



SUNRISE UNIVERSITY

EXECUTIVE MBA IN CONSTRUCTION MANAGEMENT (EMBAC)

CURRICULUM

1st Semester

PAPERS CODE	PAPERS NAME	INTERNAL	EXTERNAL	TOTAL
EMBAC101	Fundamentals of Management	40	60	100
EMBAC102	Organizational Behavior	40	60	100
EMBAC103	Managerial Economics	40	60	100
EMBAC104	Accounts for Managers	40	60	100
EMBAC105	Business Environment	40	60	100
EMBAC106	CONSTRUCTION EQUIPMENT	40	60	100
EMBAC107	MODERN CONSTRUCTION MATERIALS	40	60	100
Total		280	420	700

2nd Semester

PAPERS CODE	PAPERS NAME	INTERNAL	EXTERNAL	TOTAL
EMBAC201	Human Resource Management	40	60	100
EMBAC202	Marketing Management	40	60	100
EMBAC203	Financial Management	40	60	100
EMBAC204	Business legislation	40	60	100
EMBAC205	Management Information System & Decision Support System	40	60	100
EMBAC206	CONSTRUCTION PLANNING, SCHEDULING AND CONTROL	40	60	100
EMBAC207	CONSTRUCTION PERSONNEL MANAGEMENT	40	60	100
EMBAC208	Project Work & Case Study			100

Total		280	420	800
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MBA-101:FUNDAMENTALSOFMANAGEMENT

1. COURSE OBJECTIVES

- To acquire knowledge to understand concepts and key principles of management and be able to critically apply this knowledge to analysis of a complex case study
- To understand and apply a selected management topic to a real organizational setting
- To be able to discuss with others the key management principles covered in the textbook and during lectures showing application of knowledge to case study material.

2. CONTENT OVERVIEW OF MANAGEMENT

Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills. Evolution of management thought-

Classical Approach, Neo Classical Approach, Scientific Approach, Bureaucratic Approach, Administrative, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Management thinkers: Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Peter F. Drucker, Abraham Maslow, Herzberg and McGregor, Trends and Challenges of Management in Global Scenario.

PLANNING

Importance and Advantages of Planning, Planning Process, Types of Plans, Elements of Planning, Principles, Criteria and Limitations of Planning, Management by Objective (MBO), Strategies - Types of Strategies, Policies, Managerial Decision Making - Types of Decision, Decision Making Process, Rational Decision Making.

ORGANIZING

Nature and purpose of Organizing, Organization Structure: Design and Forms, Formal and Informal Groups Organization, Line and Staff Organization, Conflicts between Line and Staff, Measures to overcome the Conflicts, Departmentation.

DELEGATION OF AUTHORITY

Authority & Power, Responsibility and Accountability, Concept, Importance and Process of Delegation, Principles of Delegation and Barriers to effective Delegation, Span of Management, Span of Control and Decentralization and Centralization, Staffing: Importance and Process. Coordination: Concept, importance, principles of coordination, difficulties and techniques to ensure effective coordination.

DIRECTING

Direction: Importance, Principles, Components and Styles of Direction, Motivation and Satisfaction.

Motivation Theories - Leadership: Concept and Definition, Importance, Styles of Leadership, Theories of Leadership - Leader vs. Manager, Communication: Concept and Definition, Importance, Process, Barriers to Effective Communication and Measures to Overcome Communication barriers.

CONTROLLING

Controlling: Concept, Definition, Basic control process, Requirement of Effective Control, Control Techniques. Organization Culture - Elements and Types of Culture, Managing Cultural Diversity. Management Lessons by Dhirubhai Ambani, Narayan Murthy, Premji, Ratan Tata, Steve Jobs, Bill Gates.

3. TEXTBOOKS

1. Management Fundamentals, Robert N Lussier, 5e, Cengage Learning.
2. Fundamentals of Management, Stephen P. Robbins, Pearson Education.
3. Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition.
4. L.M. Prasad, Principles and Practice of Management, 7th Ed, S. Chand Publishers.

4. REFERENCE BOOKS

1. Essentials of Management, Koontz Kleihrich, Tata Mc-Graw Hill.
2. Management Essentials, Andrew DuBrin, 9e, Cengage Learning.
3. Mukherjee, Principles of Management & Organisational Behaviour, Tata McGraw Hill.
4. Slocum & Jackson, 'Management - A Competency Based Approach', Thomson South Western, 10th edition.

5. COURSE OUTCOME

- CO1. The students understand the significance of Management in their Profession.
- CO2. The various Management Functions like Planning, Organizing, Staffing, Leading, Motivation and Control aspects are learnt in this course.
- CO3. The students can explore the Management Practices in their domain area.

