

MBA Syllabus

SEMESTER-II

Course Code	Course Title	Division of Marks			Duration of Exams
		Ext.	Int.	Total	
CP-201	Management Science	70	30	100	3 Hrs.
CP-202	Marketing Management	70	30	100	3 Hrs.
CP-203	Human Resource Management	70	30	100	3 Hrs.
CP-204	Financial Management	70	30	100	3 Hrs.
CP-205	Business Research Methodology	70	30	100	3 Hrs.
CP-206	Production and Operations Management	70	30	100	3 Hrs.
CP-207	Organizational Behavior	70	30	100	3 Hrs.
CP-208	Comprehensive Viva –Voce	50	-	50	

SEMESTER-II

CP—201:

Management Science

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision—making.

Course Contents:

Management Science - Basic concepts and its role in decision- making.

Linear programming, meaning, scope & assumptions. Formulation of linear programming problem and its solution by graphical and Simplex methods.

THEORY OF GAMES: Introduction – Minimax (maximin) – Criterion and optimal strategy – Solution of games with saddle points – Rectangular games without saddle points – 2 X 2 games – dominance principle – m X 2 & 2 X n games.

INVENTORY : Introduction – Single item – Deterministic models – Purchase inventory models with one price break and multiple price breaks – Stochastic models– Instantaneous production. Instantaneous demand and continuous demand and no set up cost.

Sensitivity analysis. Integer programming, goal programming, and non-linear Programming. Transportation and Assignment models including trans-shipment and routing problems

Application of Inventory management techniques in business; Role and importance of PERT/CPM in business decision making; Decision theory and decision trees.

SIMULATION: simulation models – phases of simulation– applications of simulation –

Inventory and Queuing problems – Advantages and Disadvantages. WAITING LINES:

Introduction – Single Channel – Poisson arrivals – exponential service times,

Multichannel – Poisson arrivals – exponential service times with infinite population single

channel Poisson arrivals.

Suggested Reading :

1. Budnik, Frank S. Dennis Meleavey, Reichard : Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveller Bookseller, New Delhi, 1995.
2. Gould, F.J. etc. : Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Mathur, K and Solow, D. : Management Science, Englewood, New Jersey, Prentice Hall Inc. 1994.
4. Narang A.S. : Linear Programming Decision-Making. New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. : Operations Research : Theory and Applications, New Delhi, Macmillian India Ltd., 1997.
6. Taha, H.A. : Operations Research – An Introduction, New York, Macmillan, 1989.
7. Theirouf, R.J. and Klekamp, RC. : Decision-Making Through Operations Research, New York, John Wiley, 1989.
8. N.D. Vohra : Quantitative Techniques in Management, Tata McGraw Hill, 2001.

The list of cases and specific references including recent articles will be announced in the class.

CP-202: Marketing Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents:

Marketing: Meaning, Nature, Scope, Evolution and Importance. Modern concept of marketing. Ethics in marketing. Role of Information Technology in marketing. The dynamic marketing Environment. Marketing Mix and STP (Segmentation, Targeting and Positioning) Marketing Information System: Concept and Components of a marketing information system. Marketing Research: meaning, scope and techniques. Consumer Behaviour: meaning and importance, buying motives, buying process, factors influencing consumer behaviour. Product decisions: concept, classification, product-line decisions. New product development process, product life cycle, Packaging and Branding decisions. Pricing Concepts: objectives, policies and procedures, factors affecting pricing, pricing strategy and product life cycle, price changes and organizational strategies, product line pricing. Integrated Marketing Communication: Promotion-Mix; Advertising, sales promotion, public relations, personal selling and direct marketing. Channels of distributions: Concept, types and factors affecting channel selection. Recent developments in marketing.

Suggested Readings:

- 1 Michael J. Etzel : Marketing Concepts and Cases, Tata
Bruce J. Walker McGraw-Hill Publishing Company Limited.
William J. Stanton
Ajay Pandit
- 2 Michael R. Czinkota : Marketing Management, Thomson, South
Masaaki Kotabe Western.
- 3 Philip Kotler : Marketing Management, Pearson Prentice-Hall.
Kevin Lane Keller
- 4 Dhru Greqal : Marketing, Tata McGraw Hill Publishing
Michael Levy Company Limited.
5. V.S. Ramaswamy : Marketing Management, Macmillan Publisher
S. Nama Kumari India Ltd.
6. Rajan Sexena : Marketing Management, Tata McGraw Hill
Publishing Company Limited.

