

**Alabbar School of Management
Raffles University
MBA- Sem II
Business Environment (MGTB-201)**

Objective

The basic objective of this course is to familiarize the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

Course Credits 4

Contact Hours: 48 Hrs

Unit I: An Overview of Business Environment

Type of Environment-Internal, External, Microand Macro Environment, Competitive Structure of Industries, Environmental Analysis andStrategic Management, Nature of the economy, structure of the economy, economic policies. Nature of Indian planning, Planning Commission. Achievement and failure of economic planning in India. Recent GNP trends, Major economic reforms.

Unit II: Industrial & LegalEnvironment

Industrialpolicy up to 1991, the new industrial policy, Public, private, joint and cooperative sectors, privatisation through disinvestment, village and small industries, industrial sickness, Regulatory role of the government, MRTP act, trade practices act, FEMA, patents and trade mark. Competition act 2000. Rational and extent of state intervention.

Unit III: Demographic and Societal Environment

Size of Population, Age Structure, Other demographic trends, population control policy, human development. Impact of foreign culture on business. Business and society, Business ethics and corporate governance. Social responsibility of business, social audit, consumer rights and business. Poverty and unemployment in India, planning for poverty elevation.

Unit IV: Monetary and Fiscal Environment

Measure of money supply, Monetary andfiscal policies, liquidity, and interest rate environment.Overall structure and trends of taxation; direct taxes; recommendations of the 10th plan advisory Group;Kelkar Committee Recommendations, indirect taxes-Kelkar Committee Recommendations; fiscal deficit and its managemen, alternate deficit concepts, deficit trends, challenges of deficit management, public borrowings in the fiscal environment.

Unit V: International Business Environment

Evaluation of WTO, function of WTO, Doha declaration, significance of foreign investment, FDI in India trends and pattern, FII, cross-border M&As. Trade balance and BOP. Globalisation of world economy, trend in globalisation, foreign trade policy, export promotion, EXIM policy, EPZs, EOUs, TPs & SEZs.

Recommended Book

- Cherunilam, Francis, (2007), Business Environment - Text and Cases, Himalaya Publishing House.

Reference Book

- Aswathappa, K., (2000), Essentials of Business Environment, 7th edition, Himalaya Publishing House.
- Gupta C. B., (2008), Business Environment, 4th edition, Sultan Chand.
- Bedi, Suresh, ((2004)), Business Environment Excel Book
- Agrawal Raj, Business Environment, Excel book
- Shaikh, Saleem, (2010), Business Environment, 2nd edition, Pearson Education.

Alabbar School of Management
Raffles University
MBA- Sem II
Research Methodology (MGTM-202)

Objective

Any body of knowledge cannot develop without the underlying research. This module introduces the fundamentals of research, its process and the way in which findings of a research initiative is presented and reported. It exposes the students to the various statistical tools being used to analyze data and draw inferences.

To provide a fundamental understanding of the research process, its tools and techniques and to help the students learn the art and science of presenting research finding in the form of a well formatted report.

Course Credits 4

Contact Hours :48 Hrs

Unit I: Introduction to Research

Meaning, types, process, research problem, Research design: Meaning, types of research design, features of a good design, components of theory – definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal.

Unit II: Data collection techniques

Data: Meaning, types, Data collection methods, Data collection instruments, Questionnaire vs. Schedule, Allied data collection instruments: Warranty cards, Distributor/Store audits, Pantry audits, Consumer panels, Mechanical devices, Projective techniques, Depth interviews, Content analysis, Case study method, its advantages & disadvantages.

Unit III: Data compilation and analysis

Data processing: Editing, Coding, Classification, Tabulation, Issues in data processing

Data analysis: Types, Percentage analysis, Computer aided Charts (Pie chart, Bar diagram, Doughnut, Line diagram),

Unit IV: Sampling design

Introduction, Methods of the sampling: Sampling concepts, non-probability sampling, probability sampling, dependent and interdependent methods, Merit and limitation of sampling, sampling and non-sampling error, Test of hypothesis chi square test & goodness of fit.

Unit V: Report writing

Steps of writing research report, Report Layout: Preliminary pages, Main text, End matter, Mechanics of writing research report, Bibliography and references format, Precautions in writing research report.

Recommended books:

- Kothari, C. R., Research Methodology Methods and Techniques, New Age International Publishers, New Delhi, 2nd Edition.

Reference books:

- Paneerselvam, R., Research methodology, PHI Learning Pvt. Ltd., New Delhi, 2009.