6. SPECIAL NOTES

1. Case studies may be given on emerging trends from each module.
2. Presentation and Group Discussions
3. Assignments on various topics related to subject matter.



MBA-

102 ORGANIZATIONAL BEHAVIOUR

1. COURSE OBJECTIVES UR

1. Understand how application of OB frameworks, tools, and concepts can enhance individual, group, and organizational effectiveness.
2. Reflect on your own beliefs, assumptions and behaviours with respect to how individuals, groups and organizations act in order to expand your approaches and increase your own organizational effectiveness.
3. To help the students to develop cognizance of the importance of human behaviour.
4. To enable students to describe how people behave under different conditions and understand why people behave as they do.

2. COURSE CONTENT

CONCEPT OF ORGANISATIONAL BEHAVIOUR

Models of Organizational Behaviour, Systems theory and time dimension of effectiveness, Developing competencies, Limitations of Organizational Behaviour, Continuing challenges. Emerging issues in organizational behaviour.

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- I

Personality: Sources of personality, differences, the Myers –Briggs Type Indicators, The big Five Personality Model, other personality traits Relevant to OB, Measuring Personality

Learning: Concept and Theories of Learning, **Attitudes:** The nature of Employee Attitudes, Effects of Employee Attitudes, Studying Jobsatisfaction, Changing Employee Attitudes

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- II

Perceptions, Attributions and Emotions: The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence.

Motivation: Concept of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation.

Stress and Counseling: What is stress, Stress model, Work stressors, Stress outcomes, Stress moderators, Stress prevention and management, Employee counseling, Types of counseling.

GROUP BEHAVIOUR AND INTERPERSONAL INFLUENCE

Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups. Teams and Team Building, Transactional Analysis

Managing Conflict and Negotiation: Conflict in Organizations, A contemporary perspective on intergroup conflict, what causes intergroup conflict, the causes of dysfunctional intergroup conflict, managing intergroup conflict through Resolution, Stimulating Constructive intergroup conflict



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Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches toPower

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ORGANIZATIONAL PROCESSES, CHANGE AND INNOVATION

Communication: The importance of communication, The communication process, Communicating within organizations, How technology affects communication, Interpersonal communication,

Multicultural communication, Barriers to effective communication, Improving Communication in organizations, promoting ethical communications

Leadership: What is leadership, Trait approaches, Behavioral approaches, Situational approaches, Other perspectives, concepts and issues of leadership, Multicultural leadership, Emerging approaches to leadership

Managing Change and Innovation: Change at work, Resistance to change, Alternative change management approaches, learning principles in change management, Change agents: forms of interventions, A model for managing organizational change

EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR

Organizational Behavior Across Cultures: Conditions affecting multinational operations, Managing International Workforce, Productivity and cultural contingencies, Crosscultural communication.

Managing Misbehavior: The emergence in Management of the study of misbehavior, selected misbehaviors.

3. COURSE OUTCOME

On completion of this course, the students will be able to:

CO1: Demonstrate the applicability

of the concept of organizational behaviour to understand the behaviour of people in the organization.

CO2: Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization.

CO3: Analyse the complexities associated with management of the group behaviour in the organization.

CO4: Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization.

CO5: Demonstrate how the behaviour can integrate in understanding Managing International Workforce and Crosscultural communication

4. REFERENCE BOOKS

1. Personality and Organizations (Organization and Management Series) 1st Edition by Benjamin Schneider
2. Work Motivation in Organizational Behavior by Craig C. Pinder
3. Work Motivation: History, Theory, Research, and Practice Book by Gary P. Latham
4. Management Process and Organisational Behaviour Hard cover – Import, 1 Dec 2003 by Sudan Amrik Singh
5. Primal Leadership Book by Daniel Goleman
6. Organizational Culture and Leadership Book by Edgar Schein

5. TEXT BOOKS

1. Organizational Behaviour by Pearson 18e (Stephen P. Robbins, Timothy A. Judge, Neharika Vohra)
2. Organizational Behavior 12th Edition by Fred Luthans
3. Mishra. Organizational Behavior, Vikas Publishing House.
4. Greenberg, Jerald and Baron, Robert. Behavior in Organizations, Prentice Hall of India.
5. Aswathappa. Organization Behavior (Text, Cases & Games), Himalaya Publishing House.
6. Luthans, Fred. Organizational Behavior, Tata McGraw-Hill.
7. Newstrom. Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill



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MBA-

103MANAGERIALECONOMICS

1. COURSEOBJECTIVES

1. To familiarize the students with the fundamental economic concepts & principles.
2. To make students understand about the factors affecting managerial decision making.
3. To make students aware about Macroeconomic principles & stabilization policies

2. CONTENTS

Introduction to Business economics and Demand Analysis: Managerial Economics-Nature, Scope & significance, Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equimarginal principles.

