

MBA Semester – II

Course Title : Business Ethics and Environment

Max. Marks : 100 Marks

Course No. MBA-201

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70 Marks

Duration of Examination : 3 hours

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

The purpose of this course is to develop an awareness of the ethical issues related to business and to give the participants the basic understanding of the important ethical and environmental aspects of business

Unit-I

Business Ethics: Definition, nature; Characteristics of ethical problems in management; Ethical Theories; Causes of unethical behaviour; Ethical abuses; Work Ethics.

Unit -II

Management of Ethics. Ethics in Practice- Professional Ethics for Functional Managers, Code of ethics, Ethics in Global Business, Corporate Codes, Guidelines for Global Companies. Ethical Dilemma

Unit-III

Introduction and definition of Business and its Emergence in the 21st Century. The Concept of Environment, Components of Environment: Economic, Political, Legal, Social, Technological and International. Need to scan the business environment and techniques of scanning the business environment

Unit-IV

Politico Legal Environment, Rationale and extent of State Intervention, Public Sector in India, Privatization. Prominent features of MRTP, FEMA, EXIM in the light of Liberalization. SEBI Guidelines relating to Capital Issues; Socio cultural Environment and its impact on business operations; The impact of technology on Business, Import of technology.

Unit-V

Economic Environment, New Economic Policies; Main features of Economic Planning with respect to business; Industrial Policy in light of liberalization. Emergence of globalization, Implications for India; Social Responsibility of Business. Business and Environmental Issues in Indian Context.

Note

A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the Course.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Readings

| | |
|------------------------------------|--|
| The Ethics of Management | Larue Tonbe Hosmer, Richard D. Irwin Inc. |
| Ethics in Management | S. A. Sherlekar, Himalaya Publishing House |
| Business Ethics | Murthy, C.V, Himalaya Publishing House |
| Essentials of Business Environment | Aswathapa, Himalaya Publishing House |

MBA Semester – II

Course Title : Marketing Management
Course No. MBA-202
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

- To educate the students about the aspects of marketing management
- To highlight the issues related to the marketing mix elements
- To discuss emerging issues related to marketing in emerging economies.

Unit-I

Identifying Competitors; Analyzing Competitors; Competitive Strategies – Market Leader, Market Challenger, Market Follower, Market-Nicher; Product Life Cycle Marketing Strategies; Marketing Mix

Unit-II

Product Characteristics and Classifications; Product Differentiation; Product Line Analysis; Packaging; New Product Development; Managing the Development Process; Consumer Adaptation Process

Role and Scope of Branding; Brand Equity – Definition, Models, Measurement; Brand Elements; Brand Revitalization, Branding Strategy, Brand Positioning

Unit-III

Pricing – Concept and Setting of Price; Price Adaptation; Marketing Channels – Importance, Role; Channel Design; Channel Management; Channel Conflict; Retailing

Unit-IV

Marketing Communication, Communication Process Models; Designing Marketing Communication; Marketing Communication Mix; Integrated Marketing Communication Process; Managing Advertising Program; Advertising Effectiveness; Direct Marketing, Designing the Sales Force

Unit-V

Nature of Services, Marketing Strategies for Services Firms; Managing Service Quality; Managing Service Brands

Competing on Global Basis; Trends in Marketing Practices; Non-Profit Marketing; Rural Marketing; Green Marketing; Marketing Audit

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Readings

| | |
|-------------------------------------|--|
| Marketing Management | South Asian Perspective, Philip Kotler, Kevin L Keller, Abraham Koshy, Mithileshwar Jha, 13/e (New Edition), Pearson Education |
| Marketing Management | S H H Kazmi, Excel Books (2008) |
| Marketing Management–Indian Context | Tapan K Panda, Excel Books (2008) |

MBA Semester – II

Course Title : Management Science in Decision Making

Max. Marks : 100 Marks

Course No. MBA- 203

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70 Marks

Duration of Examination : 3 hours

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

The objective of this course is to equip the participants with the relevant tools and techniques for applications in solving Managerial Problems. The Focus of this course will be on applications of quantitative methods in business situations.

