

PROGRAMME GUIDE

MASTER IN BUSINESS ADMINISTRATION (MBA)

- Scheme of Examination
- Detailed Syllabus



DR. C.V.RAMAN UNIVERSITY

MASTER IN BUSINESS ADMINISTRATION (MBA)

Duration - 24 Months (2 Years)

SCHEME OF EXAMINATION

Eligibility - Graduation in any discipline

Course Code	Name of the Course	Credit	Total Marks	Theory		Practical Marks		Assignments	
				Max	Min	Max	Min	Max	Min
Semester-I (Compulsory Papers)									
1MBA1	Management Process and Organizational Behavior	2	100	70	28	-	-	30	12
1MBA2	Quantitative Method	2	100	70	28	-	-	30	12
1MBA3	Managerial Economics	2	100	70	28	-	-	30	12
1MBA4	Environment Analysis and Management	2	100	70	28	-	-	30	12
1MBA5	Managerial Skill Development	2	100	70	28	-	-	30	12
1MBA6	Accounting for Managers	2	100	70	28	-	-	30	12
1MBA7	Computer Application for Managers	2	150	70	28	50	20	30	12
1MBA8	Business ethics & CSR	2	100	70	28	-	-	30	12
Total		16	850	560	224	50	20	240	96
Semester-II Compulsory Papers									
2MBA1	Business policy and Strategic analysis	2	100	70	28	-	-	30	12
2MBA2	Management science	2	100	70	28	-	-	30	12
2MBA3	Human Resource Management	2	100	70	28	-	-	30	12
2MBA4	Financial Management	2	100	70	28	-	-	30	12
2MBA5	Marketing Management	2	100	70	28	-	-	30	12
2MBA6	Production & operation Management	2	100	70	28	-	-	30	12
2MBA7	Research Methodology	2	100	70	28	-	-	30	12
2MBA8	International Business	2	100	70	28	-	-	30	12
Total		16	800	560	224	-	-	240	96
SEMSTER-III									
3MBA1	Business legislation	2	100	70	28	-	-	30	12
3MBA2	Group 1 - Paper I	2	100	70	28	-	-	30	12
3MBA3	Group 1 - Paper II	2	100	70	28	-	-	30	12
3MBA4	Group 1 - Paper III	2	100	70	28	-	-	30	12
3MBA5	Group 2 - Paper I	2	100	70	28	-	-	30	12
3MBA6	Group 2 - Paper II	2	100	70	28	-	-	30	12
3MBA7	Group 2 - Paper III	2	100	70	28	-	-	30	12
3MBA8	Summer Training Project & Viva	2	200	-	-	-	80	-	-
Total		16	900	490	196	-	-	210	84
SEMSTER-IV									
4MBA1	MIS & Decision Support System	2	100	70	28	-	-	30	12
4MBA2	Group 1 - Paper IV	2	100	70	28	-	-	30	12
4MBA3	Group 1 - Paper V	2	100	70	28	-	-	30	12
4MBA4	Group 1 - Paper VI	2	100	70	28	-	-	30	12
4MBA5	Group 2 - Paper IV	2	100	70	28	-	-	30	12
4MBA6	Group 2 - Paper V	2	100	70	28	-	-	30	12
4MBA7	Group 2 - Paper IV	2	100	70	28	-	-	30	12
4MBA8	Final Project & Viva	2	200	-	-	-	80	-	-
Total		16	900	490	196	-	-	210	84

Evaluation Scheme

1. 40% in each theory, practical, project, dissertation & internal assessment
2. 40% Aggregate marks to pass

SPECIALIZATION

Marketing Group

3MBA2	3MBA5	Consumer Behaviour
3MBA3	3MBA6	Advertisement & Sales Promotion
3MBA4	3MBA7	Service Marketing
4MBA2	4MBA5	CRM & Sales Management
4MBA3	4MBA6	International Marketing
4MBA4	4MBA7	Retail & Rural Marketing

HR Group

3MBA2	3MBA5	Management Training and Development
3MBA3	3MBA6	Human Resource Planning and Development
3MBA4	3MBA7	Legal Framework Governing Human Relation
4MBA2	4MBA5	Management of Industrial Relations
4MBA3	4MBA6	Organizational Change and Intervention Strategies
4MBA4	4MBA7	International Human Resource Management

Finance Group

3MBA2	3MBA5	Security Analysis and Portfolio Management
3MBA3	3MBA6	Tax Management & Planning
3MBA4	3MBA7	Financial Institution & Services
4MBA2	4MBA5	Working Capital Management
4MBA3	4MBA6	Financial Derivatives
4MBA4	4MBA7	Banking & Finance

