

## **MBA Semester II**

### **(201) MARKETING MANAGEMENT**

- 1. PRODUCT:** Product – Meaning, Goods & Services, Product Mix, Levels of Product, Product Life Cycle - Managing the product in Product Life Cycle. (8)
- 2. NEW PRODUCT DEVELOPMENT-** Types of new products - Test Marketing a new product – Portfolio analysis, Branding - Definition, Purpose and Significance, Branding decisions - Packaging & Labeling Purpose, Types and new trends in packaging. (10)
- 3. PRICE:** Meaning, Importance, Pricing objectives, Factors influencing pricing decision - Approaches to pricing – Price & Non-price competition, Setting the price 21 and managing the price changes. (8)
- 4. PLACE:** Importance, functions of distribution channels - Introduction to the various channels of distribution – Designing marketing channels – Introduction to Wholesaling, Retailing, Franchising, Direct Marketing, Impact of technology & Internet on distribution. (8)
- 5. PROMOTION:** Concept and role in marketing, Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of technology & Internet on Promotion (8)
- 6. Extended P's of Marketing** – People, Process & Physical Evidence (8)
- 7. Caselets Discussions** (10)

#### **Books Recommended:-**

1. Marketing Management - Philip Kotler
2. Fundamentals of Marketing - Stanton
3. Marketing Management - V.S.Ramaswamy and S.Namakumari
4. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
5. Marketing Models - Lilien & Kotler & Moorthy
6. Case Studies in Marketing - Indian context - R.Srinivas
7. Case study solutions - H.Kaushal
8. Marketing Management – Rajan Saxena
9. Marketing - Gandhi

### **(202)-FINANCIAL MANAGEMENT**

1. Concept of Finance, Corporate Finance, Finance Functions and other functions. Structures of the Financial System. (6)
2. Financial Management – Meaning and Objectives, A's of Financial Management, Scope and Functions of Financial Management, Financial Planning and Forecasting (6)
3. Capitalization – Under and Over Capitalization, Capital Structures – Computation of cost of capital, Trading on Equity, Leverages – Type and Significance (6)
4. Capital Budgeting – Nature and Significance, Time value of money- Discounting and Compounding – Methods of evaluating Capital Expenditure proposals (9) 22
5. Financial statements of Corporate organizations, Introduction to Schedule- VI, Provisions of Companies Act 1956. (9)
6. Analysis and interpretation of Financial Statements using the techniques of Ratio Analysis and Fund Flow analysis. (9)
7. Working Capital Management – Nature of Working Capital Management, Need for working capital – operating cycle, estimation of working capital requirement – Management of Cash and Receivables, Cash Budget. (9)
8. Management of Profits-Dividend Policy, Procedural and Legal formalities involved in the payment of dividend-Bonus Shares. (6)

**Books Recommended:-**

1. Financial Management – I.M.Pandey
2. Financial Management – Khan & Jain
3. Financial Management – S.M.Inamdar
4. Financial Management – N.M.Wechlekar
5. Financial Management – S.C.Kuchal
6. Financial Management & Policy – R.M.Shrivastava
7. Financial Management – Prasanna Chandra
8. Financial Management- P.V. Kulkarni

**(203)-HUMAN RESOURCES MANAGEMENT**

- 1. Human resources Management**-Introduction and Importance-Evolution – difference between Personnel Management and HRM- Strategic HRM- role of a HR Manager. (6)
- 2. Human Resources Planning**-Objectives-Importance-HRP Process- Manpower Estimation-Job analysis-Job Description-Job Specification. Recruitment-Sources of Recruitment-Selection Process-Placement and Induction-Retention of Employees. (8)
- 3. Training and Development**- Objectives and Needs-Training Process-Methods of Training –Tools and Aids-Evaluation of Training Programs. (8)
- 4. Career Planning**- Succession Planning. (2) 23
- 5. Performance Management System**-Definition, Concepts and Ethics-Different methods of Performance Appraisal- Rating Errors-Competency management. (8)
- 6. Compensation Management** –Concepts and Components-Job Evaluation- Incentives and Benefits. (8)
- 7. Productivity Management**-Concepts-TQM-Kaizen-Quality Circles (6)
- 8. Industrial relations**-Grievance Procedure-collective Bargaining-Settlement of Disputes. (6)
- 9. Retirement/Separation**-Superannuation-Voluntary Retirement Schemes- Resignation-Discharge-Dismissal Suspension-Layoff. (8)

