

# Comonwealth Vocational University, Tonga

Master of Business Administration (M.B.A)

## **(I) Introduction**

The name of the course shall be Master of Business Administration (M.B.A.)

## **(II) Objectives**

The basic objectives of an M.B.A. course are

- 1 To provide the country a steady stream of competent young men and women with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business, industry, public system and the government.
- 2 To impart the students latest and relevant knowledge from the field of management theory and practice.
- 3 To provide opportunities to the students for developing necessary managerial skills.
- 4 To impart/ develop the right kind of values and attitude to function effectively in managerial/ administrative positions.

### Course Structure for Master's Degree Course in Business Administration SEMESTER-I

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
101	Organizational Behavior & Principles & Practices of Management	External	60	15	100
102	Managerial Economics	External	60	15	100
103	Statistical & Quantitative Methods	External	60	15	100
104	Materials & Logistics Management	External	60	15	100
105	Manufacturing & Operations Management	External	60	15	100
106	Research Methodology	Internal	30	8	50

**SEMESTER-II**

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
201	Business Policy & Strategic Management	External	60	15	100
202	Management Control Systems	External	60	15	100
203	Specialization I	External	60	15	100
204	Specialization II	External	60	15	100
205	Specialization III	External	60	15	100
206	Specialization IV	External	30	8	50

**SEMESTER-III**

Course Code	Subject Title	Examination	Periods		Marks
			L	T	
401	Entrepreneurship Development & Project Management	External	30	8	50
402	Project Report	External			100
403	Specialization V	External	60	15	100
404	Specialization VI	External	60	15	100
405	Specialization VII	Internal	30	08	50
406	Specialization VIII	Internal	30	08	50

# Commonwealth Vocational University

## Syllabus for Master in Business Administration (M.B.A.)

### Semester I

#### ORGANIZATIONAL BEHAVIOUR & PRINCIPLES & PRACTICE OF MANAGEMENT

##### Organizational Behaviour

1 **Introduction to Organizational Behaviour:** Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB -autocratic, custodial, supportive, collegial and SOBC.

2 **Personality & Attitudes:** Meaning of personality, attitude -Development of personality – Attributes of personality-Transactional Analysis – Ego states – Johari window -Nature and dimensions of attitude – Developing the right attitude

3 **Motivation:** Definition, Importance, Motives – Characteristics, Classification of motives -Primary & Secondary motives. Theories of Motivation -Maslow's Theory of need hierarchy -Herzberg's theory. Morale -Definition and relationship with productivity -Morale Indicators

4 **Group Dynamics and Team building:** Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building.

5 **Conflict Management:** Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational. Constructive and Destructive conflict. Conflict management.

6 **Stress management:** Definition, Causes, Managing stress, Stress as a motivator. Work life balance.

7 **Change management:** Concept of change, change as a natural process, Importance & Causes of change – social, economic, technological, organizational. Learning – unlearning, Concept of learning organizations.

8 **Cases studies on above topics**

##### SECTION II: Principles and Practice of Management

1. **Basic concepts of management:** Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency

2. **Contribution of Management Thinkers:** Taylor, Fayol, Elton Mayo

3 **Functions of Management –**

a) **Planning** – Concept, Nature, Importance, Steps, Limitations, Management by objectives

b) **Organizing** -Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures-Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, Organizations as Networks -Types of Network Organizations/Clusters -Self-Organizing Systems. Organizational Designs for Change and Innovation -Designing Principles for New Forms of Organizations

c) **Staffing** -Concept, Nature, Importance, Steps. Concept of knowledge worker.

d) **Directing** – Concept, Nature, Importance.

e) **Controlling** -Concept, Nature, Importance, Process of controlling, Control Techniques

4. **Leadership:** Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization, Leadership Grid.

5. **Decision making:** Concept, Nature, Importance, and Process. Types of decisions. Problems in decision making.

6. **Case Study:** Planning, Decision Making, Leadership.

## MANAGERIAL ECONOMICS

1. Definition, Nature and Scope of Managerial Economics, Managerial Economics and Microeconomic and Macroeconomics. Managerial Economics and decision-making. Definitions of basic concepts:
  - a. Positive and normative approach
  - b. Optimization
  - c. Marginal analysis
  - d. Opportunity Cost.
  - e. Economic Model.
  - f. Static and Dynamics.(8)
  
2. Meaning and Determinants of demand. Demand Function. Law of Demand, Market Demand, Elasticity of demand. Types of elasticity. Measurement of elasticity. Significance and uses of the elasticity. Methods of Demand estimation. Demand forecasting. Forecasting of an established product. Forecasting of a new product. (8)
- 2 Production Function. Law of Variable Proportions. Law of supply. Elasticity of supply. Measurement of elasticity. Significance and uses of the concept of elasticity. (6)
- 3 Costs of production. Private costs and Social Costs. Accounting Costs and Economic costs. Short run and Long Run costs. Economies of scale. Cost estimation. Methods of cost estimation and cost forecasting. Cost reduction and cost control. (6)
- 4 Pricing under various markets including: Perfect Competition, Monopoly, Monopolistic competition, oligopoly. Cartels. Price discrimination. Measurement of Monopoly Power. (8)
- 5 Pricing Strategies and Methods – Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership. Price Skimming. Transfer pricing. (8)
- 6 Profit Policy: Break Even analysis. Profit Forecasting. (4)
- 7 Capital Budgeting – steps involved in project evaluation. Concept of time value of money. Methods of investment Appraisal: Discounted Cash flow. Net Present Value. Internal Rate of Returns. (8)
- 8 Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price.