Information Technology Group

3MBA2	3MBA5	Business Process Reengineering
3MBA3	3MBA6	System Analysis And Design
3MBA4	3MBA7	Database Management System
4MBA2	4MBA5	Innovation And Technology Management
4MBA3	4MBA6	E-Commerce
4MBA4	4MBA7	Cyber Law

DETAILED SYLLABUS

SEMESTER – I

1MBA1-MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

UNIT I

Management Systems and Process, Introduction, Definition, & Nature of Management, Management – A science and an Art, Management vs Administration, Functions of Management, Significance of Management. **Evolution of Management Thoughts**, Introduction, Approaches to Management, Classical Theory, Scientific Management Approach, Leading Management Thinkers. **Managerial Skills**, Introduction, Levels of Management, Managerial Skills, Job of a Manager, Managerial Roles. **Social Responsibility of Management**, Social Objectives and Obligations, Social Responsibilities of Management in India.

UNIT II

Understanding and Managing Individual Behaviour, Introduction, Models of Organizational Behaviour, McGregor's XY Theory, Immaturity-Maturity Theory, Mayo's Social Man, Schein's Rational and Complex Man, Theory Z : A Hybrid Model. **Personality**: Personality, Trait Theories, The Development of Personality and Socialization,

UNIT III

Perception – Perceptual Process and Managerial Implications of Perception, The Role of Perception, Characteristics of the Person, Situational Processes, Managerial Implications of Perception. **Values and Attitudes**, Introduction, Types & Sources, Values and Corporate Culture, Attitudes, Measurement of Attitude, Job Satisfaction. **Learning**, Introduction, Nature & Theories of Learning, Strategies of Reinforcement, Use of Reinforcement Theory in Behaviour Modification (OB Mod). **Individual Decision Making and Problem Solving**: Importance, Types & Models of decision-making, Dynamics of Decision-making.

UNIT IV

Understanding and Managing Group Processes, Introduction, Formal & Informal Organization, Group Dynamics, Work Teams: Definition, Types, and Effectiveness, Quality Circle, Team building. **Interpersonal and Group Behaviour**, Interpersonal Skills, Transactional Analysis, Johari Window, Nature of Groups, Reasons for Group Formation. **Leadership – Its Approaches and Styles**, Introduction, Definitions, Leader Traits, Leader Behaviour, Leadership Styles, Vroom, Yetton, and Jago's Normative Decision Model of Leadership, Leader Decision-making Style, Emerging Leadership Theories. **Motivation Concepts and its Theories**, Introduction, Theories of Motivation, Motivation in Practice.

UNIT V

Meaning and Determinants of Organizational Behaviour: Definition, Historical Roots of Organizational Behaviour, The Emergence of Organizational Behaviour, **Organizing and Organizational Structure Line and Staff Conflicts**, Introduction, Organization Structure, Principles of Organization, Span of Management, Organization Charts, Authority Relationships: Line, Staff and Functional, Forms of Organization Structure. **Work Stress and Stress Management**, Introduction, Defining Stress, Factors that produce stress, Coping Strategies Stress-management Techniques, A Holistic Wellness Model. **Organizational Conflicts and its Dimensions**, Introduction, The Conflict Process, Sources of Conflict, Types, Symptoms & Causes of Conflict, Final Words on Negotiation,

1MBA2-QUANTITATIVE METHOD

UNIT I

Basic Quantitative Methods : Introduction, Measure of Central Tendency, Mean, Median (MD), Mode, Correlation, Linear Simple Correlation, Regression, Index Number.

Probability Distributions - Concept of Probability, Bayes Theorem or Inverse Probability Rule, Random Variables, Mean and Variance of a Random Variable, Expected Value, Expected Value with Perfect Information (EVPI), Poisson, Hypergeometric Distribution, Normal Distribution, Joint Probability Distribution .

UNIT II

Sampling and Sampling Distributions - Types of Sampling, Sampling Distribution, Sampling from Normal and Non-normal Populations, Central Limit Theorem, Determination of Sample Size, Finite Population Multiplier, Sampling Distribution of Number of Successes .

Estimation, Estimator or Point Estimation, Interval Estimation .

Testing of Hypotheses - Basic Concept of Hypothesis, One Sample Tests, Hypotheses Testing of Means when Population Standard Deviation is Known, Hypotheses Testing of Means when Population Standard Deviation is Unknown, Hypothesis Testing of Proportions for Large Samples and Difference in Proportions, Two Sample Tests for Equality of Means for Large and Small Samples.

Chi Square, Chi-Square Test of Independence, The Student's T-Distribution, Snedecor's F-Distribution, Chi-Square Test, Practical in Excel Solver SPSS .

UNIT III

Analysis of Variance - Nature of the Test Statistic, Testing the Significance of Regression using Analysis of Variance, Test for Difference among more than Two Samples, Inference about a Population Variance, Inferences for Comparing Two Population Variances, One Way Analysis of Variance Practical in Excel Solver, Two Way Analysis of Variance Practical in Excel Solver .