Unit I

Introduction to Management Science; Opportunities and Shortcoming of Management Science Approach, Simple decision problems under certainty risk and uncertainty, Criteria for decision under certainty, Decision trees, Decision with cost pay- off, expected value of perfect information, Expected value of sample information, Efficiency of sample information

Unit II

Linear programming; Formulation of problems, Graphical method, Simplex, Duality in linear programming, Sensitivity Analysis

Unit III

Transportation model; N-W Corner Method, Least Cost Method, VAM, Stepping Stone method, MODI; Application of transportation Model, Assignment Models, Transshipment Problems

Unit IV

PERT /CPM, Network Construction and Analysis, Critical Path, Time – Cost trade- off , Crash activity analysis, Planning and scheduling, Project costs; controlling project costs

Unit V

Game theory- Two person Zero Sum Game, Minimax, Maximin Strategies, Saddle point and Mixed Strategies, Simulation for Business; Monte Carlo Method; Application of Simulation in Business Situations

Note for Paper Setting:

The question paper shall contain two questions from each unit (total ten questions) and the candidates shall be required to answer one question from

each unit (total no. of questions be attempted shall be five i.e. there should be internal choice within each unit.)

Suggested Readings:

| | |
|---|--|
| Quantitative Techniques in Management | Vohra , N D, McGraw Hill Publishing House , 3 rd Edition |
| Operation Research (Quantitative Techniques in Management | Kapoor, V.K. , Sultan Chand Publications , 8 th Edition |
| Operations Research An Introduction | <u>Taha</u> , Hamdy , Pearson Publications, 8 th Edition |
| Introduction to Operations Research | Hillier, Frederick & Gerald Lieberman Tata McGraw Hill Publications, 8 th Edition |
| The Management Scientist | Anderson, David R. , Dennis J. Sweeney, & Thomas A. Williams Cengage publishers, 2 nd Edition |

MBA Semester – II**Course Title : Human Resource Management****Max. Marks : 100 Marks****Course No. MBA-204****Internal Assessment : 30 Marks****Contact Hours : 45****Semester Examination : 70 Marks****Duration of Examination : 3 hours****(For the Examinations to be held in May 2011, 2012, 2013)****Objective**

In a complex world of Industry and Business, Organizational efficiency is largely dependent on the constitution made by the members of the organization. The objective of this course is to sensitize the students to the various facets of managing people and to create an understanding of the various policies and practices of Human Resource Management

Unit-I

INTRODUCTION : Human Resource Management: Nature, Concept and significance of People Management in a Organization. Organization and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment in the present context.

Unit-II

HR PLANNING AND SELECTION: Manpower Planning, Job Analysis, Recruitment and Selection Process, Induction - Performance and Potential Appraisal; Coaching and Mentoring; HRM issues and practices in the context of Outsourcing as a strategy.

Unit-III

PERSONNEL DEVELOPMENT AND RETIREMENT: Training and Development - Methods, Design & Evaluation of Training & Development Programmes; Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and other Separation Processes.

Unit-IV

FINANCIAL COMPENSATION, PRODUCTIVITY AND MORALE : Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation; Stress Management and Quality of Work Life. Human Resource Information System (HRIS), Personnel Research and Audit.

Unit-V

BUILDING RELATIONSHIPS & FACILITATING LEGISLATIVE FRAMEWORK: Trade Unions , Employers' Association- Managing Conflicts - Disciplinary

Process - Collective Bargaining - Workers and Managerial Decision Making - Concept, Mechanics and Experience.

Note

A minimum of two cases or articles or a combination of these shall also be introduced to the students for imparting practical knowledge about the Course.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Readings

| | |
|--|--|
| Personnel Management in Indian Organisations | Pramod Verma, Oxford & IBM Publishing Co. Ltd. |
| Personnel Management and Human Resources | Venkata Ratnam C.S. & Srivastava B.K. Tata Mc-Graw Hill |
| Managing Human Resources | Bholander, Snell, Sherman (Thomson-South Western) |

MBA Semester – II

Course Title : Financial Management
Course No. MBA-205
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

The objective of this course is to acquaint MBA students to the basics of financial management. This course will help them in developing an understanding about the various aspects of financial decisions and their impact on other functional areas of management. This course has been revised for session 2010-11, 2011-12 and 2012-13.

Unit-I

Introduction

Concept, scope, classification and organization of finance function. Objectives of Financial Management – Profit maximisation vs. Wealth maximization.

Time value of money. Cost of capital: Cost of Equity, Preference Shares, Debt and weighted average cost of capital.

Unit-II

Investment decision

Capital Budgeting: Nature and concept of Capital Budgeting. Techniques of Capital Budgeting – Traditional and Discounted Cash Flow (DFC).