- Green, Paul E., Tull, Donald S. and Albaum, Gerald, Research for marketing decisions, Prentice Hall of India Pvt. Ltd., New Delhi
- Saunders, Mark, Lewis, Philip and Thornhill, Adrian, Research methods for business students, Pearson Education, New Delhi
- Krishnaswamy, K.N., Sivakumar, Appa Iyer and Mathirajan, M., Management Research Methodology, Dorling Kindersley (India) Pvt. Ltd., New Delhi, Fourth Impression, 2010

Alabbar School of Management
Raffles University
MBA- SEM II
Human Resource Management (MGTM-203)

Objective

This module introduces the students with the key concepts, theories, tools & techniques of human resource management. The range of concepts that students will be introduced to include philosophy of HRM, human resource planning, job analysis, recruitment & selection, training & development, compensation & labor relation. By the end of the module, students will be fully equipped with the skills & techniques required to plan & manage the human resource in the organization.

Course Credits 4

Contact Hours:48 Hrs

Unit I: Human Resource Management - An Overview

Human Resources Management (HRM): Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal. HRM within organization structure.

Human Resources Development in India: evolution and principles of HRD, HRD vs. Personnel functions, Role of HR managers. Strategic Human Resource Management

Unit II: Human Resource Planning (HRP), Recruitment and Selection

Human resources planning: definition, purposes, processes and limiting factors; human resources information systems (HRIS): personnel records and statistics, the use of information systems in HRM, HR accounting and audit.

Recruitment: recruitment policy, recruitment procedures, job analysis, job description, job specification, recruitment methods, and evaluation.

Selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Unit III: Training & Development, Performance Appraisal and Compensation Administration

Training and development: purpose, methods, and issues in training and management development programs

Performance appraisal: definition, purpose of appraisal, procedures and techniques including 360 Degree Appraisal, the appraisal interview, and follow up

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 IV: Grievance Handling and Industrial Relation

Discipline and grievance procedures: definition, disciplinary procedure model, the other procedures, grievance procedures and interview

Industrial relations: aspect of industrial relations (IR), nature and importance of union-management relations

Unit V: Promotion, Transfer and Separation

Promotion and Transfer: Promotion: purpose, principles and types; Transfer – reason, principles and types.

Separation: retirement, resignation, and termination of contract: layoff and exit interviews. Dealing with the human aspects of terminations: procedures for terminations, counseling, training and notice of dismissal.

Recommended Book

- K. Aswathappa, (2009): Human Resource Management- Text & Cases 5e, India, McGraw Hill.

Reference Books

- Dessler & Varkkey, (2010): Human Resource Management 11e, India, Prentice Hall.
- Decenzo & Robbins, (2006): Fundamentals of Human Resource Management, Wiley.
- Dipak Kr. Bhattacharyya, (2010): Human Resource Management 2e, India, Excel Books.
- Bernardin, (2007): Human Resource Management- An Experimental Approach, India, TATA McGraw Hill.
- Snell & Bohlander, (2008): Human Resource Management, India, South- Western Cengage Learning

Alabbar School of Management
Raffles University
MBA-SEM II
Financial Management (MGTM-204)

Objective

The focus in this paper would be on issues related to finance in the Indian Corporate Sector. The contents are related to the practices observed in Indian Corporate Sector. The objective is to enable and equip the future managers with basic tools for applying financial analysis.

Course Credits 4

Contact Hours 48 Hrs

Unit I:

Introduction to Financial Management

Meaning, objectives and scope, conflicts in profit versus wealth or value maximization principle, Time value of money.

Unit II:

Valuation of Securities and Investment Decisions

Definitions. Types of Securities, Valuations of Bond, Types of Yield associated with Bond, Valuation of Preference share, Valuations of Equity. Capital budgeting techniques-Net Present Value Method, Internal Rate of Return Method. Cost of Capital-equity and debt.

Unit III:

Cost of Capital and capital Structure: cost of individual source of finance, cost of debenture, cost of preference share, cost of equity, cost of Term loan, weighted cost of capital, theory of capital structure, traditional approach, Net income, Net operating Income ,MM approach.

Unit IV:

Risk and Return Calculating risk and return for individual securities, Beta estimation, overview of capital market theory, Characteristic line, Securities market line.

Unit V:

Short term financing, Leverage and Dividend Policy:

Management of Working Capital, Cash management, Inventory Management, Receivables Management, working capital leverage. Leverage- operating, financial and composite leverage, Dividend policy. Graham-Dodd model, Walter Model, Gordon model, MM model.

Reading List

• **Recommended Book**

- I. M. Pandey, (2010): Financial Management, Vikas Publishing House

• **Reference Books**

- M Y Khan & P K Jain, Financial Management- Text, problems and cases, Tata McGraw Hills
- Dr. R. P. Rustagi (2011): Financial Management- Theory, concept and problems, Taxman Publications.