Non Parametric Methods - The Matched-Pairs Sign Test, Wilcoxon Matched-Pairs Signed Rank-Sum Test, Mann Whitney Wilcoxon Test, The Kruskal-Wallis Test, The Runs Test for Randomness .

UNIT IV

Simple Regression and Correlation - Types of Relationships, Estimation using the Regression Line, Mean and Variance of 'e_i' Values, Definition of Correlation, Regression and Correlation Analysis .

Time Series and Forecasting - Variations in Time Series, Trend Analysis, Time Series Analysis in Forecasting .

Decision Theories - Decision Analysis, Expected Value Criterion with Continuously Distributed Random Variables, Decision Tree Analysis .

UNIT V

Linear Programming, Transportation and Assignment Problems - Formulation of Linear Programming Problem, Summary of Graphical Method, Formulation of transportation, Assignment Problems,

1MBA3-MANAGERIAL ECONOMICS

UNIT I

Managerial Economics: An Overview - Nature of Managerial Economics, Scope of Managerial Economics, Concepts of Managerial Economics, Fundamental Nature of Managerial Economics, Appropriate Definitions, Basic Characteristics, Theoretical Concepts of Managerial Economics, Role of the Managerial Economist.

UNIT II

Demand Analysis - Concept of Demand, Elasticity: Meaning, Elasticities in Managerial Decision-making, Demand Forecasting.

Production Analysis - Production Process, Change in Input Prices, Empirical Production Functions.

Cost Analysis - Cost Concepts, Cost-output Functions, Economies of Scale.

Application of Cost Analysis - Break-even Analysis: Cost-Volume-Profit, Cost Functions: Empirical Determination.

UNIT III

Price-output and Market Structure - Theory of Pricing, Various Forms of Market Structures, Equilibrium of a Firm, Price Determination, Equilibrium between Demand and Supply, Pricing and Output Decisions under Perfect Competition and Monopoly .

Pricing Strategies - Multi Product Pricing, Price Discrimination.

UNIT IV

Investment Decisions - Meaning of Investment, Investment Alternatives available for a Household, Desirable Attributes of Investments, Meaning and Significance of Capital Budgeting, Techniques or Methods of Investment Evaluation .

Public Investment Decisions - Public Investment Decisions, Risk, Risk and the Investment Decisions .

UNIT V

Firm – Objectives and Constraints - Main Objectives of the Firm, Theories of the Firm, Value Maximization, Firm's Constraints.

Advertising - Advertising in Managerial Economics, The Optimal Level of Advertising Expenditure, Economic Effects of Advertising.

Welfare Economics - General Equilibrium, Utility Analysis, Pareto Optimality: Alternative Approach, Criteria for Welfare Judgements,

1MBA4-ENVIRONMENT ANALYSIS AND MANAGEMENT

UNIT I

Introduction, Sustainable Development, Other Fundamentals, Study of Environmental Management In Management Schools, Review Questions. **Realm of Ecology**, Ecology, Definitions, Selected Concepts of Ecology, Industrial Ecology, Review Questions.

UNIT II

Background to International Efforts for Environmental Protection, Introduction, World Commission on Environment and Development, Regional Efforts, Earth Summit 1992, Review Questions.

UNIT III

India's Efforts for Environmental Protection and Public Policy, Introduction, National Committee on Environment Planning, Environment Protection Act, **Environment Problems** - Introduction, Global Warming, Effects of Global Warming,, Ozone Depletion, The Montreal Protocol, Montreal Protocol Amended,

UNIT IV

Environmental Management System, Introduction, Terminology, ISO 14000 (Series)
Environmental Clearance for Establishing and Operating, Industries in India*, Key Functions of the Government Agencies, Procedure for Establishing and Operating an Industrial Unit in India,

UNIT V

Business - Accounting - Economy, Introduction, Promotion of Sustainable Development, Globalization, Use of Economic Instruments/Price Mechanisms, Environmental Taxes, Trade GATT - WTO, Eco-labelling, Green Funds,

1MBA5-MANAGERIAL SKILL DEVELOPMENT

UNIT I

Communication: Its Meaning Objectives and Models, Scope of Communicating Programme, Functions of Communication, Characteristics/Nature/Features or Elements of Communication, Qualities of good communication system, Process of Communication.

UNIT II

Channels of Communication: Formal Vs Informal, Features of Informal Communication, Advantages of Informal Communication, Disadvantages of Informal Communication, How to use Grapevine Effectively.

UNIT III

Barriers of Communication, Semantic of Language Barriers, Organizational Barriers, Personal Barriers, Overcoming Communication Barriers.