Theory of Consumer Behavior: rationality, revealed preferences and utility, indifference curves, utility maximization, demand functions, substitution and income effects, substitutes and complements, demand elasticity.

Production analysis: Production function with one variable input and two variable inputs – Law of diminishing of returns – iso-quants and iso-cost analysis – Producer Equilibrium – Law of substitution – Production functions and managerial decision making – Equilibrium of a multiproduct business firm – Expansion path.

Cost & Revenue Analysis: Kinds of costs – costs in the short run and in the long run and their behavior – Applications of cost analysis in managerial decision making – The relationship between product and cost curves, business planning or envelope curve, economies and Diseconomies of scale. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)

Market structure: Perfect Competition: Features, Determination of Price under Perfect Competition
- Monopoly: Features, Pricing under Monopoly, Price Discrimination. Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation; Pricing strategies and practices: Multi product pricing, price discrimination, transfer pricing, cost plus pricing, incremental /marginal pricing, transfer pricing, peak load pricing etc.

Macro Economics Measures: Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators; Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Stabilization Policies: Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls; Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions; Inflation-Meaning and Kinds, Measures to Control Inflation, Deflation.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

- CO1 Understand the relative importance of Managerial Economics and basic concepts of Managerial Economics.
- CO2 Analyze to find firm's equilibrium.



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CO3 Understand the modern managerial decision rules and optimization techniques. CO4 Evaluate features of different kinds of markets and analyzing pricing strategies CO5 Be equipped with the various measures of Macro economics
CO6 Understand the stabilization Policies, business cycles and inflation

4. REFERENCE BOOKS

1. Managerial Economics, Yogesh Maheshwari, PHI, 2/e, 2011
2. Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010
3. Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 6e, 2010

5. TEXTBOOKS

1. Managerial Economics- Theory and Applications, Dr. D. M. Mithani, Himalaya Publications.
2. Managerial Economics, Tata McGraw-Hill, New Delhi Moyer & Harris,
3. Managerial Economics, D. N. Dwivedi, 8th ed., Vikas Publication.
4. Managerial Economics, H. L. Ahuja, S. Chand, 2011
5. Indian Economy, K. P. Sundharam and Dutt, 64th Edition, S. Chand Publication.
6. Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class
2. All the students need to present a PPT in class on relevant topic which will be evaluated
3. Current Indian and international economic scenario must be discussed in class
4. Field/desk/numerical Assignments must be given to understand the concepts properly



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MBA-

104ACCOUNTINGFORMANAGERS

1. COURSEOBJECTIVES

1. TheSyllabusaimstodevelopthestudent'sabilityto:
 1. UnderstandandexplaintheconceptualframeworkofAccounting
 2. PrepareAccountsforvariousentitiesunderdifferentsituations
 3. AcquirebasicconceptsofCost&ManagementAccountingrelevantformanagerialdecisionmaking

2. COURSECONTENTS

Introduction,Definitions,AccountingCycle,ObjectivesofAccountings,BasicAccountingTerms,Generally AcceptedAccountingPrinciples,AccountingConceptsandConventions,AccountingSystem

Events and Transaction, Voucher, The Concepts of Account, Debit and Credit, Types of Accounts, TheAccountingProcess:Journals,LedgersandTrialBalance,AccountingEquation,AccrualBasis&CashBasisof Accounting, Capital&RevenueTransaction

PreparationofFinalAccounts: TradingAccount,Profit andlossAccount withadjustments,BalanceSheet

Preparation of Cash Flow Statement (Accounting Standard – 3 Revised), Analysis of Financial Statements:Comparative,Commonsize,TrendAnalysis,InferencesandInterpretationsfromPublishedFinancialStatement

CostAccounting:Evolution,Meaning,ObjectivesandScope,GenerallyAcceptedCostAccountingPrinciples (GACAP), Definitions, Methods of Costing, cost & Cost Object, cost Organization, Costingsystem,CostDetermination

CostStatements-Introduction,Cost Accumulation,CostCollection,CostSheetformats&Preparation

