

MBA SYLLABUS: SEMESTER II

Semester	II	Specialization	NA
Course Code	201	Type	Generic - Core
Course Title	Marketing Management		

Course Objectives:

1	To introduce the concept of Marketing Mix as a framework for Marketing Decision making.
2	To emphasize the need, importance and process of Marketing Planning and Control.
3	To sensitize the students to the dynamic nature of Marketing Function.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>New Product Development & Product Life Cycle:</p> <p>1.1 New Product Development :Need for new product development, Booz Allen &Hamilton Classification Scheme for New Products</p> <p>1.2 New Product Development Process: Idea Generation to commercialization.</p> <p>1.3 Branding: Introduction to Branding, Product Vs. Brand, Meaning of a brand, brand equity & brand elements.</p> <p>1.4 Packaging & Labeling: Meaning & role of Packaging & Labeling, Primary, Secondary & Shipment packages</p> <p>1.5 Product Life Cycle: Concept & characteristics of Product Life Cycle, Relevance of PLC, Types of PLC and Strategies across stages of the PLC.</p>	7 + 2
2	<p>Price:</p> <p>2.1Pricing Basics: Meaning, Importance and Factors influencing pricing decisions</p> <p>2.2Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, Selecting final price.</p> <p>2.3Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing,</p> <p>2.4Price Change: Initiating & responding to price changes.</p>	6 + 2
3	<p>Place:</p> <p>3.1 The Role of Marketing Channels: Channel functions & flows, channel</p>	6 + 2

	<p>levels.</p> <p>3.2 Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives</p> <p>3.3 Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing , E- Commerce Marketing Practices</p> <p>3.4 Market Logistics Decisions: Order processing, Warehousing, Inventory, and Transportation.</p>	
4	<p>Promotion:</p> <p>4.1 Introduction: The role of marketing communications in marketing effort.</p> <p>4.2 Communication Mix Elements: Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC)</p> <p>4.3 Developing Effective Communication: Identifying target audience, determining communication objectives, designing the communications, selecting communication channels</p> <p>4.4 Deciding Marketing Communications Mix: Factors in setting marketing communication mix, measuring communication results</p>	10 + 2
5	<p>Marketing Planning & Control:</p> <p>5.1 Product Level Planning: Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans- Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control.</p> <p>5.2 Marketing Evaluation & Control: Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit.</p>	6 + 2

Learning Resources:

1	Text Books	<p>Marketing Management by Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson , 13th Edition</p> <p>Marketing Management by Rajan Saxena, TMGH, 4th Edition</p> <p>Marketing Management by Dr D B Bharati & Rohan Dahivale</p>
2	Reference Books	<p>MKTG- CENGAGE Learning- Lamb/Hair/Sharma</p> <p>Principles of Marketing by Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13th Edition</p>

		Marketing Management- Text and Cases, Tapan K Panda, 2 nd Edition, Excel Books Marketing Management by Ramaswamy & Namakumari, Macmillan, 4 th Edition.
3	Supplementary Reading Material	Marketing Whitebook (Latest Edition) Brand Equity Supplement of The Economic Times Brand Wagon Supplement of The Financial Express Strategist Supplement of Business Standard Legends in Marketing by Jagdish N. Sheth
4	Websites	NCAER - http://www.ncaer.org/ 2011 Census of India Reports - http://www.censusindia.gov.in/ ASCI - www.ascionline.org/ http://www.marketingpower.com/Pages/default.aspx (American Marketing Association)
5	Journals	IIMB Management Review Vikalpa

Semester	II	Specialization	NA
Course code	202	Type	Generic core
Course Title	Financial Management		

Course Objectives:

1. To understand various concepts related to financial management.
2. To study in detail, various tools and techniques in the area of finance.
3. To develop the analytical skills this would facilitate the decision making in Business situations.