UNIT IV

Effective Listening, Importance of Listening, Process of Listening, Types of Listening, Barriers to Listening, Effective Listening/How to Improve Listening Skill, Importance of Feedback in Listening.

UNIT V

Business Letter Writing, Importance of Business Letter Writing, Objects/Need of Business Letter, Physical Appearance of Business Letters, Types of Business Letters, Essential of an Effective Business Letter, Functions and Objects of a commercial letter functions of a commercial letter, Qualities of a good Letter writer, Layout or structure of a business letter.

1MBA6-ACCOUNTING FOR MANAGERS

UNIT I

Basics of Accounting, Meaning, Process of Accounting, System of Accounting. **Basic Accounting Principles**, **Classification of Accounts**, Personal Account, Real Account, Nominal Accounts. **Accounting Process**, Transactions in between the Real A/c, Journal Entries in between the Accounts of two different Categories, Accounting Equation. **Basics of Cost Accounting**, Meaning of Cost Accounting, Cost Classification, Costing Concepts. **Cost Sheet**, Direct Cost Classification, Indirect Cost Classification, Stock of Raw Materials, Stock of Semi-finished Goods, Stock of Finished Goods.

UNIT II

Corporate Financial Statements, Types & Nature of Financial Statements, Attributes & Uses of Financial Statements, Limitations of Financial Statements.

Classification of Expenditure/Receipts, Capital and Revenue Expenditures, Capital and Revenue Receipts, Cost of Goods Sold.

Tools of Financial Statement Analysis, Concepts, Objectives, Tools for Analysis and Interpretation,

Comparative Financial Statements, Comparative (Income) Financial Statement Analysis, Comparative Common-size Statement, Trend Analysis.

UNIT III

Ratio Analysis, Definition, Classification, Purposes & Utility of the Ratio Analysis, Limitations of the Ratio Analysis, Short-term Solvency Ratios, Capital Structure Ratios, Profitability Ratios, Return on Assets Ratio, Return on Capital Employed, Turnover Ratios, DU PONT Analysis, **Fund Flow Statement**, Meaning & Objectives of Fund Flow Statement, Analysis, Steps, Schedule of Changes in Working Capital, **Methods of Fund Flow Statement**, Methods of Preparing Fund from Operations, Advantages & Limitations of Fund Flow Statement, **Cash**

Flow Statement, Meaning & Utility of Cash Flow Statement, Steps in the Preparation of Cash Flow Statement,

UNIT IV

Cost Control Techniques, Standard Costing and Variance Analysis, Definition and Meaning of Standard Costing, Standard Costing System, Concept of Variance Analysis, Classification of Variances, **Responsibility Accounting**, Responsibility Centers, Controllability Concept, Accounting Concepts, Advantages and Disadvantages of Responsibility Accounting.

UNIT V

Management Applications, Definition & Importance of Marginal Costing, Cost-Volume-Profit (CVP) Analysis, Break-even Analysis, Application of Cost Volume Profit Analysis, Pricing Decisions, Methods of Pricing, **Activity-based and Target-based Costing**, Concept of Activity-based Costing, Target Costing, **Contemporary Issues in Management Accounting**, Life Cycle Costing, Quality Costing, Kaizen Costing, Throughput Costing, Backflush Costing.

1MBA7-COMPUTER APPLICATION FOR MANAGERS

UNIT I

INTRODUCTION TO COMPUTER, What is a Computer?, A Simple Model of a Computer, Characteristics of Computers, Classification of Computers, Architecture of a Computer System, Computers in Business, Facilities Available in Computerized System, Indian Computing Environment, Components of Computer System, The Computer Generations, Computer Languages, Language Translators,

UNIT II

SOFTWARE PACKAGES, Personal Computers in Business, PC Software Packages, Disk Operating System, Windows Operating System,

UNIT III

WORD PROCESSING SOFTWARES, Word Processor, MS Word 2003, Starting MS-Word, Working with Menus,

Word spreadsheet software, microsoft excel 2003, how to start microsoft excel 2003?, a sample session with excel 2003, data entry and editing, range operations, working with worksheets, database functions in spreadsheet,

UNIT IV

MANAGERIAL APPLICATIONS OF COMPUTER, Managerial Applications of Computers, Computer and Management Functions, Computer based Financial Accounting System, Computer based Inventory System, Inventory Control System, Computers and Inventory,

UNIT V

MANAGEMENT INFORMATION SYSTEM, What is an Information System?, The Need for Information Systems, Digital Convergence, Change in Business Environment, Information and Knowledge Economy, Contemporary Approach to Information System, Information System Management Challenges, Ethical and Societal Issues of Information System.