Working Capital Management: Concept of working capital, Factors affecting working capital requirement. Computation of average working capital requirements

Unit-III

Sources of Finance

Financing Fixed Assets- (Long Term Sources) Shares, Debentures / Bonds, Financial Services: Leasing, Hire purchase, Venture Capital

Financing Current Assets- (Short-term Sources): Public Deposits, Financing through Bank (CC limit / OD, LOC and Commercial Papers), and Factoring

Unit-IV

Financing Decision

Leverage: Financial Leverage (Financial Risk), Operating Leverage (Business Risk), Degree of Operating, Financial and Combined leverage.

Capital Structure - Determinants of capital structure. Approaches to establish Appropriate Capital Structure – EBIT-EPS Approach (Indifference point in Capital Structure), Cost of Capital & Valuation Approach, and Cash Flow Approach.

Capital Structure Theories – Net Income Approach, Net Operating Income Approach & Modigliani-Miller Hypothesis.

Unit-V

Management of Earnings and Financial Modeling

Types of Dividend, Dividend Payment - retention decision: Factors influencing dividend Decision.

Dividend Theories - Dividend Theories of Relevance – Walters Model, & Gordon's Model, Dividend Theories of Irrelevance – Modigliani-Miller Hypothesis.

Financial Modeling- Concept, Scope and Limitations.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidates shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested Readings

| | |
|---|--|
| Financial Management | I.M.Pandey,Vikas Publishing House Pvt. Ltd. |
| Financial Management, Text, Problems and Cases | M Y Khan & P K Jain,Tata McGraw Hill |
| Financial Management and Policy | V.K.Bhalla,Anmol Publications Pvt. Ltd. |
| Financial Management and Policy | Van Horne , Prentice Hall India |
| Financial Management Theory and Practice | Parsana Chandra :, Tata McGraw Hill |
| Corporate Finance | Vishwanath |

MBA Semester – II

Course Title : Operations and Material Management

Max. Marks : 100 Marks

Course No. MBA- 206

Internal Assessment : 30 Marks

Contact Hours : 45

Semester Examination : 70 Marks

Duration of Examination : 3 hours

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

To familiarize the students with basic Management Decisions with respect to Operations and Materials in manufacturing and service organizations

UNIT I

Nature & Scope of Operations Management, Types of production/operation systems. Facility Location, Facility Layout, Line Balancing. Capacity planning decisions.

UNIT II

Production planning, schedule and control in mass and intermittent production systems, Aggregate planning, Scheduling, Loading & Sequencing. Productivity, Work Study- Method Study and Work Measurement.

UNIT III

New concept in operations management- Supply Chain Management, Benchmarking, Quality systems- ISO, TQM, Quality circles.

UNIT IV

Purchase system and procedure- functions, inputs, restraints and factors, purchasing decisions, purchasing forms, Vendor evaluation and computerization of purchasing system. Inventory Management- concept, functions, classification ABC, VED and FSN, EOQ.

Unit V

Stores Management- functions, systems and procedures, stores accounting and verification systems, stores locations and layout. Standardization codification and variety reduction- classification of material, codifications, variety reduction

Note

A minimum of two cases are required to be discussed in the course. Also live project including factory visit essential for the course.

Note for paper setter:

The question paper will contain two questions from each unit (total ten questions) and the candidates will be required to attempt one question from each unit (total questions to be attempted will be five) that is there will be internal choice within each unit.

Suggested Readings

Production management

Adam, E. & Ebert R.J

Operations management

Schroedor

MBA Semester – II**Course Title :Management Information and Decision Support Systems****Course No. MBA- 207****Contact Hours : 45****Duration of Examination : 3 hours****Max. Marks : 100 Marks**

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

(For the Examinations to be held in May 2011, 2012, 2013)**Objective**

The objective of this course is to introduce to the students the management issues related to Information Systems and help them identify and evaluate various options in this regard.

Unit I

Meaning and role of Information Systems. Types of Information Systems. Operations Support systems. Expert Systems, Knowledge Management Information Systems. Information Systems for strategic management. Competitive Strategy concepts and objectives. Strategic role of Information Systems. Integrating Information Systems with Business Strategy.

Unit II

Planning for Information Systems: Identification of applications- Structured and unstructured approach: Business planning system and critical success factors: Method of identifying applications. Evaluation of applications and value chain analysis. Risks in information systems

Unit III

Resource requirements for information systems: Hardware and capacity planning. Software needs, procurement options-make or buy decision, outsourcing as an option in information systems.