**Books Recommended:-**

1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwivedi
4. Human Resources Management-V.P.Michael
5. Human Resources Management – Dr.P.C.Pardeshi
6. Human Resources Management – Mirza & Zaiyadin
7. Human Resources Management – L.M.Prasad
8. Human Resources Management - Ashwathappa
9. Managing Human Resources - Arun Monppa

**(204) MANUFACTURING AND OPERATIONS MANagements**

- 1. Introduction to Operations Management** - Nature, Scope, Importance and Functions - Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems –quality – mass customization. Contribution of Henry Ford, Deming, Crosby, Taguchi, (6)
- 2. Types of Industries** – Variety of Businesses – Integration of Manufacturing & Services – Scale of Operations. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production -Characteristics of each method (8)
- 3. Facilities Location & Layout** – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. (8) 24
- 4. Importance and Functions of Production Planning & Control.** Introduction to PERT / CPM - Network Crashing (Numericals expected for PERT/CPM) (8)

**5. Maintenance Management** - Importance and types of maintenance – Maintenance Planning - Spare Parts Management – Concept of TPM. (6)

**6. Inspection** - Cent percent Inspection, Sample Inspection, Operation Characteristics Curves, Statistical Quality Control – Construction & Interpretation of Control Charts – (X-R, n, p, c, np) Introduction to Six Sigma, (Numericals expected for Control Charts). Gap analysis for service quality assessment. (10)

**7. Productivity** - Work Study - Objectives, Scope and Uses - Methods Study – Flow process chart, Flow diagram & Process mapping - Work Measurement - Elements - Performance Rating - Allowances – Standard Time - Synthetic Time Standards – Work Sampling (Numericals expected for Standard Time) (10)

**8. Lean Production Systems** – TOYOTA system – JIT - KANBAN - Theory of Constraints (4)

**Books Recommended:-**

1. Operations Management - Krajewski
2. Operations Management - Mahadevan
3. Production & Operations Management - Chary
4. Production & Operations Management - Chase
5. Production & Operations Management - Adam & Ebert
6. Manufacturing & Operations Management - L.C.Jhamb
7. The Machine that Changed the World – James Womack (Reference)
8. The Goal – Eliyahu Goldratt (Reference)

**(205) MATERIALS & LOGISTICS MANAGEMENT**

**1. Introduction: Materials Management** - Evolution, Importance, Scope and Objectives - Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL (6)

**2. Logistics** - Objectives, Components, Significance. Supply Chain Management – Objectives, Components, Significance, Trade off Customer Service & Cost. (6)

**3. Inventory** - Need of Inventory - Costs associated with Inventory - Types of Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC) (10) 25

**4. Material Requirement Planning** - Advantages over conventional planning (Order Point Method) – Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II. Concept of ERP. (Numericals expected on BOM Explosion, estimating Net requirements) (12)

**5. Purchasing Management** - Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing (8)

**6. Stores** – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation. (5)

**7. Inventory control & Cost Reduction techniques:** Inventory turns ratios - Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process. (8)

**8. Materials Handling** - Principles of Materials Handling system - Materials Handling Equipments – Safety issues. (5)

**Books Recommended:-**

1. Purchasing and Supply Management - Dobler and Burt
2. Materials Management - Dutta
3. Purchasing and Materials Management - K S Menon
4. Handbook of Materials Management - Gopalkrishnan
5. Materials & Logistics Management - L.C.Jhamb
6. Introduction to Materials Management – Arnold
7. Logistics & Supply Chain Management – Martin Christopher

