution, Continuous Distributions-Normal distribution.

Decision Analysis:

Formulation of linear programming deterministic models: graphical solution simplex algorithm, computational procedure in simplex, duality and its concept, dual linear programming, application of simplex technique to industrial problem.

Assignment Models: formulation of assignment problems, methods for solutions. Transportation problems: methods for obtaining optimal solution degeneracy in transportation problems transshipment problems.

Introduction and scope of game problems in business and Industry: Mini-max criterion and optimal strategy, solution of two-person zero sum game.

Multi Criteria Decision Making:

Decision-making under certainty, uncertainty and risk situations Decision tree approach and its applications,

Multi-criteria decision-making techniques: Analytic hierarchical process (AHP), Analytic network process (ANP), Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS).

Books:

1. Statistics for Management, Levin et al., Pearson
2. Business Statistics Using Excel, David and Pecar, Oxford Univ. Press
3. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill
4. Operations Research by R. Pannerselvam, Prentice Hall
5. Business Statistics: J K Sharma, Vikas



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Syllabus Structure (Effective from 2023-24)

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Course: MBA (SSP), Programme: Master of Business Administration (MBA),

Duration: 2 years (Four Semesters)

Core 10: Production & Operations Management (MS6186)

Module 1:

Nature and Scope of Production and Operation Management: Its Relationship with Other Systems in the Organization; Concept of Production and Operation Management; Types of Manufacturing Systems and Layouts, Layout Planning and Analysis.

Module 2:

Forecasting: Principles and Method, Moving Average, weighted Moving Average, Exponential Smoothing, Forecasting Error.

Manufacturing Planning and Control: Aggregate Planning, Master Production Scheduling, Material Requirements Planning.

Sequencing and Scheduling: Single Machine Sequencing: Basics and Performance Evaluation Criteria, Flow shop sequencing: 2 and 3 machines cases: Johnson's Rule and Job shop Scheduling Priority dispatching Rules.

Module 3:

Inventory Control: Relevant Costs, Basic EOQ Model, Model with Quantity discount, Economic Batch Quantity, Safety Stock, Reorder Point and Order Quantity Calculations, ABC Analysis

Network Techniques: CPM/PERT and solution of simple problems

Books:

1. Production and Operations Management, K. Aswathappa, K. S.Bhat, HPH
2. Production and Operations Management , Panneerselvam , PHI
3. Operations Management, Chase et.al – Tata McGraw Hill
4. Essentials of Operations Management by Scott T Young – Sage Publication



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Core 11: Human Resource Management (MS6188)

Human Resource Management: Concepts and Strategic Importance of HRM, Evolution and Growth, Challenges for HR Professionals, HR Department Operations, HR Philosophy, Policies, Procedures and Practices, Functional Areas of HRM.

Designing and Developing HR System: Human Resource Planning, Job Analysis and Job Design, Recruitment and Selection Process, Placement and Induction, Promotion, Transfer and Separations, Career and Succession Planning.

Training and Development: Learning Principles and Theories of Learning, Training vs. Development, Training Need Assessment, Designing and Administering Training Programmes, Executive Development Programmes, Evaluation of T&D Programmes.

Performance Management: Performance Appraisal System, Appraisal Methods, Use of Performance Data, Rating Errors, Performance Feedback and Counselling, Potential Appraisal.

Compensation Management: Compensation Structure, Job Evaluation, Incentives and Benefits Plan, Executive Compensation, Linking Compensation to Performance, Employee Welfare.

Emerging Trends in HRM: HRIS, HR Audit, HR Accounting, Outsourcing HR functions, Balance Scorecard, Knowledge Management

Books:

1. G. Dessler, Human Resource Management, Pearson Education, 2008..
2. Snell, S. & Bohlander, G., Managing Human Resources, South-Western/ Cengage , 2007



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Core 12: Sustainability Management (MS6190)

Introduction to Sustainability & Sustainable Development: Definition and meaning of Sustainability and Sustainable development, History and emergence of the concept of Sustainable Development, Defining the problem of sustainability, Nature and values of Sustainability, Threats to sustainability, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development. People planet-profits.

Strategies for Sustainable development: Concepts of sustainability and sustainable development, indicators of non-sustainable development, a critical review of India's strategies of rural development, elements of a new strategy for sustainable development. Gandhian Thoughts on Sustainable Development, Self-sufficient villages, 17- Sustainable development goals of United Nations, Integrating Social & environmental sustainability issues. Business models of Sustainable development: Indian and Global perspective. Documentary: Before the Flood by National Geographic channel.