Unit IV

Systems Development life cycle: Critical success factors in customized software, traditional sequential method for systems development. Case tools and modern process of systems development. CASE tools and modern process of Systems development. Flexibility Integrity and control issues in software.

Unit V

Decision Support Systems- An overview: Role of Decision Support Systems in organizations. Modeling in Decision Support. Group Decision Support Systems. Expert systems: Executive Information systems and their applications.

Note for paper setter

The question paper will contain two questions from each unit (total ten questions) and the candidates will be required to attempt one question from each unit (total questions to be attempted will be five) that is there will be internal choice within each unit.

Suggested Readings

MIS- A contemporary perspective

Laudon Kenneth and Laudon Jane, Prentice Hall, New York, 1998

Management Information Systems

O' Brien James A., Tata McGraw Hill Edition, New Delhi, 1999

Business Information Systems

Kumar Muneesh., Vikas Publishing House, New Delhi, 1999

MBA Semester – II

Course Title : Advanced Research Methodology Total Marks : 50 Marks

Course No. MBA- 208

Contact Hours : 27

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

The objective of the course is to equip the students with the practical skills needed to carry out research. The course aims at providing an understanding of the research methodology used in practice and their rationales. Particular attention is dedicated for the applications of multivariate data analysis techniques for conducting analysis and interpretation of the data and writing research reports.

UNIT-I

Conceptual Framework : Concept, meaning, nature and scope of Research, Significance of Research, Types of Research- Exploratory Research, Descriptive Research, Causal Research, Research Process, Ethics in Research. Emerging trends in Research.

UNIT-II

Research Design : Classification and Formulation, Measurement & Scaling, Scaling techniques, Scale evaluation, Sampling, Questionnaire Design Process, Analytical Models, Formulation of Research Questions and Hypothesis. Developing Research Problems.

UNIT-III

Research Methods for Data Analysis : Conceptual framework and applications of multivariate data analysis techniques – Multiple regression analysis, Discriminate analysis, Cluster analysis, Factor analysis, Perceptual mapping, Conjoint analysis. Communicating Research Results : Research Report Preparation & Presentation- Format, writing and referencing Style.

Suggested Readings

| | |
|--|--|
| Business Research Methods | William G. Zikmund-oklahoma, Cengage Learning, New Delhi, 2010 |
| Applied Multivariate Research Design and Interpretation | Lawrence S. Meyers, Glenn Gamst, A.J. Guarino, SAGE, 2006. |
| Marketing Research: An Applied Orientation | Naresh K Malhotra, Pearson. (6th Edition) |
| Contemporary Marketing Research | Mc Daniel & Roger Gates, South Western College Publishing.1999 |

Course Title : Personal Growth Lab and Interpersonal Effectiveness **Max. Marks : 50 Marks**
Course No. MBA-209
Contact Hours : 27

(For the Examinations to be held in May 2011, 2012, 2013)

Objective

1. To facilitate students to identify strengths and weakness as an individual and a member of group using personality profiling techniques.
2. To explore behavioral patterns and alterations using NLP techniques.
3. Enable students to understand corporate culture and basic business etiquettes.

Unit 1

Purpose of Personal Growth Lab; Understanding Self: Self Image, Self Worth, Self Esteem; Self Analysis using appropriate techniques; Self Confrontation and Self Acceptance – An experiential process of growth; Developing Positive Attitude; Emotional Intelligence; Managing self dialogue

Unit 2

Introduction to NLP; Presuppositions of NLP; Building Assertiveness and Persuasion through NLP; Anchoring a resourceful state for oneself to manage conflicts; Rapport Building through Mirroring.

Unit 3

Understanding Corporate Culture; Professional Ethics; Business Protocol; Business Etiquettes & Professionalism

Suggested Readings:

1. Hurlock., Elizabeth B. – Personality Development (Tata McGraw Hill, 1st Edition)
2. Uday Pareekh – Understanding Organizational Behaviour (Oxford 2nd Edition)
3. Sahu R.K. – Training for Development (Excel Books – 1st Edition)
4. Romila Reddy – NLP for Dummies
5. Joseph O' Connor – NLP Workbook : A practical guide to achieving results you want
6. P.E. Merlevede – 7 Steps to Emotional Intelligence