3. REFERENCEBOOKS

1. Anthony,R.N.,Hawkins, F.D.,& Merchant,K.A.(2006).Accounting:text andcases (12thed.).NewDelhi:Tata McgrawHill.
2. Albrecht,W.S.,Stice,D.J.,Stice,E.K.,Monte,R.,&Swain,R.M.(2010).Accounting:conceptsand applications (11th ed.).U.S.A:SouthWestern.
3. Anthony,R.N.(2006).Accounting:text&cases(11thed.). NewDelhi:Tata McGrawHill.
4. Belverd, E., Needles, Jr., & Powers, M. (2005). Principles of financial accounting (9th ed.). NewYork:Houghton Mifflin. FacultyofManagementStudies, UniversityofDelhi17
5. Garrison, R. H., Noreen. E. W. (2007). Managerial accounting (12th ed.). New Delhi: TataMcGrawHill.
6. Hilton,R.W.(2008).Managerialaccounting(3rded.).NewDelhi:TataMcGrawHill.
7. Larson, D. K., &Chiappetta, B. (2004). Fundamental accounting principles (17th ed.). New Delhi:McGraw Hill. 8. Michael, C. K. (2003). Financial accounting: A focus on decision making



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(2nded.).NewDelhi:WestPublishing Company.

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8. Spiceland,J.D.(2009).Financialaccounting(Internationaledition).NewDelhi:TataMcGrawHill.10.V
ij,M. (2009).Managementaccounting.NewDelhi:MacMillanIndia Ltd.

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

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MBA-

105 BUSINESS ENVIRONMENT

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1. COURSE OBJECTIVES

1. To develop basic understanding and provide knowledge about business environment to the management students and enable them to realize its impact on environment of Business.
2. Master core concepts and methods from economic, political, and social analysis as they are relevant to the design and evaluation of economic environmental policies.
3. Apply systems, concepts and methodologies to analyze and understand interactions between social and environmental processes.

2. CONTENT OF THE SUBJECT BUSINESS ENVIRONMENT

BUSINESS ENVIRONMENT

Business Environment: Meaning, Nature and Significance, Types of Environment, Economic & Non-economic environment, Environment Scanning and its process, Internal & External environment, Emergence of Market Driven Economies, Essential of Competitive Economies.

ECONOMIC TRANSITION (LIBERALIZATION, PRIVATIZATION AND GLOBALIZATION)

Liberalization: The New Economic Policy of India. Monetary Policy, Fiscal Policy, Export-Import Policy, Industrial Policy, FDI Policy, Reforms in Capital Market.

Privatization: Objectives, Routes, Benefits, Success Conditions. Privatization in India.

Globalization : Features and Stages of Globalisation, Impact on Indian economy. LPG and Financial, Automobiles and FMCG industry.

MICRO, SMALL AND MEDIUM (MSME) ENTERPRISES & SUPPORTING INSTITUTIONS

Micro, Small and Medium Enterprises in India, MSME Policy Regulatory and Legal Framework, Institutional Framework : Training Services, SIDBI, NIMSME, NSIC and their role for MSME. Skill Development Initiatives. Role of Financing Institutions for MSME sector.

COMPETITION COMMISSION

Assessment of Regulatory Business Environment, Change from Control to Regulations, Changing role of RBI, IRDA, Pension, Board of Financial Supervision.

BALANCE OF PAYMENT AND BALANCE OF TRADE

Exchange rate and competitiveness, Foreign Capital Flows and Foreign Collaborations, FDI in India, Introduction to Foreign Exchange Management Act 1999 (FEMA), Stock Exchange, Commodity Exchange in India. Role of SEBI.



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CONSUMER, CONSUMERISM AND EMERGING TRENDS

Consumer Rights, Consumerism and Business, Consumer Protection in India.

Emerging Trends: Green Initiatives, Sustainable Development Practices, Corporate Governance, Corporate Social Responsibility, Institutional framework for Planning-NITIAayog and its functioning.

3. COURSE OUTCOME

CO1 Outline how an organization operates in a business environment explaining its framework that regulates the industry.

CO2 Explain the effects of Government Policies on the economic environment and the industries in the country.

CO3 Be able to use the theory and background knowledge learned to enhance general understanding of the significance and likely impacts of different business decisions.

4. REFERENCE BOOKS

1. Francis Cherunilam, Business Environment (Text and Cases), Publisher: Himalayan Publishing House
2. K. Chidambaram and V. Alagappan, Business Environment, Publisher: Vikas Publishing House Pvt. Ltd.
3. M. Adhikari, Economic Environment of Business, Publisher: Excel Books
4. K. Ashwathappa, Business Environment, Publisher: Himalaya Publishing

5. TEXTBOOKS

1. B.N. Gosh, Business Environment, Publisher: Oxford University Press
2. Saleem Shaikh, Business Environment, Publisher: Pearson Education
3. Justin Paul, Business Environment (Text & Cases), Publisher: McGraw Hill Education
4. J. Morrison, The International Business Environment, Publisher: Palgrave

6. SPECIAL NOTES

1. Case studies : At least once a case study from each module.
2. Presentation : Individual/Group presentation can be assigned
3. Group Discussions : GD can be done on subject topics in modules
4. Individual/Group Assignments can be allocated
5. Guidelines for students and teachers : Newspaper, Magazines and Bulletins related to
6. Business Environment and Economy to be referred
7. Recent News/Articles: Journals, News Feeds, Articles to be referred



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Subject Title
CONSTRUCTION EQUIPMENT

OBJECTIVE: To study and understand the various types of equipments used for earthwork, tunneling, drilling, blasting, dewatering, material handling conveyors and its applications in construction projects.