Sustainability, Climate Change: Carbon footprint, Desertification, Protecting Bio-diversity, GMO seeds, Sustainable agricultural practices, Ecological footprint, Carbon emissions, Carbon footprint calculator: How countries and governments can make use of the initiative to promote sustainable development, Global warming and its impact on environment, Environmental issues and crisis, Resource degradation, Greenhouse gases, Industrialization, Globalization and Environment need for sustainability practices, Environmental degradation, Need for world corporations to take sustainability seriously, Role of businesses, media and consumers in promoting sustainable practices and products. Case study: P&G Children's safe drinking water programme.

Sustainability development and Business Ethics: Triple bottom line reports- Sustainability reports, CSR reports, ESG reports, Social and environmental reports, Social accountability standard - ISO 26000: Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Social Impact Assessment. Indian Values and Ethics: Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Co-operation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs.

Sustainable Development and International Contribution: Global inequities of sustainability decision making , Role of government in providing public goods and market incentives for the expansion of sustainability initiatives, Intersection of sustainability with global health issues, International Summits, World economic forum, Conventions, Agreements, Trans boundary issues, Action plan for implementing sustainable development, Moral obligations and Operational guidelines, Socio-economic policies for sustainable development, Strategies for implementing eco development programmes, Sustainable development through trade, Economic growth, Carrying Capacity, Public participation.



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Duration: 2 years (Four Semesters)

Books:

1. A Life on Our Planet: My Witness Statement and A Vision for The Future by David Attenborough with Jonnie Hughes, Grand Central Publishing, 6 October 2020
2. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition
3. The Sustainability Revolution: Portrait of a Paradigm Shift by Edwards, Andres R., New Society Publishers, 2005
4. The Sustainable Enterprise – Profiting from best practice by Simmons and Simmons, Kogan Page, 2ndEdition
5. Sustainable development in India: Stocktaking in the run up to Rio+20: Report prepared by TERI for MoEF, 2011



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Core 13: Business Analytics (MS6192)

Business analytics: need - scope – applications – descriptive analytics – predictive analytics – prescriptive analytics; Descriptive analytics – types of data – creating distributions from data – measures of location – measures of variability – measures of variability – measures of association.

Data Visualization for Manager: Visualization Imperative-Message to charts-Visual Perception-Grammar of Graphics (Using R)- Component level design of tables and graphs-Storytelling using Visualization;

Introduction to multivariate statistical analysis techniques: Multivariate linear regression models, principal component analysis, linear discriminant analysis, factor analysis, evaluation matrices and model diagnostics for regression models.

Logistic regression, decision trees, cluster analysis, Causality Test, Forecasting techniques (AR, MA, ARMA and ARIMA models) using R.

Books:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Essentials of Business Analytics, Cengage Learning
2. Sandhya Kuruganti, Business Analytics: Applications To Consumer Marketing , McGraw Hill
3. Bernard Marr, “Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance”, Wiley
4. R For Dummies Paperback – 21 Jul 2015, Andrie de Vries (Author), Joris Meys (Author)
5. Cooper DR & Schindler PS. 2006. Marketing Research Concepts and Cases. TMH



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Core 14: Technology and Innovation Management (MS6194)

Introduction to Digital Transformations: The five domains of digital transformations – customer, competition, data, innovation, and value, Harness customer networks, turn data into assets, adapt value proposition

Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self-service, and organizational culture

Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

Building digital capabilities: challenges on-going digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing; prepare and drive digital transformations

Books:

1. Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
2. Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
3. Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited, 2017 (23rd reprint)
4. Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age (Columbia Business School Publishing), 2016.
5. Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
6. Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014



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Course: MBA (SSP), Programme: Master of Business Administration (MBA),

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Lab 3: Business Communication Laboratory (MS6582)

List of Experiments: To be decided by the concerned Faculty

Lab 4: Operation Research Laboratory (MS6584)

List of Experiments: To be decided by the concerned Faculty

Minor Project II (MS6682)

[To be decided by the Department]



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3rd Semester

Core 15: Strategic Management (MS7181)

Basic Concepts of Strategic Management: Strategy, Strategic Decisions, Strategic Management, Evolutionary Phases of Strategic Management, Benefits of Strategic Management, Basic Model of Strategic Management, Pitfalls in Strategic Planning, Levels of Strategic Management, Vision, Mission and Objectives-Strategy competitive advantage.

