



Program: MBA
Semester: Second
Course: FINANCIAL MANAGEMENT
Course Code: 11.554

Course Objective:

- Apply the concept of time value of money
- Apply principles of capital budgeting
- Explain the determinants of a firm's capital structure
- Explain various risk measures and models of the relation between risk and return
- Explain the concept of market efficiency and its implications for securities' returns
- Apply the principles of portfolio theory

Unit I

Introduction: Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas: Time Value of Money, Risk and Return Analysis, Organizational structure of Finance.

Unit II

Investment Decision: Concept, Process & Techniques of Capital Budgeting and its applications: Pay Back, ARR, NPV, IRR, PI ; Risk and Uncertainty in Capital Budgeting.

Unit III

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance.

Cost of Capital: Cost of equity, preference shares, Debentures and retained earnings, weighted average cost of capital and implications.

Concept and Approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach; Leverage Analysis – financial, operating and combined leverage along with its implications; EBIT-EPS Analysis & Indifference Points.

Unit IV

Dividend Policy & working capital decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

Working capital decision: Meaning of Working Capital, components, need & factors affecting working capital requirement, Introduction to Working Capital Financing, Management of cash, Inventory Management, Receivables Management.

Suggested Reading:

1. *Financial Management - Pandey I M*, (Vikas, 2004, 9th Ed.)
2. *Financial Management and Policy- Van Horne*, (Pearson Education, 2003, 12th Ed.)
3. *Financial Management - Knott G*, (Palgrave, 2004)
4. *Financial Management – Khan.M.Y and Jain P.K*, (Tata McGraw Hill, 3rd Ed.)
5. *Fundamentals of Financial Management - Prasanna Chandra*, (TMH, 2004)
6. *Financial Management - R P Rustagi*, (Galgotia, 2000, 2nd revised ed.)
7. *Principles of Managerial Finance - Lawrence J. Gitman*, (Pearson Education, 2004)
8. *Financial Management- Ravi M. Kishore (Taxmann, 1st Ed.)*.



Program: MBA

Semester: Second

Course: HUMAN RESOURCE MANAGEMENT

Course Code: 11.552

Course Objective:

- Synthesize information regarding the effectiveness of recruiting methods and the validity of selection procedures, and make appropriate staffing decisions.
- Design a training program using a useful framework for evaluating training needs, designing a training program, and evaluating training results.
- Properly interpret salary survey data and design a pay structure with appropriate pay grades and pay ranges.
- Evaluate a company's implementation of a performance-based pay system.
- Demonstrate knowledge of employee benefit concepts, plan design, administrative considerations and regulations governing employee benefit practices.
- Align HR systems with the strategic business objectives of a firm

Unit I

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

Unit II

Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation, Human Resources Planning: Definition, purposes, processes and limiting factors; Job Analysis: Job Description, Job Specification, Recruitment: The systematic approach to recruitment, recruitment policy, recruitment procedures, recruitment methods and evaluation, Selection: procedure, designing and methods and process evaluation

Unit III

Placement, Induction and Internal mobility of human resource. Training of employees—need for training-objectives- approaches --methods-training environment- areas of training- Training evaluation. Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation, Methods of Job Evaluation.

Unit IV

Compensation: Nature and Objectives of compensation, components of pay structure in India, Fringe Benefits, Discipline and Grievance Procedures: Definition, Disciplinary Procedure, and 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, resignation, Voluntary Retirement Scheme.

Contemporary Issues in HR – Human Resource Information Systems, Human Resource Audit, and Human Resource Accounting, Strategic Human Resource Management : Nature of Strategies and Strategic Management

Suggested Reading:

1. *Human Resource and Personnel Management-* Aswathappa K, (Tata McGraw Hill, 5th Ed.).
2. *Human Resource Management, Text and Cases-* Rao VSP, (Excel Books, 2nd Ed.)
3. *Human Resource Management-* John Ivansevich, (Tata McGraw Hill, 10th Ed.)
4. *Human Resource Management-* Gary Dessler, (Prentice Hall, 10th Ed.)



