

MBA II

Semester

Syllabus

Subject Name	L	T	P	Credit
MGT140 - Introduction to Corporate Finance	3	1	0	4

Objectives:

The objective of this course is to understand the concept of Corporate Finance and Financial Management.

It also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

The emphasis will be on the concepts and application rather than derivations.

Unit-1

Concept of Finance: Financial Management – Meaning and Objectives, Profit maximization vs. Wealth maximization, Corporate Finance, Finance Functions and other functions. Scope and Functions of Corporate Finance, Structures of the Financial System, Financial Planning and Forecasting.

Unit-2

Capitalization: Under and Over Capitalization, Capital Structure- Relevance and Irrelevance of Capital Structure, Cost of Capital, Concept of Opportunity Cost, Cost of Preference and Equity capital, Cash Flows as Profit and components of Cash Flows

Leverage Analysis: financial, operating and combined leverage along with its implications, Leverage Relevance with shareholder's return.

Unit -3

Capital Budgeting: Nature and Significance, Time value of money- Discounting and Compounding – Methods of evaluating Capital Expenditure proposals Decisions, Calculation of NPV and IRR,

Unit -4

Working Capital Management: Nature of Working Capital Management, Need for Working Capital – operating cycle, estimation of working capital requirement – Management of Cash and Receivables, Cash Budget.

Unit-5

Inventory Management: Nature, Need, Objective of Inventory Management, Inventory Management Techniques, Inventory Control Systems, Factoring, Management of Profits-Dividend Policy, Procedural and Legal formalities involved in the payment of dividend-Bonus Shares.

Outcomes:

Familiarized with the various sources of finance which a corporate house can mobilize.

Develop the ability to measure the risk and return of the various portfolios.

Implement investment decisions, the process and methods of evaluation of various investment proposals.

Develop the skills to analyze the impact of various financing alternatives on the wealth maximization of the firm.

Text books:

1. Khan M. Y. and Jain P. K. (2007). Financial Management. Tata McGraw Hill, Latest Edition.
2. Pandey I. M. (2009). Financial Management. Vikas Publications, Latest Edition.
3. Chandra Prasanna (2011). Financial Management. Tata McGraw Hill, Latest Edition.

Reference books:

1. Kapil (2012). Financial Management. Pearson Education, Latest Edition.
2. Shrivastav and Mishra (2008). Financial Management. Oxford University press, Latest Edition.
3. Brigham and Houston (2009). Fundamentals of Financial Management. Cengage Learning, Latest Edition.

Subject Name	L	T	P	Credit
MGT150 - Managing People	3	1	0	4

Objectives:

The objective of this course is to understand the concept Human Resource Management.

It also explains the functions and activities involved in the Human Resource Department.

Importance is given to understand the roles and application of Human Resource Management.

Unit-1

Introduction to People Management and HRM: Nature, Scope and Importance of People Management and HRM, Difference between People Management and Human Resource Management; HRM functions and objectives, Evolution of HRM, Challenges in getting work done through People, Artificial Intelligence in HRM.

Unit-2

Strategic Function: Role of HR Managers. Strategic Human Resource Management: Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, Implementation and Evaluation.

Human Resources Planning: Definition, Purposes, Processes and Limiting factors; Human Resources Information System (HRIS): HR Accounting and Audit

Unit -3

Recruitment and Selection: Job Analysis, Job Description & Job Specification. The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Training and Development: Purpose, Methods and issues of training and management development programmes.

Unit -4

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation. Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage. Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

Unit-5

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations. Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – layoff, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Outcomes:

After studying of this course, you should be able to understand:

How to effectively manage and plan key human resource functions within organizations

Examine current issues, trends, practices, and processes in HRM

Contribute to employee performance management and organizational effectiveness

Problem-solve human resource challenges

Text books:

1. K. Aswathappa, human resource management

Reference books:

1. T.n. chhabra , human resource management 6th revised edition
2. P. Subba rao, personnel and human resource management 5th revised edition
2014

Subject Name	L	T	P	Credit
MGT160 - Introduction to Marketing	3	1	0	4

Objectives:

1. This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world marketplace.
2. The present course explores those aspects of marketing which are unique to international business.