Unit-I

CONSTRUCTION EQUIPMENTS AND MANAGEMENT 9 Identification – Planning of equipment – Selection of Equipment - Equipment Management in Projects - Maintenance Management – Equipment cost – Operating cost – Cost Control of Equipment - Depreciation Analysis – Replacement of Equipment- Replacement Analysis - Safety Management

UNIT II

EQUIPMENT FOR EARTHWORK 9 Fundamentals of Earth Work Operations - Earth Moving Operations - Types of Earth Work Equipment - Tractors, Motor Graders, Scrapers, Front end Waders – Dozer, Excavators, Rippers, Loaders, trucks and hauling equipment, Compacting Equipment, Finishing equipment.

UNIT III

OTHER CONSTRUCTION EQUIPMENT 9 Equipment for Dredging, Trenching, Drag line and



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Equipment - Crane, Mobile crane - Types of pumps used in Construction - Equipment for

Dewatering and Grouting – Equipment for Demolition.

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MASTER OF BUSINESS ADMINISTRATION (MBA) - CONSTRUCTION MANAGEMENT

UNIT IV

ASPHALT AND CONCRETE PLANTS 9 Aggregate production- Different Crushers – Feeders - Screening Equipment - Handling Equipment - Batching and Mixing Equipment - Pumping Equipment – Ready mix concrete equipment, Concrete pouring equipment. Asphalt Plant, Asphalt Pavers, Asphalt compacting Equipment

UNIT V

MATERIALS HANDLING EQUIPMENT 9 Forklifts and related equipment - Portable Material Bins – Material Handling Conveyors – Material Handling Cranes- Industrial Trucks.

OUTCOME: At the end of this course students will be able to know various types of equipments to be used in the constructions projects.

REFERENCES:

1. Deodhar, S.V. "Construction Equipment and Job Planning", Khanna Publishers, New Delhi, 1988.
2. Dr.Mahesh Varma, "Construction Equipment and its planning and Application", Metropolitan Book Company, New Delhi. 1983.
3. Peurifoy, R.L., Ledbetter, W.B. and Schexnayder, C., "Construction Planning, Equipment and Methods", McGraw Hill, Singapore, 2006.
4. Sharma S.C. "Construction Equipment and Management", Khanna Publishers, New Delhi, 1988.



MASTER OF BUSINESS ADMINISTRATION (MBA)-CONSTRUCTION MANAGEMENT

Subject Title
MODERN CONSTRUCTION MATERIALS

OBJECTIVE: To study and understand the properties of modern construction materials used in construction such as special concretes, metals, composites, water proofing compounds, non weathering materials, and smart materials.

UNIT I

SPECIAL CONCRETES - Concretes, Behaviour of concretes – Properties and Advantages of High Strength and High Performance Concrete – Properties and Applications of Fibre Reinforced Concrete, Self compacting concrete, Alternate Materials to concrete on high performance & high Strength concrete.

UNIT II

METALS TYPERS OF STEELS – Manufacturing process of steel – Advantages of new alloy steels – Properties and advantages of aluminum and its products – Types of Coatings & Coatings to reinforcement – Applications of Coatings.

UNIT III

COMPOSITES 9 Types of Plastics – Properties & Manufacturing process – Advantages of Reinforced polymers – Types of FRP – FRP on different structural elements – Applications of FRP.

UNIT IV

OTHER MATERIALS 9 Types and properties of Water Proofing Compounds – Types of Non-



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UNIT V

SMART AND INTELLIGENT MATERIALS 9 Types & Differences between Smart and Intelligent Materials – Special features –Case studies showing the applications of smart &Intelligent Materials

OUTCOME: On completion of this course the students will have the knowledge of modern construction materials to be used in the field.

REFERENCES: 1. ACI Report 440.2R-02, “Guide for the design and construction of externally bonded RP systems for strengthening concrete structures”, American Concrete Institute, 2002.