Syllabus

Unit Number	Contents	No. of Sessions
Unit – 1	<u>Business Finance:</u> Introduction of Business Finance: Meaning, Definition of Financial Management, Goals of Financial Management (Profit Maximization and Wealth Maximization), Modern approaches to Financial Management – (Investment Decision, Financing Decision and Dividend Policy Decisions) Finance and other related disciplines, Functions of finance manager, Key strategies of financial management, Financial Planning – Principles and Steps in Financial Planning.	(Hours: 3+2)
Unit – 2	<u>Capital structure:</u> Meaning, Factors affecting the capital structure, Different Sources of Finance and its Types, Concept and measurement of cost of capital, measurement of specific costs WACC, Trading on equity and its types.	(Hours: 8+2)
Unit – 3	<u>Techniques of Financial Analysis:</u> Meaning , Nature, Objectives, Understanding of financial statements, Schedule VI of Companies Act, Tools of analysis, interpretation and limitations of financial analysis, Fund flow statement (Working capital basis), Understanding Cash flow statement – Difference between Cash flow and Fund flow statement, Ratio analysis (computation and interpretations of ratios)	(Hours: 8+2)

Unit – 4	<u>Capital Budgeting:</u> Meaning, Definition and types of evaluating the project on the basis of Traditional Techniques and Modern Techniques (viz. Payback period, Discounted Payback period, NPV, ARR, IRR, PI) Time Value of Money.	(Hours: 8+2)
Unit – 5	<u>Working Capital Management:</u> Nature and Scope, Components of working capital, operating cycle, types of working capital, Sources of Working Capital Financing, Factors affecting working capital, estimation of working capital requirement.	(Hours: 8+2)
Very Important Instructions for Problems	<u>Note:</u> 1. Theory 30% and Numerical Problems 70%. 2. Numerical Problems will be asked on following topics only – Calculation of Cost of Capital: Specific Costs – Cost of Equity / Preference / retained earnings and Debt, Weighted Average Cost of Capital, Leverages. Problems on Ratio analysis (computation and Interpretations of ratios) Simple problems on Fund flow statement Capital budgeting: Payback period, Discounted Payback Period, NPV, ARR, IRR, PI. Problems on Estimation of Working Capital.	

Learning Resources:		
1	Text Books	Financial Management by Khan & Jain (TATA McGraw Hill) Contemporary Financial Management by Rajesh Kothari (Macmillan Publication) Financial Management by I. M. Pandey (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication) Financial Management Principle and Practices by S. Sudarsana Reddy(Himalaya Publication) Fundamentals of Financial Management by Sheeba Kapil (Pearson Publications) Financial Management by Dr. E. B. Khedkar and Dr. D. B. Bharati
2	Reference Books	Financial ACCT with coursemate-Godwin/Aderman/Sanyal-Cengage Learning Financial Management by Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication) Financial Management: Theory & Practice by Brigham Financial Management: Principles & Practice by Lasher

		Financial Management by Sudarshan Reddy
3	Supplementary Reading Material	Fundamentals of Financial Management by Brigham and Houston (Cengage Learning)
4	Websites	NSE, BSE
5	Journals	Indian Journal of Finance

Semester	II	Specialization	NA
Course Code	203	Type	Generic - Core
Course Title	Human Resource Management		

Course Objectives:

1	To understand the role of HRM in an organization
2	To learn to gain competitive advantage through people
3	To learn to study and design HRM system

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction to HRM & Framework - Nature of HRM, Scope of HRM, HRM: Functions and Objectives, HRM: Policies and practices, SHRM, Nature of SHRM, Global competitiveness and Strategic HR, Linkage of organizational and HR strategies, SHRM Model - The Integrated system model, Devanna et. al - strategic human resource management "matching model".	2+2