The list of cases and specific references including recent articles will be announced in the class

CP-203: Human Resources Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: This paper aims to increase the awareness of students of MBA with the basic aspects of human resource management and to understand the dynamics of people dimension in contemporary organizations , their positive impact in increasing organisational effectiveness

Course Contents :

Human Resource Management - Concept, Scope, Evolution of HRM, Theoretical perspectives on HRM, HR Models, Role of HRM in Business Strategy, Emerging Trends in shaping HRM Environment. Human Resource Planning & Forecasting: Business and HRP, Significance & Process. Job Analysis: Job Description and Job Specification, Competency based Job Analysis. Job Design: Approaches and Methods. Recruitment: Sources of Recruitment and its Process. Selection: Process, Selection Tests & their types, Interview & its types, Selection Audit. Placement, Induction and Socialisation. Training and Development. Performance Management and Appraisal, Potential Appraisal and Development. Career Management- Basic Concepts, Methods, Designing and Developing Career Management Systems in an organisation. Talent Management: Concept and Related Practices. Job Evaluation - Methods of Job Evaluation, Evolving Job Evaluation Programme. Employee compensation: Basic concepts, determinants and approaches, New Trends in Compensations and Rewards management. Industrial Relations and Trade Unions, Dispute Resolution and Grievance Management. Equal Employment Opportunity (EEO) and Affirmative Action (AA). High Performance Work Systems (HPWS): Concept, High Performance HR Policies and Practices (HPHRP). HR Ethics and Fair Treatment at Work: Methods to promote ethics and fair treatment. Employee Safety, Security and Health: Occupational Safety and Health (OSHA) in India, Workplace Health Hazards and its Remedies. E-HRM: Role and Applications. HRM and Globalization of Business.

Suggested Readings

1. Dessler & Varakkey Human Resource Management, 12th Ed. Pearson Education 2012
2. K.Aswathapa Human Resource Management: Text and Cases, 6th Ed., Tata McGraw Hill, New Delhi.2012
3. Seema Sanghi Human Resource Management, Macmillan India Publication.2012
4. Aggarwala, Tanuja Strategic HRM, Oxford University Press.2010
5. Michael Armstrong Handbook of HRM, Kogan Page, 2012
6. Michael Armstrong Strategic Human Resource Management, Jaico Publications.
7. P. Jyothi Human Resource Management, Oxford University Press.2012
8. Lepak & Gowan Human Resource Management, Pearson Education. 2011
9. V.S.P.Rao Human Resource Management, Himalaya Publication House.
10. S.K.Bhatia Human Resource Management: A Competitive advantage Deep and Deep Publications.New Delhi.
11. R.S.Dwivedi Managing Human Resources and Industrial Relations in Indian Enterprises, Galgotia Publishing Company,New Delhi.
12. Rothwell,Taylor Strategic Human Resource Management, Jaico Publications.
13. Ian Beardwell ,L. Holden Human Resource Management ,Macmillan India Ltd.
14. W.F.Cascio Managing, Human Resources, McGraw-Hill, Inc., New York.

The list of cases and specific references including recent articles will be announced in the class.

CP—204 : Financial Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The purpose of this course is to acquaint the students with the broad framework of financial decision—making in a business unit.

Course Contents

Introduction to financial management Objectives of financial management; Time value of money, sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting Risk analysis : Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital; Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy.

Suggested Readings:

1. Hamton, John; Financial Decision-Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
2. Khan, M.Y. and Jam, P.K. : Financial Management, McGraw Hill, 2001.
3. Prasanna Chandra : Financial Management, McGraw Hill, 2002.
4. Pandey, IM. : Financial Management, Vikas Publication House, 2000.
5. Van Home, James C. : Financial Management and Policy, 10th ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bemard and Mohan, Nancy: Principles of Financial Management, New York, Macmillan Publishing Company, 1991.
7. Kishore, Ravi M. : Financial Management, Taxmann Publishers, New Delhi.

The list of cases and specific references including recent articles will be announced in the class.

CP- 205: Business Research Methodology

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this course is to acquaint the students with concepts and basics of research methodology.

Course Contents:

Introduction to Research Methodology: Research-Meaning, Nature. Scope Objectives and Types; Research Process. Hypothesis:- Qualities of Good Hypothesis, Scientific Method of Research. Recent Trends in Usage of Research in Indian Corporate Sector.

Research Design- Meaning and Need of a Research Design, Exploratory, Descriptive, Experimental Research Design, Qualitative Research, Observation Studies, Surveys, Experiments & Test Markets.

Sources of Data- Nature and Types, Sampling Techniques-Nature and Types, Sampling Errors. Scaling & Measurement Techniques

Data Editing, Coding and Tabulation, Analysis & Interpretation of Data Business Research Reports-Format, Criterion for Judgment of good research report

Advance Techniques of Data Analysis: Factor analysis. Conjoint Analysis, Cluster Analysis & Multidimensional Scaling. Use of SPSS & Other Software's in Research. Use of Statistical Tools such as Correlation, Regression.