Program: MBA
Semester: Second
Course: LIFE SKILLS II
Course Code: 40M.151

Course Objective:

COURSE OBJECTIVE- To impart basic skills of Professional Communication in English through intensive practice to the Students, so as to enable them to function confidently & effectively in that Language in the Professional Sphere of their life.

The student must have some basic command of English so that the Student must be able to:

- At the end of the course the student should become a good communicator not only in the organization but in day today life also. Should know and learn the dynamics of external and internal communication.
- Use some 2000 (at least 1500) general-purpose words of English to express himself/herself in writing & 1500 such words to talk about day-to-day events & experiences of life.
- Understand slowly-delivered spoken material in Standard Indian English, and
- Speak reasonably clearly (if not fluently) on routine matters with his fellow Students, with proper word stress, intonation pattern, accent and perfect articulation.
- Should have command over the language.

WRITING SKILLS

Unit 1- Letter Writing

- Business/official Letters
- Letter Writing Skills
- Planning of the Letter
- Letter Writing Process
- Form & Structure
- Essentials of Letter Writing
- Types of Professional Letters: letter of enquiry, letter of placing order, information seeking letter, letter of claim & complaint, information giving letter, letter of acceptance, letter of rejection

UNIT- 2 Professional Writing

- Job Application, introduction, layout & format (specimen)
- D O letter
- Resume & Job Application
- Covering Letter
- Editorial Letter
- Writing Mails & SMS (E-Language)
- Notice, Memo, Circular & Minutes Writing.



- *Social Letters (letters to friends/relatives etc.)*
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STUDY SKILLS

UNIT- 3 Reading Skills

- *Newspaper Reading*
- *Mechanics of Note making*
- *Note Making Techniques/ Reduction Devices*
- *Organization Techniques/Method of Sequencing*
- *Mechanics of Summarizing*
- *Outlining & Paraphrasing*
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UNIT-4 Referencing Skills

- *Referencing Skills*
- *Method of Referencing*
- *Using Foot Notes*
- *Scanning and Skimming Skills*
- *Finding required Information/Meaning/ Pronunciation*

Suggested Books & Readings:

- *Monippally, Matthukutty. M. 2001. Business Communication Strategies. 11th Reprint. Tata McGraw-Hill. New Delhi*
- *Swets, Paul. W. 1983. The Art of Talking So That People Will Listen: Getting Through to Family, Friends and Business Associates. Prentice Hall Press. New York*
- *Lewis, Norman. 1991. Word Power Made Easy. Pocket Books*
- *Sen , Leena .Communication Skills ; Eastern Economy Edition*
- *Ghanekar , Dr. Anjali . Essentials of Business Communication Skills ; Everest Publishing House*
- *David Green . Contemporary English Grammar, Structure & Composition ; MacMillan*
- *Dictionary; Oxford*
- *Dictionary ; Longman*



Program: MBA
Semester: Second
Course: MANAGEMENT SCIENCE
Course Code: 11.555

Course Objective:

- Understand the core concepts of Management Science and Operations Management;
- Use mathematical tools and techniques to aid decision-making and planning;
- Understand the disciplines of Management Science and Operations Management and their role in business and other decision-making
- Gain an overview of the process of developing and using a quantitative techniques in decision making and planning.
- Interpret the outcome of quantitative techniques to gain insights which could be applied to different context of interest.

Unit I

Operations Research: Uses, Scope and Applications of Operation Research in managerial decision-making. Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP, Big-M and Two phase method, duality, Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution, Assignment model: Algorithm and its applications.

Unit II

Integer programming problem : Branch and Bound method, Gomory's cutting plane method.

Unit III

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, Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

Unit IV

Inventory Models: Deterministic models, Replacement of assets that deteriorate with time, Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control.

Suggested Reading:

1. *Quantitative Techniques in Management – Vohra, N.D, (Tata McGraw-Hill, 2nd edition), 2003.*
2. *Quantitative Techniques- Kothari, C.R (Vikas 1996, 3rd Edition).*
3. *Operations Research- Sharma J K, (Pearson, 3rd Edition)*
4. *Operations Research- Kapoor V.K., (S. Chand, 4th Edition)*



Program: MBA

Semester: Second

Course: **MARKETING MANAGEMENT**

Course Code: 11.553

Course Objective:

- State the role and functions of marketing within a range of organizations.
- Describe key marketing concepts, theories and techniques for analyzing a variety of Marketing situations.
- Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
- Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts.
- Analyze the relevance of marketing concepts and theories in evaluating the impacts of

Unit I

Introduction: Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing -Markets and Marketers; Marketing Vs. Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management.