## STATISTICAL & QUANTITATIVE METHODS

- 1. Arranging data to convey meaning** -Tables, Graphs and Frequency Distribution (6)
- 2. Measures of Central Tendency** – Arithmetic Mean, Median, Mode. Measures of Dispersion – Range, Quartile, Mean Deviation, Standard Deviation, Coefficient of Variation. (6)
- 3. Correlation** – Karl Pearson coefficient & Rank correlation – Partial & Multiple correlation. Simple and Multiple Regression (Linear) – Equation and prediction (6)
- 4. Association of Attributes:** Yule’s coefficient & Coefficient of colligation. (6)
- 5. Probability** – Concept, Bayes’ theorem. Probability Distributions -Binomial, Poisson and Normal (6)
- 6. Linear Programming** – Formulation. Graphical solution, Transportation & Assignment Problems – all methods (6)
- 7. Queuing Theory** -Single Server ( M/M/I , Infinite, FIFO) and Multi Server (M/M/C , Infinite, FIFO) (6)
- 8. Markov Chains & simulation techniques.** Monte Carlo Simulation (6)
- 9. Games Theory** -2x2 zero sum game with dominance -Pure Strategy and Mixed Strategy (6)
- 10. Decision Theory** -Decision making under risk (EMV criteria) and Decision making under uncertainty (6)

## MANUFACTURING AND OPERATIONS MANAGERMENTS

1. **Introduction to Operations Management** -Nature, Scope, Importance and Functions -Evolution from manufacturing to operations management -Evolution of the factory system -manufacturing systems –quality – mass customization. Contribution of Henry Ford, Deming, Crosby, Taguchi, (6)

2 **Types of Industries** – Variety of Businesses – Integration of Manufacturing & Services – Scale of Operations. Methods of Manufacturing -Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production -Characteristics of each method

(8)

1 **Facilities Location & Layout** – Strategic importance -Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. (8)

2 **Importance and Functions of Production Planning & Control.** Introduction to PERT / CPM - Network Crashing (Numericals expected for PERT/CPM) (8)

3 **Maintenance Management** -Importance and types of maintenance -Maintenance Planning -Spare Parts Management – Concept of TPM. (6)

4 **Inspection** -Cent percent Inspection, Sample Inspection, Operation Characteristics Curves, Statistical Quality Control – Construction & Interpretation of Control Charts – (X-R, n, p, c, np) Introduction to Six Sigma, (Numericals expected for Control Charts). Gap analysis for service quality assessment. (10)

5 **Productivity** -Work Study -Objectives, Scope and Uses -Methods Study – Flow process chart, Flow diagram & Process mapping -Work Measurement -Elements -Performance Rating -Allowances -Standard Time -Synthetic Time Standards -Work Sampling (Numericals expected for Standard Time) (10)

6 **Lean Production Systems** – TOYOTA system – JIT -KANBAN -Theory of Constraints (4)

## **MATERIALS & LOGISTICS MANAGEMENT**

### **1. Introduction: Materials Management** -Evolution, Importance, Scope and Objectives

-Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL (6)

2 **Logistics** -Objectives, Components, Significance. Supply Chain Management – Objectives, Components, Significance, Trade off Customer Service & Cost. (6)

**3. Inventory** -Need of Inventory -Costs associated with Inventory -Types of Inventory -Basic EOQ Model -EOQ with discounts -Classification of material -ABC Analysis -VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC) (10)

3 **Material Requirement Planning** -Advantages over conventional planning (Order

Point Method) – Input and output of MRP system -Forecasting – Overview of quantitative and qualitative methods of forecasting -Master Production Schedule -Bill of Materials – BOM Explosion -Material flow in MRP. MRP II. Concept of ERP. (Numericals expected on BOM Explosion, estimating Net requirements) (12)

**5. Purchasing Management** -Responsibilities of Purchase Department -Purchase Cycle – Negotiation & Bargaining – Vendor relations -Purchasing Methods -Global sourcing

(8)

**6. Stores** – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation.

(5)

**7. Inventory control & Cost Reduction techniques:** Inventory turns ratios - Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process.

(8)

**8. Materials Handling** -Principles of Materials Handling system -Materials Handling Equipments – Safety issues.

(5)

## RESEARCH METHODOLOGY

1 **Foundations of Research:** Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method -Understanding the language of research -Concept, Construct, Definition, Variable. Research Process (5)

2 **Problem Identification & Formulation** – Management Question – Research Question – Investigation Question – Measurement Issues -Hypothesis -Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing -Logic & Importance (4)

3. **Research Design:** Concept and Importance in Research -Features of a good research design – Exploratory Research Design – concept, types and uses,

Descriptive Research Designs -concept, types and uses. Experimental Design:Causal relationships, Concept of Independent & Dependent variables,concomitant variable, extraneous variable, Treatment, Control group. (5)

3 **Qualitative and quantitative research:** Qualitative research -Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches. (2)

4 **Measurement:** Concept of measurement– what is measured? Problems in measurement in management research -Validity and Reliability. Levels of measurement -Nominal, Ordinal, Interval, Ratio. (2)

6. **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales

– Ranking Scales – Paired Comparison & Forced Ranking. (2)

5 **Types of Data:** Secondary Data -Definition, Sources, Characteristics. Primary Data -Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey. (3)

6 **Sampling:** Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample -Practical considerations in sampling and sample size. (3)

7 **Data Analysis:** Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association. (2)

8 **Interpretation of Data and Report Writing** -Layout of a Research Paper (2) **Books**

**Recommended:-**