2. Aitkens , "High Performance Concrete", McGraw Hill, 1999

3. Ashby, M.F. and Jones.D.R.H.H. “Engineering Materials 1: An introduction to Properties, applications and designs”, Elsevier Publications, 2005.

4. Deucher, K.N, Korfiatis, G.P and Ezeldin, A.S, "Materials for civil and Highway Engineers", Prentice Hall Inc., 1998.

5. Mamlouk, M.S. and Zaniewski, J.P., "Materials for Civil and Construction Engineers",Prentice Hall Inc., 1999.

*MBA-201***HUMAN RESOURCE MANAGEMENT***Section A***Module I: Introduction**

Introduction, meaning and significance of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies.

Module II: Pre-recruitment functions of HRM

Organizational structure, Delaying, Right sizing, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.

Module III: Recruitment, selection and appointment

Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques-tests, interviews and salary negotiation. Meaning and significance of appointment, process of appointment, legal aspects of employment contract, joining formalities and induction.

Module IV: Training and development

Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training on the job methods and off the job methods.

Module V: Employee Remuneration

Meaning and significance of compensation, Principles of remuneration, intrinsic equity vs extrinsic equity. Basic salary, allowances, incentives, perks, and benefits. Remuneration package of Government and Private sector, Emerging Statutory aspects of compensation and benefits.

Module VI: Performance management

Meaning and significance of performance management. Process of performance management. Types of performance appraisal system, 360° appraisal system, performance and monitoring, performance evaluation and performance feedback. Aligning performance outcome to career and succession planning.

Module VII: Strategies of employee retention and emerging trend in HRM

Meaning and significance of employee relations. Employee relation in unionized and non-unionized organizations. Handling employee grievances. Employee discipline and domestic enquiry. Legal aspects of employee relations with reference to trade union Act, industrial employment standing

orders Act and Industrial Disputes Act. Statutory aspects of health, welfare and safety of employees.

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Module VIII: Career and succession planning

Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning.

Section B

At least one Case/Problems from each module
Questions will be case/inferences/application based

Practical Component:

- Expose students to simulated recruitment exercises - Job profile, personal profile, advertisement etc.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors.
- Exploring training and development practices.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Conduct a debate on company employees versus contract employees.
- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- Give a performance goal setting case and ask the students to perform a dyadic role playing.

Recommended Books:

- Byars, L & Rue, L. Human Resource Management. McGraw Hill.
- Aswathappa, K. Human Resource Management. Tata McGraw-Hill.
- Dessler, Varkkey. Human Resource Management. Pearson.
- Jyothi. Human Resource Management. Oxford University Press.
- Mondy, R. Human Resource Management. Prentice Hall.
- Steve Fleetwood., Anthony Hesketh, Explaining the Performance of Human Resource Management, Cambridge University Press

List of Journals/Periodicals/Magazines/Newspapers

Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

MBA-202

COST ACCOUNTING FOR MANAGEMENT

Section A

Module I: Introduction

Cost Management, Cost Management Tools - A Strategic View to Cost Management.

Module II: Cost Sheet and Composition

Overheads,

Classification and Collection, Difference between Cost Allocation and Cost Apportionment, Absorption of Overhead.

Module III: Marginal Costing

MARGINAL COSTING - Nature and Scope - Applications - Breakeven analysis, Advantages and Disadvantages of Marginal Costing.

Module IV: Budgetary Control

Budgetary Control:- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor. Standard Costing:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material overheads and Labour variances only.

Module V: New Techniques of Costing

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC.

Module VI: Cost Audit

Cost Audit, - objectives, Advantages, Areas and Scope of Cost Audit, Cost Audit in India -- Practical --

Read the contents of the report of Cost Audit and the annexure to the Cost Audit report. Management Audit - Aims and the objectives, Scope of Management Audit.

Module VII: Cost Control

Cost Reduction, and Cost Control, Target Costing - its Principles, Balanced Scorecard as a performance measure - Features - Purpose, Reasons for use of balanced scorecard.

Module VIII: Cost Reporting

Reporting to Management - Purpose of reporting - Requisites of a good report, Classifications of Report, Segment reporting, Applicability of Accounting Standard 17, Objectives, Users of Segment reporting.

Section B

At least one Case study/Problem from each module

Note: 60% of the Questions will be Numerical/Cases/Inferences based. Questions will be case/inferences/application based

Practical components:

SunRise University

Students can take up a product and get details about the actual cost of raw material, wages and other cost and prepare a cost statement. Standard cost of each component has to be obtained and the variance can be calculated to find the efficiency of Purchase, Operations and Production in charge.