2	<p>HR Procurement:</p> <p>2.1 Human Resource Planning - Job Analysis, Job Design: Writing job description, introduction, and factors affecting job design. Job characteristics model (Hackman and Oldham, 1976) of effective job and job satisfaction. The need of man power planning , What is Human Resource Planning, Definition, objectives, importance, benefits, the process of Human resource planning, Preparing manpower inventory.(Supply Forecasting)</p> <p>2.2 Recruitment & Selection - Strategic approach to recruitment, Labour markets and recruitment, Recruiting and diversity considerations, Employment advertising, Recruiting Diverse workers, Recruiting Source choices: internal vs. external, Introduction to selection process, Selection procedure.</p> <p>2.3 Career Planning: Succession Planning.</p>	7+2
3	<p>Training and Development - Employee Training and Development</p> <p>Nature of training, Training process, Training needs assessment,</p> <p>Training evaluation, Training design, Implementing Training programs(Training methods), Implementing management development programs.</p>	7+2
4	<p>Employee Appraisal & Compensation - Performance- Definition, Why to measure performance, Use of performance data, measurement process, Performance feedback, Performance Appraisal Methods, Compensation- concept, Traditional approach, current trends in compensation, Linking compensation with performance- Advantages & Problems, Team based Incentives.</p>	11+2
5	<p>Managing Employee Relations - Concept, Importance, Organizational Entry, employee Status, Flexible Work arrangement, Employee Surveys, Handbooks, Violations of Policy/ Discipline, Industrial Relations & Disputes, Grievance Procedure, Termination, Resignation, downsizing, Lay off Retirement, Organizational Exit.</p>	8+2

Learning Resources:

1	Text Books	<p>Human Resource Management by Narayanappa ,Scitech Publication</p> <p>Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India,2008, 3rd Edition</p> <p>Human Resource Management by J. John Bernardin, Tata McGraw Hill Publishing, 4thEdition</p>
2	Reference Books	HR Cengage Learning-DeNisi/Graffin/Sarkar

		<p>Human Resource Management, A case study approach, Muller Camen, Croucher Leigh, Jaico Publishing House</p> <p>HRM Ethics & Employment Ashly Pinnington, Rob Macklin, Tom Campbell, 2nd Edition</p> <p>Human Resources Management by Gary Dessler</p> <p>Managing Human Resources by R.S. Dwiwedi</p> <p>Human Resources Management by V.P. Michael</p> <p>Human Resources Management by Mirza & Zaiyadin</p> <p>Human Resources Management by L.M. Prasad</p> <p>Human Resources Management by Ashwathappa</p> <p>Managing Human Resources by Arun Monappa</p>
3	Supplementary Reading Material	<p>Case studies in Human Asset Management, Vol. I by Doris John, ICFAI Books, 1st Edition</p> <p>HRM in Organizations by Izabela Robinson, Jaico Publishing House, 1st Edition</p> <p>Armstrong's Essential Human Resource Management Practice- A guide to people management by Michael Armstrong, Koganpage, 1st Edition</p> <p>Applied Psychology in HRM by Cascio & Aguinis, PHI, 6th Edition.</p>
4	Websites	<p>www.shrmindia.org</p> <p>www.peoplesmatters.com</p> <p>www.hrmguide.net</p>
5	Journals	<p>International Journal of Human Resource Management</p> <p>Human Resource Management Journal</p> <p>Human Resource Management</p> <p>Journal of Human Values</p> <p>Journal of Human Resources</p>

Semester	II	Specialization	NA
Course Code	204	Type	Generic - Core
Course Title	Decision Science		

Course Objectives:

1	To understand role of quantitative techniques in managerial decision making.
2	To understand process of decision problem formulation.
3	To understand applications of various quantitative techniques in managerial settings.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction: Importance of Decision Sciences & Role of quantitative techniques in decision making.</p> <p>1.2 Assignment Models: Concept, Flood's Technique/ Hungarian Method, applications including restricted & multiple assignments.</p> <p>1.3 Transportation Models: Concept, Formulation, Problem types: Balanced, unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, Optimal Solution using MODI.</p>	9+2
2	<p>2.1 Linear Programming: Concept, Formulation & Graphical Solution</p> <p>2.2 Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, Implications of Steady state Probabilities, Decision making based on the inferences Monte Carlo Simulation, scope and limitations.</p>	8+2
3	<p>3.1 Decision Theory: Concept, Decision under risk (EMV)& uncertainty</p> <p>3.2 Game Theory: Concept, 2 by 2 zero sum game with dominance, Pure & Mixed Strategy</p> <p>3.3 Queuing Theory: Concept, Single Server (M/M/I , Infinite, FIFO) and Multi Server (M/M/C , Infinite, FIFO)</p>	6+2
4	<p>4.1 CPM & PERT: Concept, Drawing network, identifying critical path</p> <p>Network Calculations: Calculating EST, LST, EFT, LFT, Slack & probability of project completion</p> <p>4.2 Sequencing problems: Introduction, Problems involving n jobs- 2 machines, n jobs- 3 machines & n jobs-m machines; Comparison of priority sequencing rules.</p>	6+2

