

SEMESTER II

Paper No.	Title of Paper
MBA/201	Business Environment
MBA/202	Research Methodology
MBA/203	Human Resource Management
MBA/204	Financial Management
MBA/205	Marketing Management
MBA/206	Production And Operations Management
MBA/207	Logistics Management
MBA/208	Management Science

Objective: The objective of this course is to acquaint the students to emerging trends of business environment at local and global level.

Unit I: Concept, Nature and Scope of Business, Business Organization, Industry and Types, Economy-Industry-Company Interface, Relevant Environment.

Unit II: Business Environment, Detailing the Types of Environment, External and Internal Environment, Controllable and Non Controllable.

Unit III: Business & Society, Social Audit of Business, Foreign Direct Investment
Economic Zones: SEZ, REZ, AEZ

Unit IV: Business in Post LPG Scenario, Disinvestment, WTO Agreements, Business & Regional Blocks

Unit V: Financial Sector Reforms, Fiscal and Monetary Sector Reforms, Economic Reforms, Social Justice, Business Environment Issues- Tourism and Hospitality Industry, Health Care and Knowledge Industry.

Suggested Readings:

1. Alworth, Julian S. : The Finance, Investment and Taxation Decisions of Multinationals London, Basil Blackwell, 1988.
2. Bhalla V.K. and S Shivaramu, International Business, New Delhi, Anmol 1995.
3. Bhalla V.K.: International Economy; Liberalisation Process New Delhi, Anmol- 1993
4. Daniel John D and Radebanh Lee H International Business 5th ed. New York, Addison Wesley 1989.
5. Eiteman, D.K and Stopnetill ,Al, : Multinational Business Finance, New York, Addison Wesley, 1986
6. Johnston, R.B. : The Economics of the Euromarket: History, Theory and Practice, New York, Macmillan, 1983.
7. Parks, Yoon and Zwick Jack, International Banking in Theory and Practice New York, Addison Wesley, 1985.
8. Francis Cherunilam, : Business Environment Text & Cases, Himalaya Publishing House, 9th ed, 2009
9. K.Aswathappa, : Essentials of Business Environment, Himalaya Publishing House, 10th ed., 2009

Objective:- To equip the students with the basic understanding of the research methodology and to provide and insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Unit-I Research and Scientific Method, Nature and Scope of research methodology, problem & Hypothesis formulation, research objectives, value & cost of information

Unit-II Organisation structure for research, research process, research design, exploratory research, descriptive & experimental research design. Research Agencies- Government and Non Government.

Unit-III Data-Types of Data, methods of primary data collection, observation, questionnaire, interview, survey method & modern tools of data collection, schedules, tabulation, analysis and interpretation of primary data.

Unit-IV Attitude measurement Techniques. Motivational Research Techniques. Sample Design, Selection of Appropriate Statistical Techniques.

Unit-V Testing of Hypothesis, use of Statistical software, factor analysis, conjoint analysis, regression analysis, research report, qualities of optimally viable research report.

Suggested Readings:

1. Alan Bryman & Emma Bell, Business Research Methods, Oxford Publications.
Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press New York, 1976
2. Bennet, Roger, Management Research, ILO, 1983
3. Fowlwe, Floyd J.Jr. Survey Methods 2nd ed. Sage Pub. 1993
4. Fox.J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys , Sage Pub. 1977
5. Gupta S.P. Statistical Methods, 30th ed. Sultan Chand, New Delhi, 2001.
6. Golden Biddle, Koren and Karen D. Locke : Composing Qualitative Research Sage Pub. 1997.
7. Salkind, Neil J. Exploring Research 3rd ed. Prentice Hall NJ. 1997

Objective: To familiarize the students with human resource management concepts, principles, functions, applications, development and research.

Unit I:

HRM Scenario and Acquisition of Human Resources: HRM-the global and Indian Scenario, HRM for corporate excellence, Human resource planning. Human resource information system. Recruitment and selection strategies.

Unit II:

Developing Human Resources: HRD-Concept, multiple goals, functions and organizational effectiveness. Performance Appraisal System. Potential Appraisal System and Succession Planning. Career Planning and Development, Assessment and Development Centers, Training and Development.

Unit III:

Motivating Human Resources: Motivation at work-concept, objectives, types and applications. Participative Management-Approaches and Applications, Employee Empowerment-concept, nature, objectives, schemes and applications.