Recommended Books:

- Kumar, Vijay. Accounting for Management. Tata McGraw-Hill.
- Kuppapally. Accounting for Managers. Prentice Hall of India.
- Maheshwari, S.N. & Maheshwari, S.K. Advanced Management Accounting Vol. 1 & Vol. 2. Vikas Publishing House.
- Kaplan, Atkinson and Young. Management Accounting. Pearson Education.
- Vij. Management Accounting. Macmillan Publishers India.
- Paresh Shah. Management Accounting. Oxford University Press.

MBA-

203 FINANCIAL MANAGEMENT

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Section A

Module I: Financial management

Introduction to financial management, objectives of financial management. Changing role of financial managers in contemporary business environment. Interface of Financial Management with other functional areas. Indian financial system. Review of institution, instrument and market. Basic approach to risk, return and valuation.

Module II: Sources of Financing

Shares, Debentures, Term loans, Lease financing, Venture capital investing, Private equity, international resources.

Module III: Time value of money

Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple Interest & Compound interest, Capital recovery & loan amortization.

Module IV: Investment decisions

Investment evaluation techniques - Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period, Accounting rate of return. Estimation of cash flow for new project, replacement projects. Capital budget.

Module V: Cost of Capital

Cost of capital - basic concepts. Cost of term debenture capital, cost of preference capital, cost of equity share capital. Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

Module VI: Financial Decisions

Working Capital Management, working capital requirements. Current assets policy and current assets finance policy. Determination of operating cycle. Estimation of working capital requirements of a Firm, Receivables Management, determination of working capital.

Module VII: Reward and dividend policy

Dividend policy, Determination of operating leverage, financial leverage and total leverage. Dividend policy - Factors affecting the dividend policy - dividend policies - stable dividend, stable payout, dividend theories, Bonus issues. Capitalization of Profit Share.

Module VIII: Emerging Issues

Emerging Issues in Financial management: Derivatives, Financial and commodity derivatives Mergers and Acquisitions, Behavioral Finance, Financial Modeling, Financial engineering, Commodity trading.

Subject Title
Business legislation

Objective:

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

UNIT-I

The Indian Contract Act, 1872: Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts. The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller.

UNIT-II

The Negotiable Instruments Act, 1881: Nature and Types Negotiation and Assignment . Holder-in-Due Course, Dishonor and Discharge of a Negotiable Instrument Arbitration.

UNIT-III

The Companies Act, 1956; Nature and Types of Companies. Formation. Memorandum and Articles of Associations Prospectus Allotment of Shares, Shares and Capital. Membership. Borrowing Powers.

UNIT-IV

Management and Meetings, Accounts and Audit. Compromise Arrangements and Reconstruction. Prevention of Oppression and Mismanagement. Winding Up.; Consumer Protection Act and Cyber Laws.

UNIT-V

Basic provisions of pollution control, environment protection and intellectual property rights. Laws related to mergers & acquisitions in view of the multinational companies operating in India.

MASTER OF BUSINESS ADMINISTRATION (MBA)-CONSTRUCTION MANAGEMENT

Books Recommended:

1. Avtar Singh. Company Law, 11th ed. Lucknow, Eastern, 19996.
2. Khergamwala, J. S. The Negotiable Instrument Acts, Bombay, N.M. Tripathi, 1980.
3. Remaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S.M. Lectures on Company Law, Bombay, N.M. Trhpathi 1990.
5. Tuteja, S.K. Business Law for Managers. New Delhi Sutan Chand, 1998.

Subject Title
Management Information System & Decision Support System

Unit-I

Information System in Business Introduction to Information System; System Concepts; System & Sub System; System Feed back; Types of Information System; Applications; System Development Life Cycle (SDLC).

Unit-II

Managing Data Resources Introduction; Organizing Data in a Traditional File Environment; Data Base Management System; Data Base Environment; The range of Data Base Applications; Integration of Information; Role of Enterprise Resource Planning (ERP); Customer Relationship Management; Work Group Integration; Integration of Different Systems; Information System Organizations & Business Processes.

Unit-III

Management of Information Systems, Technology, and Strategy The Technology: Computer and Computer Processing; Role of Information Technology in Organization; Information System and Strategy; Strategic Analysis.

Unit-IV

Electronic Communication System Electronic Conference; Electronic Meeting Systems; Electronic Discussions; Electronic Publishing; Introduction to Networks; Network Basics; LAN Basics; Internet Working; ISDN Basics; Network Management.

Unit-V

Business Telecommunications Telecommunication and Network; The Internet and World Wide Web (WWW); E Business; Applications on E-Business; Transaction Process System (TPS); Operational Information Systems.

