

**MBA: Semester-II****Paper MGTM-201: BUSINESS ENVIRONMENT****Duration: 3Hrs.****Marks: 100****Credits: 4****Objectives**

- The basic objective of this course is to familiarize the participants with various factors affecting the performance of an organization.
- To give students a brief understanding of various controllable as well as uncontrollable aspects of Business.
- The forces like the economic, social, political and cultural environment of India and their impact on business operations.
- This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1:	Be alert and aware about the various Internal as well as external factors which may impact the business as a whole in the long run.
CO2:	Learn the various legal aspects of a business developed by the government and industry experts to help a business to abide by the laws and remain a sincere contributor to the economy of the country.
CO3:	Understand the various social and demographic factors and their importance from a business perspective.
CO4:	Learn the fiscal factors involved and responsible for the benefit of the business as well as the economy of the country.
CO5:	Learn the various dimensions, laws and code of conduct to go global and continue in the growth of the business.

**Curriculum**

**Unit I: An Overview of Business Environment**

Type of Environment-Internal, External, Micro and Macro Environment, Competitive Structure of Industries, Environmental Analysis and Strategic 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 & Legal Environment**

Industrial policy 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 and fiscal policies, liquidity and interest rate environment. Overall structure and trends of taxation; direct taxes; recommendations of the 10<sup>th</sup> plan advisory Group; Kelkar Committee Recommendations, indirect taxes - Kelkar Committee Recommendations; fiscal deficit and its management, 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.

## MBA: Semester-II

### Paper MGTM-202: RESEARCH METHODOLOGY

#### Course Objective

- To familiarize participants with basic of research and the research process.
- To enable the participants in conducting research work and formulating research synopsis and report.
- To familiarize participants with Statistical packages such as SPSS/EXCEL.
- To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the business/Research problem.
- To learn skills and techniques of compiling reports of a research or project.

#### Course Learning Outcomes

After completing the course, the student shall be able to:

CO1:	Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
CO2:	Have basic knowledge on qualitative research techniques.
CO3:	Have adequate knowledge on measurement & scaling techniques as well as quantitative data analysis.
CO4:	Have basic awareness of data analysis-and hypothesis testing procedures
CO5:	Learn skills and techniques of compiling reports of a research or project.

#### Course Contents

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.

## Curriculum

### 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, 2<sup>nd</sup> 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

**MBA: Semester-II****Paper MGTM-203: HUMAN RESOURCE MANAGEMENT****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.

**Curriculum****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

## **MBA: Semester-II**

### **Paper MGTM-204: FINANCIAL MANAGEMENT**

#### **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.

#### **Curriculum**

##### **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.Grahm-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.



**MBA: Semester-II****Paper MGTM-205: MARKETING MANAGEMENT****Objective**

- The course introduces the students to one of the most vibrant and important area of business, Marketing.
- The students will be introduced to a wide range of marketing theories and concepts.
- Here, students will explore the various functional areas of marketing management.
- The course provides an opportunity to the students to explore and relate the conceptual and applied learning of the subject to the real market situations.

**Course Learning Outcomes**

After completing the course, the student shall be able to:

CO1:	Learn the origin and development of marketing and they will become familiar with the various concepts of marketing being used in business of all kind.
CO2:	Understand the most important aspect in marketing, Consumer. And their reaction and responses in different situations and how as a marketer one should exploit this as an opportunity.
CO3:	Learn the various contributions of research in the area of marketing.
CO4:	Learn the step by step process of designing the marketing strategy.
CO5:	Get a thorough understanding of how a product is developed from the idea to commercialisation and various related concepts to establish this product in the target market.

**Curriculum****Unit-I: Introduction to Marketing**

- Marketing defined, Marketing process, Core marketing concepts (Need, want, demand, market offering, marketing myopia, Markets), Marketing Management orientations (Production, Product, Selling, Marketing, Societal marketing), Marketing vs. Selling, Marketing mix (4 P's of marketing).

- Marketing environment, Internal environment, External environment, Micro environment, Macro environment and their impact or influences on marketing decisions.

#### **Unit-II: Consumer behaviour**

- Introduction to Consumer buying behavior, Buyer Vs Consumer , factors influencing the Consumer buying behavior
- Classification of CB ( High & Low involvement ) Dissonance reducing Buying Behavior, Habitual Behavior, Complex Buying Behavior, Variety Seeking Buying Behavior, Impulse Behavior, Buying Decision process, Stimulus Response model.

#### **Unit-III: Market research & Customer oriented marketing**

- Marketing information system, Sources of customer related information
- Marketing research, Concepts, Steps of marketing research process
- Customer oriented marketing: Market segmentation, bases of market segmentation, patterns of segmentation, Targeting, Differentiation & Positioning, positioning maps
- Strategic Marketing plan: Contents of a structured marketing plan

#### **Unit-IV: Segmentation, Targeting and Positioning:**

- Introduction to STP, STP Process, *Requirement for Effective Segmentation, Bases for Segmenting Consumer Markets, Steps in STP, Segmentation Strategy.*
- *Market Targeting (developing selection criteria)*, Types of Market Targeting, Targeting Strategy,
- Positioning, Positioning for Competitive Advantage , Steps & Positioning Strategy.