Unit-1

Core Concepts of Marketing: Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Holistic Marketing Orientation, Customer Value, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

Unit-2

Market Analysis and STP: Nature and Contents of Marketing Plan, Marketing environment, Controllable and Uncontrollable factors affecting marketing decisions, Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP, Marketing Information System, Strategic marketing planning and organization

Unit -3

Product Decision: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Unit -4

Price Decision: Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

Unit-5

Distribution Channel Decision: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Promotion Decision-Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Outcomes:

- Demonstrate understanding of marketing management
- Apply the concept of marketing in business operations
- Develop an understanding of the linkages of marketing management and other functions of an organization.

Text books:

1. Kotler, Keller, Koshy and Jha. Marketing Management: A South Asian Perspective. Pearson Education, Latest Edition.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.

Reference books:

1. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.

2. Ramaswamy V. S. and Namakumar S. Marketing Management. Macmillan Publishers, Latest Edition.

Subject Name	L	T	P	Credit
MGT170 - Managerial Research Methods	3	1	0	4

Objectives:

- Identify appropriate research topics
- Understand some basic concepts of research and its methodologies
- Select and define appropriate research problem and parameters
- Prepare a project proposal (to undertake a project)
- Organize and conduct research (advanced project) in a more appropriate manner
- Write a research report and thesis
- Write a research proposal (grants)

Unit-1

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers, Features of a good Research Study, Research Process.

Unit-2

Process of Research: Steps Involved in Research Process. Nature, Definition and Characteristics of Good Hypothesis, Types of hypothesis. Formulation and testing of hypothesis Research Design : Various Methods of Research Design, Collection of Data and Ethical issues.

Unit -3

Sampling and Data Collection: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule.

Unit -4

Analysis of Data: Differential and inferential techniques. Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application of chi square test and Analysis of Variance (ANOVA).

Unit-5

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Outcomes:

- Apply a range of research techniques to business and management problems / issues
- Understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making
- Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process
- Conceptualize the research process
- Develop necessary critical thinking skills in order to evaluate different research approaches utilized in the service industries.
- Apply the understanding of feasibility and practicality of research methodology for a proposed project.

Text books:

1. Malhotra Naresh K. (2008). Marketing Research. Pearson publishers, Latest Edition.
2. Zikmund, Babin, Carr, Griffin (2003). Business Research Methods. Cengage Learning, India, Latest Edition.
3. Cooper Donald R and Schindler Pamela S. (2006). Business Research Methods. McGraw-Hill Education, Latest Edition.

Reference books:

1. Anderson, Sweeney, William, Cam (2014). Statistics for Business and Economics. Cengage Learning, Latest Edition.
2. Krishnaswami O. R., Ranganatham M. (2011). Methodology of Research in Social Sciences. Himalaya Publishing House, Latest Edition.
3. Levin and Rubin (2008). Statistics for Management. Dorling Kindersley Pvt Ltd, Latest Edition.
4. Sekaran Uma (2003). Research Methods for Business. Wiley India, Latest Edition.
5. Gupta S. P. (2014). Statistical Methods. Sultan Chand and Sons, Latest Edition

Subject Name	L	T	P	Credit
MGT180 - Operation Management	3	0	0	3

Objectives:

To develop students in areas of Production and Operations management, that will enable them to understand manufacturing/operations/service functions and their applications to an Organization.

To orient and train students in methods, techniques and concepts like: Project management, Inventory Management, Quality Management, Resource Planning; as applied to production and operations management

Unit-1

Operations Management: An Overview: Definition of production and operations management, Production Cycle, Classification of operations, New Product Development, Product Design, Plant Location, Layout Planning.

Unit-2

Forecasting and SCM: Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information)

Unit -3

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule.

Unit -4

Inventory Management: Objectives, Factors, Process, Inventory control techniques-ABC, VED, EOQ, SED,FSN analysis. Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM).

Unit-5

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management. Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores.