1MBA8-BUSINESS ETHICS & CSR

UNIT I

BUSINESS ETHICS, Introduction, Concept of Business Ethics, Overview of Business Ethics, Factors affecting Business Ethics, Objectives of Business Ethics, Source of Business Ethics, Morality and Etiquette, Morality and Religion, Morality and Law, Moral Duty, Right and

Obligation, Theory of Distributive Justice, Business Ethics in Practice, Attitude of Indian Managers towards Business Ethics.

UNIT II

PHILOSOPHICAL FOUNDATION OF ETHICS, Introduction, Customary Morality and Reflective Morality, Ethical Relativism, Normative Ethical System, Ethics Issues in Different Spheres, Egoism, Utilitarianism, Ethical Formalization, Theoretical Normative Ethics, **BUSINESS AND SOCIETY** , Introduction, Social Orientation of Business, Social Responsibility of Business, Social Responsibility and Social Responsiveness, Gandhian Philosophy of Wealth Management, Social Audit, Corporate Social Performance.

UNIT III

VALUES AND WORK, Introduction, Characteristics of Values, Types of Values, Importance of Values, Difference between Values and Skills, Managing Leadership Values, Corporate Values, Business Culture and Values, Human Values for TQM, Quality Leadership, Indian Ethos for Management, Work Ethics, Work Culture, Corporate Culture.

UNIT IV

ETHICS AT WORK PLACE, Introduction, Ethics at Work Place, Personal Values and Organizational Goals, Organizational Norms and Conformity, Ethics and Decision Making, Ethical Dilemma, Ethics and Human Resource Management, Ethics and Marketing, Consumerism, Ethics and Advertising, Marketing Research, Price Fixation, Marketing Strategies, Ethics and Corporate Governance, Corporate Disclosure, Ethics, Technology and Computers, Intellectual Property Rights, Ethics and Environment, Sexual Harassment

UNIT V

ETHICS AND CORPORATE CULTURE, Introduction, Measures to Encourage Ethical Conduct and Institutionalize Ethics Training, Code of Conduct, Formal Committees, Ethics Audit, Professional Values and Professional Codes, Managing Ethical Conduct in Modern Times, **SOCIAL AND ECONOMIC ISSUES**, Introduction, Adaptation to Changing Environment, Economic Growth and Change Areas, Emerging Opportunities in Various Sectors, Management Practices and Cultural Issues, Global Political Situation, Global Competitive Environment, Internal Scene in India, .

SECOND SEMESTER

2MBA1-BUSINESS POLICY AND STRATEGIC ANALYSIS

UNIT I

Strategic Management: An Introduction, Origin of Strategy and Strategic Management, Need for Strategies and Strategic Management, Strategic Management Process, Challenge of Strategic Management, Competitive Advantage, Resource-based Model, Stakeholders in the Process, Strategic Intent. **Vision and Mission**, Communicating Vision and Mission, Setting Objectives, Need for Objectives at all Management Levels, Developing the Strategy, Aligning Performance with Objectives. **Concept of Synergy and its Relevance to Strategy**, Business Definition, Objectives and Goals, Social Responsibility.

UNIT II

Understanding External Environment, External Environmental Analysis, Global Effect, Industry Environment Analysis, Determining Industry Attractiveness, Strategic Groups, Competitor Analysis. **Analysis of Internal Environment**, Internal Analysis Framework,

Resources, Capabilities and Core Competencies, Building Core Competencies, Outsourcing, Corporate Strategy, TWOS Analysis, Diversification Strategies, Restructuring, Cooperative Strategies, **Generic Tools of Analysis**, Decision Trees, Issue Trees, Profit Trees, SWOT Analysis, PESTLE Analysis, Case Analysis, Portfolio & Other Analytical Models.

UNIT III

Implementing Strategic Management, Role of Strategic Leadership in Implementation, Effective Strategic Leadership, Teams as an Organizational Resource, Aligning Organizational Capabilities, Innovation, **Implementing Business-level Strategy**, Types of Business-level Strategy, Implementing Functional Strategies, Role of the Budget, Strategic Evaluation and Control, Strategic Audit. **Operational Strategy**, Formulating Operations Strategy, Product-service Mix (What to Produce?), Capacity Planning (How many to Produce?), Technology and Facilities Planning (How to Produce?), TQM Tools and Techniques, **Financial Strategy**, Procurement of Funds, Utilisation of Funds, Financial Ratio Analysis, Financial Strategy and Competitive Advantage, **Marketing Strategy**, Market Segmentation, Product Positioning, Product Strategies, Product Life Cycle Concept, Pricing Strategies, Distribution and Promotion Strategies, **Human Resource Strategy**, Human Resource Strategy, Personnel Policies, Human Resource Planning, Recruitment, Selection, Placement, Induction/Orientation, Training and Development, Performance Appraisal .