**Alabbar School of Management
Raffles University
MBA Sem-II
Legal Regulatory Frame Work for Business (MGTM-205)**

Objective

‘Ignorantia juris non excusat’ meaning thereby, ‘ignorance of law cannot be excused’. So whether a person is aware of law or not, any violation of law even if unintentional, attracts penal action. It is therefore essential for a businessman to understand the fundamental legal aspects which directly affect the business operations. Some of such ‘must-understand’ legal areas covered in this module include provisions relating to Contracts, Sale of goods and matters associated with the formation and functioning of companies in India.

To provide a fundamental understanding of the various provisions of Indian Contract Act, 1872 Sale of Goods Act, 1930 and Indian Companies Act, 1956 pertaining to Indian business scenario.

Course Credits 4

Contact Hours 48 Hrs

Unit I: Indian Contract Act, 1872-I

Concepts of contracts and agreements: Definition, difference between contract & agreement

Classification of contracts: Classification based on enforceability, Classification based on mode of formation, Classification based on extent of execution.

Proposal & Acceptance: Meaning of proposal, classification, essentials of a valid proposal, Meaning of acceptance, essentials of a valid acceptance

Contractual capacity: Meaning, Minor, Persons of unsound mind, Persons disqualified by law, effects of agreements by persons not possessing contractual capacity.

Unit II: Indian Contract Act, 1872-II

Consideration: Meaning, Essentials of valid consideration

Free consent: Meaning, Coercion, Undue influence, Fraud, Misrepresentation, Mistake

Legality of object & consideration: Circumstances when agreements are deemed to be with unlawful objects & considerations

Void agreements: Meaning, expressly declared void agreements

Unit III: Indian Contract Act, 1872-III

Performance of contract: Meaning, types & effects of performance, Essentials of a valid tender, Persons who can demand performance, Persons who must perform

Discharge of contract: Meaning, Modes of discharge of contract

Breach of contract: Meaning, types of breach of contract, remedies

Quasi contract: Meaning, types of quasi contracts

Contingent contract: Meaning, essentials of valid contingent contract

Unit IV: Sale of Goods Act, 1930

Contract of sale: Meaning, essentials, sale, agreement to sell, differences

Goods: Meaning, types of goods

Conditions & warranties: Meaning and differences, Doctrine of caveat emptor & its exceptions

Passing of property: Rules regarding passing of property in goods from seller to buyer

Delivery: Meaning, types of delivery

Rights of unpaid seller: Rights against the goods, Rights against the buyer

Unit V: Indian Companies Act, 1956

Company: Meaning, features and classification

Formation: Procedure involved in Incorporation of a company

Board of Directors: Meaning, appointment

Constitutional documents: Memorandum of Association, Articles of Association.

Recommended books:

- Tulsian, P C, *Business Law*, Tata McGraw Hill Education Private Limited, New Delhi, 2nd Edition, 2009.
- Garg, Sharad, *Case Laws in Mercantile Law*, Ramesh Book Depot, Jaipur, 2011.
- Kuchhal, M C, *Modern Indian Company Law*, Shree Mahavir Book Depot, New Delhi, 27th Edition, 2012.

Reference books:

- Aggarawal, Rohini, *Mercantile & Commercial Laws*, Taxmann Publications, New Delhi, 2012.
- Majumdar, A K and Kapoor, G K, *Company Law*, Taxmann Publications, New Delhi, 2012.
- Gogna, P P S, *A Text book of Mercantile Law (Commercial Law)*, S Chand, New Delhi

**Alabbar School of Management
Raffles University
MBA Sem-II
Operations Management (MGTM-206)**

Objective

Production/operations management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment. Many companies have experienced a decline in market share as a result of their inability to compete on the basis of product design, cost or quality. Most now agree that world class performance in operations i.e., in product design, manufacturing, engineering and distribution, is essential for competitive success and long term survival.

Course Credits 4
48 Hrs

Contact Hours

Unit-I: Introduction to Operations management

Importance and functions of operation management, types of production system, facilities location, facilities layout and materials handling, Product design and process selection, Types of layout, Analysis and selection of layout-product and process layout, Computer integrated manufacturing system and line balancing ,

Unit-II: Production planning and control,

Introduction, functions aggregate planning and master production scheduling; materials requirement planning. BOM, capacity requirement planning, techniques, problems in MRP and CRP, business process reengineering, TPM ,method study & work measurement.

Unit-III: Materials management

Introduction, meaning, importance and functions; purchasing management; stores management and inventory management, types of inventory, inventory control systems-perpetual, periodic, JIT, KANBAN; quality assurance-six sigma concepts acceptance sampling, statistical quality control; quality movement, quality circles, ISO quality certification and types, maintenance management.