Strategic Analysis: Environmental scanning: Components of the external environmental analysis, Identifying External Environmental Variables. Industry analysis: Industry Life Cycle Analysis, Porters Five Force Model, Strategic Groups. Competitor Analysis: Analyzing Market Commonality and Resource Similarity, Competitive Intelligence, Monitoring Competitors for Strategic Planning. Organizational Analysis and Competitive Advantage: Resources, Capabilities, and Core Competencies, Building Core Competencies through VRIO framework and Value Chain Model.

Strategy Formulation: Strategy Formulation framework, SWOT Matrix, Boston Consulting Group (BCG) Matrix, GE Matrix, The Grand Strategy Matrix-Blue ocean strategy, Resource based strategy formulation.

Formulation of Corporate, Business and Functional: Corporate Level Strategies: Stability Strategies, Growth Strategies: Intensive Strategies – Integration Strategies - Diversification Strategies, Defensive Strategies: Turnaround – Divestment – Liquidation. Business Level Strategies: Michael Porter’s Generic Strategies: Cost Leadership – Differentiation – Focus. Functional Level Strategies: Marketing, Finance, Production, R&D, Human Resources, Logistics, Information Technology.

Strategy Implementation and Control: Issues of Strategy Implementation, Strategy – Structure relationship, Types of Organizational Structure for Strategy Implementation: Functional, Divisional, SBU, Matrix and Network/Virtual structures. Strategic leadership, Strategy supportive culture, Strategic change management, Strategy Control, Balanced Score card approach.

Books:

1. Charles W. L. Hill and Gareth R. Jones, Strategic Management Theory: An Integrated Approach, Cengage Learning, New Delhi, 2010.
2. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman and Charles E. Bamford “Concepts in Strategic Management and Business Policy”, Pearson Education Limited, New Delhi, 2018.
3. Fred R. David and Forest R. David “Strategic Management: Concepts and Cases – A Competitive Advantage Approach”, Pearson Education Limited, New Delhi, 2015.



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Course: MBA (SSP), Programme: Master of Business Administration (MBA),

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Lab 5: Business Analytics Laboratory (MS7581)

List of Experiments: To be decided by the concerned Faculty

Lab 6: Next Gen Thinking Laboratory (MS7583)

List of Experiments: To be decided by the concerned Faculty

Summer Internship Evaluation (MS7681)

[To be decided by the Department]



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4th Semester

Core 16: Business Ethics, Legal Aspects and Corporate Governance (MS7182)

Definition Business Ethics, Nature Business Ethics, Characteristics, Objective, Type of ethics; Factors Influencing Business Ethics, Sources of Business Ethics, Need & Importance of Business Ethics, Morality Vs Ethics; Ethical Theories, Causes of Unethical Behaviour, Ethical Abuses, Work Ethics, Code of Conduct, Public Good.

Management of Ethics: Ethics analysis [Hosmer model], Ethical dilemma, Ethics in practice ethics for managers, Role and function of ethical managers. Comparative Ethical Behaviour of Managers, Code of Ethics, Competitiveness, Organizational Size, Profitability and Ethics. Cost of Ethics in corporate ethics evaluation, Business and ecological / environmental, Issues in the Indian context and case studies.

Political, legal environment, Provisions of the Indian constitution pertaining to Business, Political setup: major characteristics and their implications for business, Prominent features of MRTP & FERA; Social cultural environment and their impact on business operations, Salient features of Indian culture and values, Economic Environment, Philosophy of economic grow and its implications for business, Main features of Economic Planning with respect to business, Industrial policy and framework of government contract over Business, Role of chamber of commerce and confederation of Indian Industries

Definition- CSR, Evolution, need for CSR, Nature & objectives of CSR, Need for CSR, Different aspects of CSR, Scope of Social Responsibility, CSR In Indian Context, Theoretical Perspectives, Justification Of CSR, Corporate Citizenship. Business Practices, Strategies for CSR, Challenges and Implementation, Social Audit.

Books:

1. Richard T. De George, "Business Ethics", 7th Ed., Pearson, New Delhi, 2011
2. Fernando, A. C., "Business Ethics an Indian Perspective", 3rd Ed., Pearson, New Delhi 2019
3. M.G. Velasquez, Business Ethics, Prentice Hall India Limited, New Delhi: 2007
4. R.C. Sekhar., Ethical Choices in Business, Response Books, New Delhi: 2007
5. Manikutty, S., "Being Ethical – Ethics as the foundation of Business", Random House India, Noida, 2011



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Lab 7: Project Laboratory (MS7582)

List of Experiments: To be decided by the concerned Faculty

Project / Dissertation (MS7682)

[To be decided by the Department]