UNIT IV

Levels of Strategy, Levels of Strategies, Characteristics of Different Levels of Strategies, **Scanning Environments for Threats and Opportunities**, Analysing Internal Weaknesses and Strengths, Developing Vision, Mission, Corporate Values and Objectives, Generating Strategic Options, Evaluating and Selecting Overall Strategy, Implementing Strategy, Business Environment Analysis, **Variables in Competitive Environments**, Critical Success Variables in Competitive Environments, Internal Resource Analysis, Control over Resources, Value Chain Analysis. **Cost and Value Drivers**, Total Value Chain, Importance of Linkages in the Value Chain, Role of Information/Communication Technology in Reinforcing Value Chain, Management of Value Chain,

UNIT V

Analysis of Skills and Competence, Concept of Core Competencies, Resources, Capabilities, Understanding Core Competencies, Characteristics of Core Competencies, Tests for Core Competencies, Mapping Stakeholders' Expectations, Stakeholders in a Corporation, Identifying Stakeholders, Mapping Stakeholders, Sources of Power of Internal Stakeholders, Sources of Power of External Stakeholders.

2MBA2-MANAGEMENT SCIENCE

UNIT I

Introduction to Operation Research: Introduction, Background, Meaning, Features phase, Outlines, Scope,, & Development of OR in India, **Mathematics for Operation Research:** Introduction, Random variables, Probability Distribution- Discrete & Contineous, Vectors, matrices, Calculus Differentation,

UNIT II

Linear Programing (Graphical): Introduction, Formulation of problems, Graphical analysis, Graphical problems of Two variable problems, Graphical solution of unbounded solution, Advantages & limitations of Graphical Solutions, **Linear Programing (Simplex):** Introduction, formulation of problems, Slack, Surplus & Artificial variables, Theory of Simplex Method, Two-phase method & Big M Method, Multiple unbound solutions, Degeneracy in simplex method, Duality in LP, Sensitivity

UNIT III

Transportation Models: Introduction Assumptions, mathematical formulations, matrix form of problem, basic feasible solution- NW corner rule, Matrix minimum method, VAM method, Optimum Solution- Stepping stone method, MODI method, Unbalanced problem, Degenerate problem, Transshipment problem, **Assignment Problem:** Introduction, Formulation, Optimal Solution, Maximisation in assignment problem, Unbalanced problem, **Game theory:** Introduction, Mixed strategy, Graphical method, 2 X n games,

UNIT IV

Simulation: Introduction, limitations, Steps in simulation, Monte Carlo Simulation, Applications of simulation, **CPM & PERT:** Introduction, Bar chart & Gantt Chart, Difference between PERT & CPM, Probability of completion time, Crashing of network, **Decision Theory:** Introduction. Structured & Unstructured Decisions, Decision under certainty & uncertainty, Decision making under risk, Additional decision making categories,

UNIT V

Inventory Models: Introduction, Classification Single item & Multi-item Inventory models, Inventory control probabilistic models, Multi period probabilistic model, **Queueing Theory:** Introduction, Statistical methods in Queueing, M/M/1 system, M/M/C System, M/E_k/1 system, Decisions problem in Queueing, Solution by simulation, **Scheduling & Sequencing:** Introduction, Objectives, Production system, Scheduling Methodology, Cost calculations, Sequencing,

2MBA3-HUMAN RESOURCE MANAGEMENT

UNIT I

Concepts and Perspectives on Human Resource Management, Nature of HRM, Scope of HRM, Objectives of HRM, Importance of HRM, Systems Approach to HRM, HRM and Competitive Advantage, Evolution of the Concept of HRM, **Human Resource Management in Changing Environment,** Technological Changes, Workforce Diversity, Diversity Issues in India, Managing Diversity, **Corporate Objective and Human Resources Planning,** The Process of Human Resource Planning, Responsibility for HRP, Effective Human Resources Planning,

UNIT II

Job Analysis and Job Description, Uses of Job Analysis, The Process of Job Analysis, Job Description, Job Specification, **Methods of Manpower Search,** Methods of Recruitment, **Induction and Socialization,** Placement, Induction/Orientation, Induction Training in India

UNIT III

Manpower Training and Development, Need for Training, Training vs Development, Training vs Education, Learning Principles: The Philosophy of Training, Applicability of Training, Environment, Areas of Training, Types of Training, A Systematic Approach to Training, Training Methods, Evaluation of a Training Programme, Methods of Evaluation.

UNIT IV

Job Evaluation and Wage Determination, Job Evaluation: Concept, Job Evaluation vs Performance Appraisal, Essentials for the Success of a Job Evaluation Programme, Job Evaluation Methods and Limitations, Objectives of Compensation Planning, Components of Pay Structure in India, Wage and Salary Administration, Objectives, Principles of Wage and Salary Administration, The Elements of Wage and Salary System, Factors Influencing Compensation Levels, Wage policy, Wage Policy in India, State Regulation of Wages, Bonus, Wage Differentials.