5	<p>5.1 Probability: Concept, Addition, Conditional Probability theorem based decision making, (Numerical based on functional areas of business expected).</p> <p>5.2 Probability Distributions: Normal, Binomial. Interval estimation, standard errors of estimation.</p>	6+2
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Learning Resources:

1	Text Books	<p>Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4th Edition</p> <p>Quantitative Approaches to Management by Levin, Rubin, Stinson & Gardner</p> <p>Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd., 4th Edition</p> <p>Quantitative techniques & statistics By K L Sehgal Himalaya Publications</p>
2	Reference Books	<p>An introduction to management science: Quantitative approach for decision making- Cengage Learning-Anderson</p> <p>Introduction to Operations Research by Willey E. Gillett, TMGH</p> <p>Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI</p> <p>Managerial Decisions Modeling with Spreadsheets by Bal Krishnan, Render, Stair, Jr., Pearson Education.</p> <p>Operations Research by R. Pannervselvam, Prentice Hall India, 2nd Edition.</p>
3	Supplementary Reading Material	Operations Research by Hamdy A. Taha, Pearson Publication
4	Websites	www.orsi.in
5	Journals	<p>International Journal of Operations and Quantitative Management</p> <p>International Journals of Operations Research and Management Science</p> <p>Journal of Operation Management Research</p> <p>Indian Journal of Advanced Operations Management</p>

Semester	II	Specialization	NA
Course Code	205	Type	Generic – Core
Course Title	Operations and Supply Chain Management		

Course Objectives:

1	To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the marketplace
2	To understand the relationship between Operations & SCM and other business functions, such as Marketing, Finance, Accounting, and Human Resources.
3	To develop knowledge of the issues related to designing and managing Operations & SCM and the techniques to do so.

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>1.1 Introduction to Operations Management (OM): Definition, Evolution from production to operations management. Manufacturing trends in India, Services as a part of OM, Operations as a key functional area, OM a system perspective, functions of OM, challenges and current priorities of OM.</p> <p>1.2 Quality: Definitions, Dimensions of Quality, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Cause effect diagram (Ishikawa Fish Bone Diagram), Basic Concepts of Kaizen, 5S, Quality Circle.</p>	5 + 2
2	<p>Operations Processes</p> <p>2.1 Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems</p> <p>2.2 Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout</p> <p>2.3 Service System Design Matrix :Design of Service Systems, Service Blueprinting</p>	7 + 2
3	<p>3.1 Production Planning & Control (PPC): Role and Functions</p> <p>3.2 Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning</p> <p>3.3 Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity</p>	8 + 2

	<p>Planning - Overview of MRP, CRP, DRP , MRP II</p> <p>3.4 Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts</p>	
4	<p>4.1 Inventory Planning and Control: Continuous and Intermittent demand System, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, cyclic, pipeline, safety. Implications for Inventory Control Methods.</p> <p>4.2 Inventory Costs: Concept and behaviour of ordering cost, carrying cost, shortage cost.</p> <p>4.3 EOQ: Basic EOQ Model - EOQ with discounts</p> <p>4.4 Inventory control: Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS.</p> <p>(Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point</p>	8 + 2
5	<p>5.1 Supply Chain Management: Definition, Functions of SCM, Evolution from Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion,</p> <p>5.2 Supply chain integrated framework: Resource base to end customers- Product/service value flow, market accommodation flow, information flow, cash flow.</p>	7 + 2