Unit-IV: Operations Research

Introduction, Linear programming –Graphical method ,Trans-shipment, Transportation problems, Assignment model, travelling salesman problems, PERT/CPM ,Inventory model-Game theory

Unit-V: Logistics Management

Introduction to logistics management, significance of logistics, Total distribution concepts, Integrated logistics, Materials handling packaging and transportation system.

Case-special cases on Japanese manufacturing systems.

Recommended book

1. Panneerselvam, Production and Operations Management, Prentice Hall of India, N.Delhi.

Reference books

1. Krajewski Lee J. & Ritman, Larry P.; Operations Management: Strategy & Analysis; 5th edition; Pearson Education; New Delhi; 1999.
2. Chase Richard B., Aquilano, Nicholas J, et al; Production & Operations Management Manufacturing & Services; 8th edition; Tata McGraw Hill., New Delhi; 1999.
3. Adam, Everett E. & Ebert, Ronald J.; Production and Operations Management: Concepts, Models and Behaviour; 5th edition; Prentice Hall of India Private Ltd., New Delhi.
4. Kaizen-[One Small Step Can Change Your Life: The Kaizen Way](#) by [Robert Maurer](#)

Alabbar School of Management
Raffles University
MBA- Sem II
Quantitative Techniques for Managers (MGTB-207)

Course Objectives

To make better decisions in complex scenarios by the application of a set of advanced analytical methods. It couples theories, results and theorems of mathematics, statistics and probability with its own theories and algorithms for problem solving.

Course Credit: 4

Contact Hours: 48Hrs

UNIT I

Operations Research Introduction :- Introduction, Historical Background, Scope of Operations Research , Phases of Operations Research, Types of Operations Research Models, Limitations of Operations Research

UNIT II

Linear Programming Problem & Transportation Problem Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality. Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method, Maximization Transportation Problem

UNIT III

Assignment model & Game Theory Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

UNIT IV

Sequencing & Queuing Theory Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

UNIT V

Replacement Problem & Project Management Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for

drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

TEXT BOOK

1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition)

REFERENCE BOOKS:

- 1) Apte-Operation Research and Quantitative Techniques (Excel Books)
- 2) S Kalawathy-Operation Research (VikasIVth Edition)
- 3) Natarajan- Operation Research(Pearson)
- 4) Singh & Kumar—Operation Research(UDH Publisher edition 2013)
- 5) TahaHamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
- 6) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 7) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

Alabbar School of Management
Raffles University
MBA- Sem II
MARKETING MANAGEMENT - II (MGTM-208)

Course Objectives:

- Understand basics of marketing mix.
- Develop effective understanding on product and brand management.
- Develop effective understanding on pricing and distribution management.
- Understand Promotion Management and develop promotion strategies
- Ability to understand Recent Trends in Marketing, Rural Marketing, Digital and Mobile Marketing,. Customer Relationship Management

Course Credit: 4

Contact Hours: 48 Hrs

UNIT-I

Concept of Marketing Mix: Introduction, Traditional Marketing Mix 4Ps, and 4Cs', Service Marketing Mix, Developing of an Effective Marketing Mix, Managing and Designing Marketing Mix.

UNIT-II

Product Management: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Mix Strategies, Product Line Strategies, Packaging and Labeling, New Product Development Process, Why new products fail, Adoption Process, Diffusion of Innovation, Product Life Cycle (PLC) Brand Management: Meaning, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Portfolio (8hrs)

UNIT -III

Pricing: Introduction, Factors Affecting Price Decisions, Pricing Process, Pricing Strategies, Initiating and Responding to the Price Changes. (7hrs) Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Retailing Meaning, Types, Wholesaling- Meaning, Types, Multi Channel Marketing, Vertical and Horizontal Marketing System.

UNIT- IV

Promotion Management-: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Promotion Mix, Advertising- Meaning, Objectives, Advertising Budget Fundamentals of Sales Promotion, Public Relations, Direct Marketing,

UNIT-V

Recent Trends in Marketing- Rural Marketing- Meaning, Characteristics of Rural Market. Digital and Mobile Marketing Meaning & types, Customer Relationship Management: Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management .

Recommended book:

- Kotler, Philip; Armstrong, Gary; Agnihotri, Prafulla and Haque, Ehsan Ul., *Principles of Marketing A South Asian Perspective*, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 13th Edition.

Reference books:

- Panda, Tapan K, *Marketing Management Text and Cases*, Excel Books, New Delhi, 2nd Edition.
- Ramaswamy, V.S. and Namakumari, S, *Marketing management Global perspective Indian Context*, Macmillan Publishers India Ltd., New Delhi, 4th Edition, 2009.