UNIT V

Performance Appraisal and Potential Evaluation, Process and Methods of Performance Appraisal, Problems with Performance Appraisal, Essential Characteristics, System, Potential Appraisal, Performance Appraisal Practices in India

UNIT VI

Industrial Relations and Trade Unions, Industrial Relations, Objectives of Industrial Relations, Approaches to Industrial Relations, Essential Conditions for Sound Industrial Relations, Significance of Industrial Relations, Industrial Conflict, Forms of Industrial Disputes, Causes of Industrial Disputes, Industrial Disputes in India, Preventive Machinery, Trade Unions – Introduction, Definition, Objectives of Trade Unions, Functions of Trade Unions, Union Structure, The Trade Unions Act, 1926 and Legal Framework, Union Recognition, 1958, Verification of Trade Union Membership, Current Trends in Trade Unionism.

UNIT VII

Dispute Resolution and Grievance Management, Model Grievance Procedure, Grievance Management in Indian Industry, Discipline: Three Interpretations, Approaches to Discipline, Disciplinary Action, Punishment, Dismissal and Discharge, Essentials of a Good Disciplinary System.

2MBA4-FINANCIAL MANAGEMENT

UNIT I

INTRODUCTION TO FINANCIAL MANAGEMENT, Meaning and Definition of Financial Management, Importance of Financial Management Financial Decisions, Objective of Financial Management, **FINANCIAL PLANNING**, Meaning and Definition, Need for Financial Planning, Steps in Financial Planning, Objectives of the Financial Plan, **CAPITALIZATION** Over-capitalization, Under-Capitalization,

UNIT II

CAPITAL STRUCTURE, Meaning of Capital Structure, Features of an Appropriate Capital Structure, Determinants of Capital Structure, Leverages, **CAPITAL BUDGETING**, Meaning and Definition, Capital Budgeting Process, **COST OF CAPITAL**, Concept, Importance, Cost of Equity, Cost of Debt Capital, Weighted Average Cost of Capital (WACC),

UNIT III

WORKING CAPITAL MANAGEMENT, Meaning and Definition of Working Capital,, Kinds of Working Capital, Distinction Between Permanent and Temporary Working Capital, Objectives of Working Capital Management, Factors Influencing Working Capital, Determination of Required Working Capital,

UNIT IV

CASH MANAGEMENT, Objectives of Cash Management, Factors Determining Cash Needs, Cash Budget, Managing Cash Flows, Computation of Optimum Cash Balance, Money Market Instruments or Marketable Securities, **RECEIVABLES MANAGEMENT**, Meaning and Characteristics, Receivables Management, **INVENTORY MANAGEMENT**, Components of Inventory, Inventory Management Motives, Objectives, Tools and Techniques of Inventory Management/Control .

UNIT V

MANAGEMENT OF PROFITS/DIVIDEND POLICY, Meaning and Definition, Dividend Policy, Management of Profits/, Dividend Policy, Types of Dividend Policies, Factors Influencing Dividend Policy, Practical Aspects of Dividend Policy.

2MBA5-MARKETING MANAGEMENT

UNIT I

Introduction to Marketing, Introduction, Defining Marketing, Needs, Wants and Demand, Concept of Exchange, Customer Value and Satisfaction, Evolution of Marketing Concept, **Measuring Market Demand**, Introduction, Forecasting Methods, **Marketing Implementation and Control**, Introduction, Marketing Implementation, Organising Marketing Department, Role of Marketing in Structuring, Alternatives, Implementation of Marketing Programmes, Mechanisms to Control, Performance Evaluation Methods, **Marketing Environment Analysis**, Introduction, Scanning and Analysing Environment, **Information System and Marketing Research**, Introduction, Information About Factors that Affect Marketing, Marketing Information Systems (MIS), Marketing Research Process, Data Collection Approach, Qualitative Research, Quantitative Research, Sampling Plan,

UNIT II

Market Segmentation, Targeting and Positioning, Introduction, Market Segmentation, Requirements for Effective Segmentation, Bases for Segmentation, Types of Segmentation, **Consumer Behaviour - Personal and Organisational**, Introduction, Consumer Behaviour, Social Factors, Psychological Factors, Personal Factors, Demographic Factors, Situational Factors, Involvement Level, Consumer Decision-making Process, Organisational Consumer,