Unit IV:

Maintenance of Human Resources: Reward System, Quality of Work Life, Organisation Development

Unit V:

Human Resources and Knowledge Era: Knowledge Creation and Management, Virtual Organizations and HR Trends, Learning Organizations, Strategic Human Resource Management, International HRM-some Key issues.

Suggested Reading:

- 1) Sarah Gilmore & Steve Williams, Human resource management, Oxford University Press.
- 2) P. Jyothi & D.N.Venkatesh, Human Resource Management, Oxford University Press.
- 3) Biswajeet Pattnayak, Human Resource Management, Prentice Hall of India Pvt. Ltd.,2001
- 4) Dr. K.K.Chaudhari, Human Resource Management: Principles and Practices, Himalaya Publication, 2010.

Objective:- The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

Unit-I Financial Management-Aims & Objectives, Financial Analysis & control. Cost-Volume Profit Analysis. Operating & Financial Leverage.

Unit-II Time -value of money, Investment & capital structure Decisions . Optimum Capital structure.

Unit-III Instruments of Long term and Short term Financing, Cost of different sources of raising capital, Weighted Average cost of capital.

Unit-IV Valuations Bonds & Stocks, Rates of return, Methods of Capital Budgeting.

Unit-V Management and Estimation of Working Capital, Internal Financing & Dividend Policy.

Suggested Readings:

1. Archer Stephen H etc. Financial Management. New York, John Wiley 1990
2. Bhalla V.K. : Financial Management and Policy 2nd ed. New Delhi Anmol, 1998
3. Brealey. Richard A and Myers Stewart C. Principles of Corporate Finance 5th ed. New Delhi McGraw Hill 1996
4. Hampton, John Financial Decision Making Englewood Cliffs, New Jersey, Prentice Hall inc. 1997.
5. Van Home James C : Financial Management and Policy 10th ed. New Delhi, Prentice Hall of India- 1997
6. Winger, Bernard and Mohan Nancy. Principles of Financial Management New York, Macmillan Publishing Company, 1991 .
7. Prasanna Chandra, “ Financial Management-Theory and Practice”, Tata McGraw Hill 4th, 5th, 6th, 7th Ed.

Objective:- The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Unit-I Nature & Scope of Marketing, Functions of Marketing Management, Marketing Organizations, Corporate Orientation towards the market place. The marketing environment & environmental scanning.

Unit-II Meaning & Significance of Marketing Planning, Strategic Planning, Planning of Marketing Mix Elements, Market Segmentation; Positioning

Unit-III Product Decisions; Product Mix, Product Life Cycle, New Product Development, Branding & Packaging Decisions, Pricing Model & Strategies.

Unit-IV Physical Distribution Decisions & targeting, Major Channels. Channels of Consume Products, Channels of Industrial Products.

Unit-V Promotion Mix- advertising, sales promotions, publicity & personal selling
Introduction to Marketing Research and its Significance.

Suggested Readings:

1. Marketing Management - South Asian Perspective by – Kotler, Keller, Koshy & Jha – 13th edition – Pearson Education Publication
2. Marketing Management – Text and case in Indian context – By Dr. K. Karunakaran – Himalaya Publications.
3. Kotler Philip and Armstrong G: Principles of Marketing - New Delhi. Prentice Hall of India, 1997.
4. Kotler Philip: Marketing Management Analysis, Planning Implementation and control – New Delhi. Prentice Hall of India 1994.
5. Ramaswami V.S. and Namakumari S. : Marketing Management Planning Control – New Delhi, MacMillan 1990.

Objective:-	The course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.
Unit-I	Nature & scope of Production & operations management, facility location, types of manufacturing system Plant Layout - it's types, planning & Analysis.
Unit – II	Operations decisions: Production planning & control- objectives, functions, production planning, production control, Role of PPC in Mass, Batch and Job Production, Production scheduling- job assignment, job sequencing, line balancing, Industrial safety- importance, various types of industrial hazards & their prevention.
Unit- III	Capacity planning- Measures, strategies, Aggregate Planning, Quality assurance, Quality control, Statistical quality control- concept & types of control charts, TQM- ISO 9000, Quality circles.
Unit- IV	Work study- Importance, scope, work content, method study- steps, data recording techniques, motion economy, Work measurement- Scope, computation of standard time, work sampling, Maintenance management- Objectives, scope, types of maintenance, maintenance organization
Unit-V	Materials Handling- Principles, types of material handling equipments & their applications, purchase management, stores management, Inventory control- objectives, scope, inventory models & their applications