Suggested Readings:

1. Malhotra, Naresh K.: Marketing Research an Applied Orientation, 5th edition, Pearson.
2. Cooper and Schindler: Business Research Methods, 8th edition, Tata McGraw Hill.
3. Boyd & Westfall: Marketing Research, Prentice Hall.
4. Kothari, C. R.: Research Methodology, New Age International Publishers.
5. Shekharan & Uma: Business Research Methods-A Skill- Building Approach, 7th ed., New
6. Creswell, John W.: Research Design-Qualitative & Quantitative Methods, New York, John Willy, 2002
7. Sandhi and Chawla: Research Methodology-Concepts and cases, 1st Edition, Vikas

The list of cases and specific references including recent articles will be announced in the class.

CP-206 : Production and Operations Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objective: The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operation through layout engineering and quality management etc.: Effective and effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.

Course Contents:

Nature and Scope of Production and Operations Management; Types of production systems: Project, Job, Batch & Mass production systems; Facility Location- Importance, Factors in Location Analysis, Location Analysis Techniques; Facility Layout - Objectives, Advantages, Basic Types of Layouts; Material Handling: Principles & Equipments; Line Balancing; Production Planning & Control (PPC) - Concepts, Objectives, Functions; Capacity Planning; Product Planning and Selection; Process Planning; Aggregate Planning and Master Production Scheduling; Maintenance Management; Work Study : Method Study and Work Measurement; Material Management: An Overview of Material Management; Inventory Management - Objectives, Factors, Process, Inventory control techniques; JIT; Purchase Management; Stores Management; Quality Assurance : Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.

Suggested Readings:

1. Admn, E. E. & Ebert, R.J. : Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India 1995.
2. Chary, S.N. : Production and Operations Management, New Delhi, Tata McGraw Hill, 2ndEdition.
3. Ashwathapa: Production and Operations Management, Himalaya Publishing House.
4. Dobler, Conald W and Lee, Lamar : Pruchasing and Materials Management, New York, McGraw Hill, 1984.
5. Chunawalla & Patel : Production and Operations Management, Himalaya Publishing House, Nair:Production and Operations Manageemnt, TMH

The list of cases and specific references including recent articles will be announced in the class.

CP-207: Organization Behaviour

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objectives: The objective of this paper is to develop understanding of basic aspects of Organizational Behavior and familiarize the student with behavioral processes in the organization.

Course Contents:

Organisational Behaviour- Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behavior, Relationship with Other Fields, Organizational Behavior: Cognitive Framework, Behaviorist Framework and Social Cognitive Framework. **Understanding of Individual behavior:** Personality and Theories of personality. Work Attitudes and Job Satisfaction. Learning and Theories of Learning. Perception - Nature & Importance Perceptual Selectivity, Perceptual Organization. Social Perception and Impression Management. Motivation: Concepts and Their Application, Principles, Theories, Employee Recognition, Involvement, Motivating a Diverse Workforce. Leadership- Concept, Function, Style and Theories of Leadership- traditional and modern. **Understanding of Group Behavior:** Analysis of Interpersonal Relationship, Group Dynamics- Definition, Stages of Group Development, Group Cohesiveness, types of Groups, Group Processes and Decision Making, Dysfunctional Groups, Team building - Interpersonal relations, Communication and control. **Understanding of Organization Dynamics:** Organizational Design - Various organizational structures and their effects on human behavior, Organizational Climate, Organizational Culture and Organizational Effectiveness, Organizational Change: Concept, Nature, Resistance to Change, Managing resistance to change, Implementing Change, and Organization Development. Conflict Management. **Work Stress** - Work Stressors, Prevention and Management of Stress.

References:

- 1 Robbins , Judge and Vohra Organizational Behaviour (Pearson Education, 12th Edition) 2012.
- 2 Newstrom John W. Organizational Behaviour: Human Behavior at Work (Tata Mc Graw Hill, 12th Edition)
- 3 Luthans Fred Organizational Behaviour (Tata Mc Graw Hill) 2005.
- 4 Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition) 2009.
- 5 Hersey Paul, Blanchard, Kenneth H Management of Organisational Behavior: Leading Human and Johnson Dewey E. Resources (Pearson Education, 8th Edition) 2007.
- 6 Greenberg Jerald and Baron Robert Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India) 2010.
- 7 Davis, Keith Human Behaviour at Works – Tata Mc Graw Hill, New

- Delhi.2009.
- 8 Kinicki and Krietner *Organisational Behaviour*, Tata McGraw Hill Publications, 2011.
- 9 Jones and Mathew *Organisation Designs, Theory and Change*, Pearson Education, 2011.
- 10 Pareek, Udai *Understanding Organisational Behaviour*, Oxford University Press,2012.

The list of cases and specific references including recent articles will be announced in the class.