UNIT III

Product Concepts, Introduction, Concept of Product, Product Classification, Product Line and Product Mix, **Branding, Packaging and Labelling**, Introduction, Concepts of Branding, Brand Identity, Brand Equity, Brand Image, Types of Brand, Brand Name Selection, Branding Strategies, Factors Influencing Branding Strategies, Competitive Situation, Company Resources, Brand Building, Packaging, Labelling, **New Product Development and Adoption Process**, Introduction, Developing New Products, Organising for New Product Development, Commercialisation, New Product Adoption Process, Time Factor and Diffusion Process, **Product Life Cycle**, Introduction, Product Life Cycle-Shapes, Whether to be a Pioneer or Follower?, Introduction Stage, Growth Stage, Maturity Stage, Decline Stage, Implications and Limitations of Product Life Cycle Concept,

UNIT IV

Developing Pricing Strategies and Pricing Methods, Introduction, Pricing Concept, Pricing Objectives, Factors Affecting Pricing Decisions, Price Setting Procedure, **Managing Marketing Channel and Physical Distribution**, Introduction, Marketing Channels, Factors Affecting Selection of Marketing Channel System, Intensity of Distribution, Channel Terms and Conditions, Vertical, Horizontal and Multichannel Marketing Systems, Channel Conflicts and Cooperation, Physical Distribution, Transportation, Sales Promotion, Sales Promotion Planning Guidelines,

UNIT V

Managing Marketing Communication, Introduction, Marketing Communications, Communications Objectives (Marketing Communication Models), Communications Media, Budget Allocation, Marketing Communications Mix, Selection of Promotional Mix, Integrated Marketing Communications, **Changing Trends in Marketing Mix**, Introduction, Relationship Marketing, Service aspects of consumer products, Loyalty and Customer Value Management, Sharing knowledge through BP's Virtual Team Network, Retailers and Systematic Relationships, Relationship Marketing in Organizational Markets: From Competition to Cooperation, **E-marketing**, Introduction, Fundamental Concept of Web Marketing, Role of Internet in a Marketing Setting, Developing an Internet Marketing Strategy, Current Challenges and Future Prospects for E-marketing, **Cases**.

2MBA6-PRODUCTION & OPERATION MANAGEMENT

UNIT I

Introduction, Production Management Function, Objectives of Production Management, Scope of Production Management, Decision-making in Production Management, Production Organization, Historical Evolution of Production/Operations Management,

UNIT II

Design and Control of Production Systems, Introduction, Technology Life Cycle (TLC) and Product Design, Categories of Process Technologies, Impact of Design Engineering on Technology, Impact of Computers on Process Innovation, **Production Life Cycle and Design**, Introduction, Product Design, Product Specification, Modular Design and Standardization, Definitions, Product Life Cycle, **Product Planning and Development**, Introduction, Product Development, Research and Development,

UNIT III

Plant Location, Introduction, Facilities Location Defined, Significance of Plant Location, Objective of Location Strategy, Types of Facilities, Site Selection – Where to Locate?, Site Evaluation Processes, Critical Factors in Location Analysis, Location Analysis Techniques, **Plant Layout**, Introduction, Facility Layout/Plant Layout Defined, Objectives of Plant Layout, Effects of Layout on Cost, Advantages of Good Plant Layout, Factors Influencing Plant Layout, Symptoms of a Bad Layout, Evaluation of Alternative Layouts, Symptoms of a Bad Layout,

UNIT IV

Materials Handling, Introduction, Definition, Functions of Materials Handling, Importance/Significance of Materials Handling, Types of Materials Handling Equipment, Relation between Plant Layout and Materials Handling, **Materials Management**, Introduction, Management of Material Resources, Functions of Materials Management, “Planning and Control” Function, **Inventory Control**, Introduction, Inventory Defined, Perpetual Inventory System, Economic Order Quantity,

UNIT V

Demand Forecasting, Introduction, Need for Forecasting, Forecasts and Predictions, Levels of Forecasting, Selecting the Appropriate Method of Forecasting, **Production Planning**, Introduction, Characteristics of Production Planning, Objectives of Production Planning, Planning and Manufacturing Systems, Factors Determining an Efficient Production Planning System, **Production Control and Scheduling**, Introduction, Production Control, Objectives of Production Control, Advantages of Production Control, Requirements of Production Control System.

2MBA7-RESEARCH METHODOLOGY

UNIT I

Fundamentals of Research, Introduction, Scope and Significance of Research, Types of Research, **Research Process**, Introduction, Research Process, Research Process/Plan, Steps involved in Preparing Market Research Plan or Designing a Research, What are the Criteria or Characteristics of a Good Research?, **Scientific Method in Research**, Introduction, Process and Logic in Scientific Research, Characteristics of Scientific Method, Why MR cannot be considered Scientific?, Distinction between Scientific and Unscientific Method,

UNIT II

Problems In Research, Introduction, Identifying Research Problem, Sources for Problem Identification, Self Questioning by Researcher while Defining the Problem, Concepts, Constructs, Theoretical Framework, Objectivity in Research, **Hypothesis**, Introduction,