Unit II

Marketing Information System: Concept and Components. Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Understanding Business Buyer Behaviour
Marketing Environment: Marketing Research, Market Segmentation, Segmenting the Market, Benefits / Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation, Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behavior - Introduction, Importance & Process.

Unit III

Marketing - Mix Decisions: Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

Pricing Decisions: Pricing Objectives, Policies, Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India, Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations.

Unit IV

Marketing of Services: A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing.
Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism,
E-Commerce: Marketing In the Digital Age.

Note: Relevant Case Studies should be discussed in class.

Suggested Reading:

1. *Marketing Management, Analysis, Planning, Implementations and Control-* Kotler Philip, (Pearson Education 12th Edition).
2. *Fundamentals of Marketing - Stanton William J,* (McGraw Hill)
3. *Principles of Marketing-* Kotler, Philip and Armstrong Graw, (Pearson Education, 11th Edition).
4. *Marketing Management: Planning, Implementation and Control-* Ramaswamy V.S. and Namakumari S (Macmillian, 3rd Edition).



Program: MBA

Semester: Second

Course: PRODUCTION & OPERATION MANAGEMENT

Course Code: 11.551

Course Objective:

- Define 'operations' and 'operations management'
- Identify the roles and responsibilities of operations managers in different organisational contexts
- Apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organisation
- Identify operational and administrative processes
- Describe the boundaries of an operations system, and recognise its interfaces with other functional areas within the organisation and with its external environment

Unit I: Operations and Productivity

Operations Functions and Evolution of POM; Framework for Managing Operations; Operations Strategy; Trends in Operations Management. Product Development; Product Design Tools; Design of Services; Flexible Manufacturing; Systems; Process Design: Types of Process, Modern Production Technologies; Process Reengineering.

Unit II: Capacity Design & Operations Planning and Scheduling Systems

Capacity Management; Capacity Strategies; Aggregate Planning and its Process; Master Scheduling; Aggregate Planning for Service Organizations; Operating Schedules; Sequencing Rules; Manufacturing; Just in Time (JIT) Manufacturing System; Basics of SCM and ERP.

Unit III: Facility Location & Layout decision

Location Strategy and its Importance; Factors influencing Plant Location; Globalization; Location Selection Models. Layout Planning; Layout Types; Design of Product and Process Layouts; Job Design; Work Measurement.

Unit IV: Inventory Management

Basic Economic Order Quantity (EOQ) Model; Quantity Discount Models; Spare Parts Inventory; Material Resources Planning; Manufacturing Resource Planning; Purchasing Objectives.

Suggested Reading

1. *Production and Operations Management* by Everette E. Adam, Jr. Ronald J. Ebert ;Publisher: Prentice Hall of India
2. *Production and Operations Management* by N.G. Nair; Publisher: Tata Mc. Graw Hill
3. *Production and Operations Management* by Panneerselvam R; Publisher: Prentice Hall of India
4. *Operations Management* by Shafer Scott M; Publisher: John Wiley
5. *Succeeding in Project-Driven Organizations* by Knutson Joan; Publisher: John Wiley
6. *Service Operations Management* by Metters Richard D; Publisher: South West
7. *Operations Management* by Shim Jae K; Publisher: Barron's E
8. *Operations Management: Strategy and Analysis* by Krajewski Lee J and Ritman; Publisher: Pearson Education
9. *Production and Operations Management* by Gaither and Norman; Dryden Press.