Learning Resources:

1	Text Books	<p>Operations Management Theory & Practice by B.Mahadevan , Pearson, 2nd Edition.</p> <p>Operations Now - Supply Chain Profitability & Performance by Byron J. Finch, McGraw Hill, 3rd Edition.</p> <p>Operations & Supply Chain Management by Dr. D. B. Bharati & Rohan Dahivale Himalaya Publications</p> <p>Production and Operations Management Scitech Publications- Sushanta Tripathy</p> <p>Operations Management- K Shridhara Bhat Himalaya Publications</p>
2	Reference Books	<p>OM-Gaguly- Cengage Learning</p> <p>Supply Chain Logistics Management by Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill, 2nd Edition.</p>

		<p>Operations Management by William J. Stevenson, TMGH, 9th Edition.</p> <p>Operations Management by Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education, 8th Edition.</p> <p>Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson, 5th Edition.</p> <p>Supply Chain Management - Strategy, Planning & Operation by Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.</p> <p>Production & Operations Management by S N Chary, McGraw Hill, 7th Edition</p>
3	Supplementary Reading Material	<p>Contemporary Logistics by Paul Murphy, Donald Wood, PHI, 9th Edition</p> <p>The Goal by Eliyahu Goldratt</p>
4	Websites	<p>www.apics.org</p> <p>www.supplychainmanagement.in</p>
5	Journals	<p>International Journal of Operations and Quantitative Management</p> <p>Udyog Pragati</p> <p>International Journals of Logistics and Supply Chain Management</p> <p>International Journal of Logistics and Planning Supply Chain Management</p>

Semester	II	Specialization	NA
Course Code	206	Type	Generic – Core
Course Title	Management Information Systems		

Course Objectives:

1	To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business
2	To learn to use Information Technology to gain competitive advantage in business
3	To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce

Syllabus:

Unit Number	Contents	Number of Sessions
1	<p>Management Information Systems: Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage</p> <p>Information Technology Infrastructure: Information Systems Architecture – Mainframe, Client Server, Web Based, Distributed, Grid, Cloud - Overview of Hardware, Software, Storage and Networking Devices – Networks Types - Topologies of Networks</p>	7 + 2
2	<p>2.1 Data Base Management Systems: Concept – Relational Model Applications – DBMS Architecture</p> <p>2.2 Systems Engineering Analysis and Design: Systems Concept - Systems Development Life Cycle - Assessing Enterprise Information requirements – Alternative System Building Approaches - Prototyping - Rapid Development Tools – CASE Tools – Object Oriented Systems (<i>Only introduction to these tools & techniques</i>)</p>	7 + 2
3	<p>Decision Support Systems: Data Warehousing and Data Mining -Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge Based Expert Systems – Artificial Intelligence</p>	7 + 2
4	<p>4.1 Digital firm Perspective: MIS Model for a digital firm – Organization Structure for digital firm – e-Business Models and Applications – Mobile computing, Call Centers, BPO</p> <p>4.2 Management Issues in MIS: Information Security and Control - Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as</p>	7 + 2

	related to IT Services / IT Products	
5	Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies.	7 + 2

Note:

Emphasis should be given on management oriented problems and cases as compared to technical orientation expected from computer science/ computer management students.

Learning Resources:

1	Text Books	MIS-Bidgoli/Chattopadhyay- Cengage Learning Management Information Systems by Obrien, Marakas and Ramesh Behl, TMGH Management Information Systems by Dr. D. B. Bharati & Rohan Dahivale Himalaya Publications Management Information Systems by Jawadekar, TMGH, 4 th Edition
2	Reference Books	Management Information Systems by Jaiswal and Mittal, Oxford University Press Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia
3	Supplementary Reading Material	Management Information Systems by Laudon, Laudon, Dass, Pearson Education Asia, 11 th Edition Management Information Systems by Davis and Olson, Tata McGraw Hill
4	Websites	-
5	Journals	MIS Quarterly, University of Minnesota CSI Communications, Computer Society of India, Mumbai