Outcomes:

After completing the course the participants shall develop an understanding on how to create a production entity with focus on –

- Production Base
- Financial (Cost) Performance
- Technical and Operational capabilities
- Human Capabilities

Text books:

1. B Malakooti (2014), 'Operation and Production System with Multiple Objectives', Wiley
2. S N Chary (2013) . 'Production and Operation Management', 5th Edition, Tata Mac Graw Hill

Reference books:

1. Operation Management by William J Stevenson by Irwin / Tata Mac graw hill.

Subject Name	L	T	P	Credit
MGT190 - Entrepreneurship	3	0	0	3

Objectives:

Understand the entrepreneurial decision making process –from business model design to the launch of the new venture.

Develop a wide range of strategic, financial and human resource planning skills necessary to the new venture planning process.

Provide an atmosphere in which course participants can apply entrepreneurial and teamwork skills in finding, evaluating and beginning the process of implementing new venture concepts

Sharpen the presentation skills necessary to effectively communicate new venture ideas to potential investors

Unit-1

Overview: Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

Unit-2

Forms of Business Ownership and Entrepreneurship Failure: Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

Unit -3

Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs, Role of Government in promoting Entrepreneurship, MSME policy in India.

Unit -4

Agencies for Policy Formulation and Implementation: Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB),

Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions.

Unit-5

Women, Social & Rural Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship.

Outcomes:

Students will demonstrate the ability to communicate effectively both orally and in writing.

Students will demonstrate knowledge of the legal and ethical environment impacting business organizations and exhibit an understanding and appreciation of the ethical implications of decisions.

Students will demonstrate an understanding of and appreciation for the importance of the impact of globalization and diversity in modern organizations.

Students will demonstrate an ability to engage in critical thinking by analyzing situations and constructing and selecting viable solutions to solve problems.

Students will demonstrate an ability to work effectively with others

Text books:

1. Entrepreneurship :- Bruce R. Barringer / R. Duane Ireland
2. S.S.Khanka (2006). Entrepreneurial Development. Sultan Chand and Company Ltd. Latest Edition.
3. Desai Vasanth (2001). Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House

Reference books:

1. Satish Taneja (2011). Entrepreneur Development; New Venture Creation. GalgotiaPublishing. Latest Edition.
2. Bangs, David H (2002). The Business Planning Guide: Creating a Plan for Success in YourOwn Business. Kaplan Publishing. Latest Edition

Subject Name	L	T	P	Credit
MGT200 - Digital Branding	2	0	0	2

Objectives:

To provide understanding of the concept of E-commerce and developing digital marketing strategies in the virtual world.

To impart learning on various digital channels and how to acquire and engage consumers online.

To provide insights on building organizational competency by way of digital branding practices and cost considerations.

Unit-1

Introduction: Digital Branding & Digital Customer, Social Media vs. Traditional Marketing Channels, Consumer Empowerment, Consumer Participation and Engagement. Digital Marketing Priorities

Unit-2

Content Marketing: Content marketing and its value, Execute a Successful Content Marketing Plan, Different strategies for content distribution, challenges associated with content distribution, Understanding ROI with Content Marketing

Unit -3

Owned & Digital Media: Concept of owned media and its importance to brands, Digital Media Fundamentals, Impact of owned media decision making, range of owned media, Applied Digital Media, Digital threats

Unit -4

Integrated Marketing and Branding Communications: Communicating the brand vision/promise, Brands and the digital landscape, Online brand PR, Customer relationships and brands, Brands and interactivity, TV/online links for brands, Evaluate brand effectiveness within the new media landscape, Enhancing brand image and reputation, Developing brand loyalty levels.

Unit-5

Brand Engagements: Concept of brand engagement and its importance, evaluation of range of engagement of platforms, levels of engagement, and strategies for shaping earned media, setting strategies for the future.

Outcomes:

At the end, students will understand the concept and importance of digital branding in current market scenario.

Students will understand the relevancy and various digital platforms for digital branding.

Text books:

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).

Reference books:

1. Menon, Arpita; Media Planning and Buying; McGraw Hill (1 Edition, 2010)
2. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3 rd Edition, 2014).