## (206) MANAGEMENT INFORMATION SYSTEMS

- 1. Management Information Systems** - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change (8)
- 2. Information, Management and Decision Making** - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information (8)
- 3. Information Technology** - Definition, IT Capabilities and their organizational impact -Telecommunication and Networks - Types and Topologies of Networks - IT enabled services such as Call Centers, Geographical Information Systems etc. (6) 26
- 4. Data Base Management Systems** - Data Warehousing and Data Mining (6)
- 5. Systems Analysis and Design** - Systems Development Life Cycle – Alternative System Building Approaches - Prototyping - Rapid Development Tools – CASE Tools – Object Oriented Systems (Only introduction to these tools & techniques) (8)
- 6. Decision Support Systems** - Group Decision Support Systems – Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence (8)
- 7. Management Issues in MIS** - Information Security and Control – Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems (8)
- 8. Applications of MIS** in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies. (8) Emphasis should be given on management oriented problems and cases as compared to technical problems expected from computer science/ computer management students.

### Books Recommended:-

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
6. Management Information Systems, Schulthesis, Tata McGraw Hill
7. Management Information Systems - Sadagopan, Prentice Hall
8. Management Information Systems - Jayant Oke

## (207)-RESEARCH METHODOLOGY

- 1. Foundations of Research:** Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method - Understanding the language of research Concept, Construct, Definition, Variable. Research Process (5)
- 2. Problem Identification & Formulation** – Management Question – Research Question – Investigation Question – Measurement Issues - Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance (4)
- 3. Research Design:** Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, 27 Descriptive Research Designs - concept, types and uses. Experimental Design:  
Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group. (5)

- 4. Qualitative and quantitative research:** Qualitative research – Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches. (2)
- 5. Measurement:** Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio. (2)
- 6. Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. (2)
- 7. Types of Data:** Secondary Data - Definition, Sources, Characteristics. Primary Data - Definition, Advantages and disadvantages over secondary data, Observation method, Questionnaire Construction, Personal Interviews, Telephonic Interview, Mail Survey, Email/Internet survey. (3)
- 8. Sampling:** Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size. (3)
- 9. Data Analysis:** Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association. (2)
- 10. Interpretation of Data and Report Writing** - Layout of a Research Paper (2)

**Books Recommended:-**

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9<sup>th</sup> edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Research Methodology - C.R.Kothari 28

**(208)-ECONOMIC ENVIRONMENT OF BUSINESS & ENVIRONMENTAL  
MANAGEMENT**

**SECTION –I (20)**

- 1. Agricultural Sector** – Implications of WTO – Concept & Importance of Commodity market
- 2. Industrial Policy Regulations of 1991 leading to Liberalization, Privatization and Globalization** – Emergence of BRIC economies
- 3. Banking Sector** – Concept & Importance of Core Banking, Retail Banking. Basel II Concept and implications
- 4. Insurance Sector** – IRDA, Life and Non Life Insurance 29
- 5. Taxation** - Concept Implications of VAT, Customs Procedures, Excise.
- 6. Capital Market** – Meaning, Avenue for raising finance. Introduction to derivatives market.

**SECTION –II (10)**

- 1. Environmental Education** - Objectives, Principles, Scope and functions of environmental education. Role of NGOs.
- 2. Managing Natural Resources** – Importance – Water, Land.
- 3. Global Warming** – Problem, Implications, Concept of Carbon Credit, Role of Government and Non Government Agencies & Businesses.
- 4. Disaster management** – Concept, causes and consequences, disaster mitigation.

**Books Recommended:-**

1. Environmental Policy – By. James Lester, Duke University Press
2. Environmental Management System ISO 14001 – By Dr. Ashok Joshi, L. Ramkrishnan, Nivedita Sarnaik