#### **Unit-V: NPD & Marketing Mix**

- Product life cycle & strategies, BCG Matrix , SWOC Analysis , Porters five force Model.
- **Product:** Introduction to Product , Level of the product , New product development , Product mix & strategies.
- **Price:** pricing objectives, selection of pricing policy, approaches to price adjustment, pricing strategies.
- **Distribution:** Channel Management & Distribution methods.
- **Promotion:** Promotion mix , Promotion strategies.

#### **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, 13<sup>th</sup> Edition.

#### **Reference books:**

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

## **MBA: Semester-II**

### **Paper MGTM-206: OPERATIONS MANAGEMENT**

#### **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.

#### **Curriculum**

##### **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; 5<sup>th</sup> 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](#)

**MBA: Semester-II****Paper MGTM-207: INTERNATIONAL BUSINESS****Objective**

- To get the knowledge of the business ramifications of Globalization.
- To understand the meaning and rationale of Globalization
- To get an awareness about the international orientations and stages of Globalization
- To have a detailed knowledge about the environment of international business
- To examine the significance of economic, political, socio-cultural, demographic, natural and technological factors for international business.
- To get an idea of the trade strategies and their implications for international business
- To get an understanding of the tariff and non-tariff barriers to trade
- To get an overview of Multilateral Trade Negotiations
- To understand the functions, role, functions and impact of GATT and WTO
- To get an overall idea of the WTO Agreements.
- To get an overall knowledge about the concepts such as International Corporation, Multinational Corporation, Global Corporation and Transnational Corporation.
- To know the elements of the Code of Conduct for MNC's
- To understand the types of foreign investment
- To get an idea about the theories of foreign investment and factors affecting Foreign direct investment and Portfolio investment.

**Curriculum****Unit I: International Business Environment**

Introduction, Concept, Scope, Trends, Challenges and Opportunities; Globalization - Forces, Meaning, dimensions and stages in Globalization - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckscher, Firm Specific Theories like Product Life Cycle Theory by Raymond Vernon and the Porter's Competitive Advantage Theory by Porter - Trading Environment of International Trade - Tariff and Non-tariff Barriers - Trade Blocks – Forms of Integration like Free Trade Area, Customs Union, Common Market, Economic Union and Economic Integration-NAFTA, SAPTA, SAARC, Indo-Lanka Free Trade Agreement, India-Singapore CECA- Rise of new economies like Japan, South East Asia and China (with comparison to India)

**Unit II: International Economic Institutions and Agreements**

General Agreement on Trade and Tariffs (GATT), The Uruguay Round, WTO (Seattle & Doha and Hongkong round of talks), Agreement on Textiles and Clothing (ATC), TRIPS, TRIMS, GATS- Dispute Settlement IMF, Asian Bank, World Bank, IBRD, IFC, IDA, UNCTAD, ILO, WIPO, UNIDO- GSP, GSTP and other International agreements and strategic alliances; International Commodity Trading and Agreements.

**Unit III: Multinational Corporations and Foreign Direct Investment**

Nature of Multinational Corporations; MNC's and International Trade; Dominance of MNC's; India's Presence; Goals of MNC's; Fundamental Goals of Host Governments; Defenders and Critics of MNCs; In Defense of MNC's Foreign investments - Introduction, Patterns, Structure, Issues and Effects; Types of Foreign Investment-like FDI and Portfolio Investments; Theories of

International Investments; FDI AND Production Linkages; Foreign Investment in India; Foreign Investment by Indian Companies; Cross-Border Mergers and Acquisitions

**Unit IV: International Financial Environment**

Financial Markets and Instruments - Introduction to Export and Import Finance - Methods of payment in International Trade – International Trade Financing- Institutional Finance for Trade- EXIM Bank-Forfaiting- Balance of Trade and Balance of Payments- Components of balance of payments- balance of payment disequilibrium and correction of disequilibrium-Financing of BOP deficit.

**Unit V: Emerging Developments and Other Issues**

Globalization and internal reform process - India's competitive advantage in industries like IT, pharmaceuticals, Steel, Textiles, Gems and Jewelry etc. – Potential Opportunities and threats

**Recommended books:**

- International Business by Hill and Jain, Sixth Edition Published by Tata McGraw Hill, New Delhi
- International Business by K Aswathappa, 4<sup>th</sup> Edition published by Tata McGraw Hill, New Delhi

**Reference books:**

- International Business by Justin Paul, 4<sup>th</sup> Edition published by Prentice Hall of India, New Delhi
- International Business-Text and Cases by Francis Cherunilam, 4<sup>th</sup> Edition, Published by Prentice Hall of India