MASTER OF BUSINESS ADMINISTRATION (MBA)-CONSTRUCTION MANAGEMENT

Books Recommended:

1. Management Information Systems by Jaiswal and Mittal, Oxford University Press
2. Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia
3. Management Information Systems by C.S.V.Murthy
4. Management Information Systems by Laudon, Laudon, Dass, Pearson Education Asia.

Subject Title
CONSTRUCTION PLANNING, SCHEDULING AND CONTROL

OBJECTIVE: To study and understand the concept of planning, scheduling, cost and quality control, safety• during construction, organization and use of project information necessary for construction project.

UNIT I

CONSTRUCTION PLANNING 9 Basic Concepts in the Development of Construction Plans – Choice of Technology and Construction Method – Defining Work Tasks – Defining Precedence Relationships among Activities – Estimating Activity Durations – Estimating Resource Requirements for Work Activities – Coding Systems.

UNIT II

SCHEDULING PROCEDURES AND TECHNIQUES 9 Construction Schedules – Critical Path Method – Scheduling Calculations – Float – Presenting Project Schedules – Scheduling for Activity-on-Arrow and with Leads, Lags, and Windows – Scheduling with Resource Constraints and Precedences – Use of Advanced Scheduling Techniques – Scheduling with Uncertain Durations – Calculations for Monte Carlo Schedule Simulation – Crashing and Time/Cost Tradeoffs – Improving the Scheduling Process.

UNIT III

COST CONTROL, MONITORING AND ACCOUNTING 9 The Cost Control Problem – The Project Budget – Forecasting for Activity Cost Control – Financial Accounting Systems and Cost Accounts – Control of Project Cash Flows –Schedule Control – Schedule and Budget Updates – Relating Cost and Schedule Information.

MASTER OF BUSINESS ADMINISTRATION (MBA)-CONSTRUCTION MANAGEMENT

UNIT IV

QUALITY CONTROL AND SAFETY DURING CONSTRUCTION 9 Quality and Safety Concerns in Construction – Organizing for Quality and Safety – Work and Material Specifications – Total Quality Control – Quality Control by Statistical Methods – Statistical Quality Control with Sampling by Attributes – Statistical Quality Control with Sampling by Variables – Safety.

UNIT V

ORGANIZATION AND USE OF PROJECT INFORMATION 9 Types of Project Information – Accuracy and Use of Information – Computerized Organization and Use of Information – Organizing Information in Databases – Relational Model of Databases – Other Conceptual Models of Databases – Centralized Database Management Systems – Databases and Applications Programs – Information Transfer and Flow

OUTCOME: On completion of this course the students will know the development of construction planning, scheduling procedure and controls.

Recommended Book:

1. Ketki B Dalal Rangwala, Construction Planning and management .
2. Wiley, Construction Project Scheduling and Control.

Subject Title
CONSTRUCTION PERSONNEL MANAGEMENT

OBJECTIVE: To study the various aspects of manpower management such as man power planning, • organization, human relations, welfare and development methods in construction.

UNIT I

MANPOWER PLANNING Manpower Planning process , Organizing, Staffing, directing, and controlling – Estimation, manpower requirement – Factors influencing supply and demand of human resources – Role of HR manager – Personnel Principles.

UNIT II

ORGANISATION 9 Requirement of Organization – Organization structure – Organization Hierarchical charts – Staffing Plan - Development and Operation of human resources - Managerial Staffing – Recruitment – Selection strategies – Placement and Training.

UNIT III

HUMAN RELATIONS AND ORGANISATIONAL BEHAVIOUR 9 Basic individual psychology – Approaches to job design and job redesign – Self managing work teams – Intergroup – Conflict in organizations – Leadership-Engineer as Manager – al aspects of decisionmaking – Significance of human relation and organizational – Individual in organization – Motivation – Personality and creativity – Group dynamics, Team working – Communication andnegotiation skills.

CourseObjective:

TotalPeriods:40(4Credits)

UNIT IV

WELFARE MEASURES 9 Compensation – Safety and health – GPF – EPF – Group Insurance – Housing - Pension – Laws related to welfare measures.

UNIT V

MANAGEMENT AND DEVELOPMENT METHODS 9 Wages and Salary, Employee benefits, Employee appraisal and assessment – Employee services – Safety and Health Management – Special Human resource problems – Productivity in human resources – Innovative approach to designing and managing organization – Managing New Technologies – Total Quality Management – Concept of quality of work life – Levels of change in the organizational Development – Requirements of organizational Development – System design and methods for automation and management of operations – Developing policies, practices and establishing process pattern – Competency upgradation and their assessment – New methods of training and development – Performance Management.

OUTCOME: On completion of this course the students will know various processes in manpower planning, • organizational and welfare measures.