.Suggested Readings:

1. Adam E.E. & Ebert R.J.: Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India-1995.
2. Amne Harold T etc. Manufacturing Organisation and Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. 19937
3. Buffa E.S.: Modern Production Management, New York. John Wiley 1987
4. Chary S.N. : Production and Operations Management New Delhi, Tata McGraw Hill, 1989.
5. Dobler Donald W. and Lee, Lamar: Purchasing and Materials Management. New York McGraw Hill, 1984
6. Dilworth, James B. Operations Management, Design, Planning & Control of Manufacturing and services Singapore, McGraw Hill, 1992
7. Moore F.G. and Hendrick T.E. Production Operations Management Homewood Illinois Richard D twin. 1982

Objective: The course is designed to explain basic theory and techniques of logistics to examine the issues, problems & challenges associated with logistics in a changing business environment, and to show how logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software packages for problem solving.

Unit-I Introduction to logistics and its interface with Production and Marketing; Performance Measures of Logistics. Reverse Logistics

Unit-II Logistics and Distribution System; Logistics System Analysis and Design; Warehousing and Distributing Centers., Channels Management-Policies, Information Systems.

Unit-III Location; Transportation Systems; Transportation Management, Transportation Infrastructure Facilities and Services; Dispatch and Routing Decisions and Models.

Unit-IV Inventory Management Decisions; Logistics Audit and Control; Packaging and Logistical Materials Handling.

Unit-V International Logistic Management, Global Logistics: Barriers, Drivers, Export & Import Documentation, Regional Integration. Logistic Outsourcing.

Suggested Readings :

1. Ballau, Renald H, *Business Logistics Management*, Englewood Cliffs, New York, Prentice Hall Inc., 1992.
2. Beal K.A., *Management Guide to Logistics Engineering*, U.S.A., Institute of Production Engineering , 1990.
3. Benjamin S.B., *Logistics Engineering and Management*, Englewood Cliffs, New York, Prentice Hall Inc., 1996.
4. Bowersox, D.J. and Closs D.J., *Logistics Management : A System Integration of Physical Distribution*, New York, Macmillan, 1986.
5. Christopher M, *Logistics and Supply Chain Management : Strategies for Reducing Costs and Improving Services*, London, Pitsman, 1992.
6. James, C.J. and Wood, Donald F., *Contemporary Logistics*, New York, Macmillan, 1990.
7. Shapiro, R., *Logistics Strategy : Cases and Concepts*, St. Paul, West, 1995.
8. Sople V.V., *Logistics Management*, Pearson Education.
9. Ballon Ronald, *Business Logistics/ Supply Chain Management*, Pearson Education.
10. Shridhar Bhat, *Logistics & Supply Chain Management*, Pearson Education, 2009

Objective:- The Objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

- Unit-I Basic concept & role of management science in decision making, Decision Theory, Decision Tree.
- Unit-II Integer Linear Programming, Branch & Bound Algorithm, Sensitivity Analysis.
- Unit-III Transportation & Assignment models.
- Unit-IV Network Analysis: PERT,CPM
- Unit-V Markov Chain Analysis, Game Theory, Simulation.

Suggested Readings:

1. Budnik, Frank S. Dennis, Mcleavey, Richard Mojena Principles of Operations Research 2nd ed. Richard, Irwin, Illinois-All India Traveller Bookseller, New Delhi, 1995
2. Gould,F.J. etc. introduction to Management Science Englewood Cliffs, New Jersey, Prentice Hall Inc. 1994.
3. Mathur K and Solow, D. Management Science Englewood Cliffs, New Jersey, Prentice Hall inc., 1994.
4. Narag A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.
5. Sharma J.K. Operations Research: Theory and Applications New Delhi, Macmillan India Ltd. 1997
6. Taha, H.A. Operations Research, An introduction, New York, Mc-Millan, 1989.
7. Theirouf, R J and Klekmp, R.C. Decision Making Through Operations Research New York, John Wiley 1989.