Program: MBA
Semester: Second
Course: RESEARCH METHODOLOGY
Course Code: 11.556

Course Objective:

- Critically analyze research methodologies identified in existing literature
- Propose and distinguish appropriate research designs and methodologies to apply to a specific research project
- Develop a comprehensive research methodology for a research question
- Apply the understanding of feasibility and practicality of research methodology for a proposed project

Unit I

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

Unit II

Research Design & Data collection: Definition, Functions, and Nature& Types. Concept of Sample: Sample Size and Sampling Procedure, Various Types of Sampling Techniques

Data Collection – Primary and Secondary Sources; Primary Data Collection Instruments: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of scales, nominal scales.

Unit III

Data Interpretations: Hypothesis Testing (parametric and non-parametric), Statistical Tools in Data Analysis: Bivariate Data Analysis: Regression, ANOVA. Chi-square , Multivariate Data Analysis &Factor Analysis: Purpose, concept, difference between component analysis and factor analysis .

Unit IV

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.

Suggested Reading:

1. *Business Research Methods- Donald.R.Cooper and Pamela.S.Schindler, (Tata Mc Graw Hill, 9th Edition)*
2. *Research Methodology- Bhattacharya Dipak, (Excel Books,2nd Edition)*
3. *Research Methodology- Panneer Selvam, (Prentice Hall of India, Edition 2008)*
4. *Research Method for Behavioural Sciences – Gravetter. Fedrick,(Cengage Learning)*
5. *Marketing Research - Beri G.C ,(Tata Mc Graw Hill, 4th Edition)*
6. *Research Methodology Methods & Techniques - Kothari C R ,(New Age International Publishers, 2nd Edition, 2004)*



Program: MBA

Semester: Second

Course: Disaster Management

Course Code: 14M.201

Course Objective:

- Develop an understanding of the key concepts, definitions and key perspectives of All Hazards Emergency Management
- Understand the Emergency/Disaster Management Cycle
- Have a basic understanding for the history of Emergency Management
- Develop a basic understanding of Prevention, Mitigation, Preparedness, Response and Recovery
- Develop a basic understanding for the role of public and private partnerships.

Unit I

Understanding Disasters: Understanding the concepts and definitions of disaster, hazard, vulnerability, risk, importance, dimensions & scope of Disaster Management, Disaster Management cycle and disaster profile of India.

Unit II

Types, Trends, Causes, Consequences and Control of Disaster: Geological Disasters (earthquakes, landslides, tsunami, mining); Hydro-Meteorological Disasters (floods, cyclones, lightning, thunder-storms, hail storms, avalanches, droughts, cold and heat waves); Biological Disasters (epidemics, pest attacks, forest fire); Technological Disasters (chemical, industrial, radiological, nuclear, bomb threat, explosion) and Man-made Disasters (building collapse, rural and urban fire, road and rail accidents, nuclear, radiological, chemicals and biological disasters; terrorist attack, sudden shooting); Global Disaster Trends—Emerging Risks of Disasters—Climate Change and Urban Disasters; Financial emergency (risk of eviction, risk in arrears, sudden health emergency, family emergency, unexpected loss of income).

Unit III

Prevention and Mitigation of Disaster : Disaster Mitigation: meaning and concept, Disaster Mitigation Strategies Emerging Trends in Disaster Mitigation, Mitigation management, Role of Team and Coordination. Disaster Preparedness: Concept & Nature, Disaster Preparedness Plan, Preventions. Roles & Responsibilities of Different Agencies and Government, Technologies for Disaster Management. Early Warning System; Preparedness, Capacity Development; Awareness during Disaster.

Unit IV

Applications of Science and Technology for Disaster Management & Mitigation: Geo-informatics in Disaster Management (RS, GIS, GPS and RS) Disaster Communication System (Early Warning and Its Dissemination) Land Use Planning and Development, Regulations, Disaster Safe Designs and Constructions, Structural and Non Structural Mitigation of Disasters.

Suggested Reading:

1. *Disaster Management- J. P. Singhal, Laxmi Publications.*
2. *Disaster Management - Dr. Mrinalini Pandey, Wiley India Pvt. Ltd.*
3. *Disaster Science and Management- Tushar Bhattacharya, McGraw Hill Education (India) Pvt. Ltd.*
4. *Disaster Management: Future Challenges and Opportunities - Jagbir Singh, K W Publishers Pvt. Ltd.*