

# MBA SEMESTER - II

Course Title: Business Environment  
Course No.: PSMBTC201  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

## OBJECTIVES

The purpose of this course is to develop an awareness of the issues related to business and to give the participants the basic understanding of the important aspects of business environment.

### UNIT-I

The concept of Business Environment, Significance and Nature; Types of Business Environment: Internal and External Environment, India and WTO; GATS; The changing dimensions of these laws and their impact on business.

### UNIT-II

Environment Scanning: Meaning, Nature and Scope; The process of Environmental Scanning PETELS/PESTEL/PEST Analysis; Competitor's Analysis: Porter's Five Force Model; SWOT Analysis.

### UNIT-III

Business and the Environment: Legal Business Environment and its impact on business; Overview of Economic Environment; The International/Global Business Environment - An Analysis of the World.

### UNIT - IV

Political Environment, Socio-cultural Environment of Business (SCEB), Technological Environment; An introduction to MRTP, FEMA and their impact on business.

### Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

### **Suggested Readings**

- Aswathapa K. : Essentials of Business Environment
- Paul, Justin: Business Environment-Text and Cases
- Jain, T.R; Trehan, M; Trehan, R: Indian Economy and Business Environment
- Sheikh, Saleem: Business Environment
- Goyal, A. and Goyal M.: Business Environment.
- Cherunilam, Francis: Business Environment.

Course Title: Marketing Management  
Course No.: PSMBTC202  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

## **OBJECTIVES**

The course aims to discuss the marketing mix elements in detail and their implication in enhancing marketing effectiveness. The students will be able understand the role of each aspect of marketing mix and respective strategies to build a global marketing organization

### **UNIT-I**

Product Characteristics and Classifications; Product Hierarchy; Product Line Analysis; Product Mix Decisions; Role of Packaging and Labeling; New Product Development Process; Designing and Managing Services; Service Quality.

### **UNIT - II**

Pricing - Concept and Importance; pricing Objectives; Demand Determinants and Price; Cost Determinants of Price; Pricing Methods; Adapting the Price - Promotional Pricing, Differentiated Pricing, Price Discounts and Allowances; Ethics and Price Strategy-Unfair Trade Practices, Price Fixing, Predatory Pricing, Illegal Pricing; Responding to Price Changes.

### **UNIT-III**

Role of Integrated Marketing Communication; Developing Effective Marketing Communication; Marketing Communication Mix; Factors affecting Marketing Communication Mix; Managing Mass Communication - Advertising, Sales Promotion, Public Relations, Events and Experiences; Managing Personal Communication - Personal Selling, Direct and interactive Marketing, Word of Mouth.

### **UNIT-IV**

Marketing Channels; Channel Design Decisions; Managing Channel Relationships; Role of Retailing; Market Logistics; E-Commerce and Online Retail; Exploiting Global Markets; Socially Responsible Marketing.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

### **Recommended Books**

- Marketing Management - A South Asian Perspective by Philip Kotler, Kevin Lane Keller, Abraham Koshy and M Jha, 14th Edition Pearson (2014), India.
- MKTG - A South Asian Perspective by C W Lamb, J F Hair, Dheeraj Sharma, C McDaniel, Cengage Learning, India ( 2012)
- MM - A South Asian Perspective by Dawn Iacobucci, Avinash Kapoor, Cengage Learning (2011)
- Marketing Management by Dr. K Karunakaran, Himalaya Publishing House.

Course Title: Management Science  
Course No.: PSMBTC203  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

## **OBJECTIVES**

The objective of this course is to equip the participants with the relevant tools and techniques for applications in solving Managerial Problems. The Focus of this course will be on applications of quantitative methods in business situations.

### **UNIT-I**

Introduction to Management Science; Opportunities and Shortcoming of Management Science Approach, Linear programming; Formulation of problems, Graphical method, Simplex for solving Linear Programming Problems, Big M method, Duality in linear programming.

### **UNIT-II**

Transportation model; N-W Corner Method, Least Cost Method, VAM, Stepping Stone method, MODI; Application of transportation Model, Degeneracy in transportation, Restricted routes Assignment Models, Transshipment Problems.

### **UNIT-III**

Simple decision problems under certainly risk and uncertainty, Decision with cost pay- off, expected value of perfect information, Expected value of sample information, Efficiency of sample information, Decision trees, Game theory - Two person Zero Sum Game, Minimax, Maximin Strategies, Saddle point and Mixed Strategies.

### **UNIT-IV**

Network Construction and Analysis, Critical Path Method (CPM), Time - Cost trade - off, Crash Activity Analysis, Project scheduling, PERT Analysis, Simulation for Business; Monte Carlo method.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings:**

- Vohra, N.D, "Quantitative Techniques in Management", McGraw Hill Publishing House 3rd Edition.
- Kapoor, V.K, "Operation Research (Quantitative Techniques in Management)", Sultan Chand Publications, 8th Edition
- Taha, Hamdy, "Operations Research An Introduction" Pearson Publications, 8th Edition.
- Hillier, Frederic & Gerald Lieberman "Introduction to Operations Research" Tata McGraw Hill Publications, 8th Edition.
- Anderson, David R., DennisJ. Sweeney, & Thomas A.Williams " The Management Scientist" Cengage publishers, 2nd Edition.

Course Title: Human Resource Management  
Course No.: PSMBTC204  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

## **OBJECTIVES**

The objective of this course is to sensitize the students with the various facets of managing people and the create an understanding of the various policies and practices of Human Resource Management.

### **UNIT-I**

Human Resource Management (HRM): Concept, Nature, Scope and Importance; Personnel Management vs. HRM, Functions of the HRM, Strategic HRM and Personnel Department structure's Role and responsibilities of HR managers, VRIO framework, HRM in a dynamic environment, HRM in various sectors. Human Resource Development (HRD): concept and process.

### **UNIT-II**

Manpower Planning: Job design and Job analysis, Recruitment and Selection Processes, Induction and Placement, Promotions and Transfers, Exit management - attrition, downsizing and outplacement; Coaching and Mentoring, Work stress and Counseling, HRM issues in Outsourcing.

### **UNIT-III**

Training and Development: Training need analysis, methods of training, pre and post training concerns, Career Development; Performance appraisal: process and techniques, Performance appraisal vs Potential appraisal. Compensation Management: rewards, incentives and other benefits; Job Evaluation: Job enrichment and job enlargement.

### **UNIT-IV**

Worker's participation and empowerment, Work life balance and Quality of Work Life, Talent management - an overview, Employee engagement, International Human Resource Management (HRM), HR concerns in comparative management, Human Resource Information System (HRIS), Human Resource Audit (HRA)

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set

selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings:**

- A framework for Human Resource Management: Dessler Gary, Published by Pearson education (2010), 7th Edition.
- Human Resource management Text and cases: Rao VSP, Excel books (2010), 3rd edition.
- Training for Development: Lynton R.P., Pareek uday. Sage publication India pvt. Ltd (2011) 3rd Edition.
- Human Resource Development: Rohmetra Neelu, Anmol Publication House Pvt. Ltd (2005) 1st edition.
- Strategic Thought in the New Age Management: Rohmetra Neelu, Dhotra J.R. Excel Books (2006)
- Managing Human Resources: Cascio W.F., nambudiri Ranjeet Tata Mc Graw - hill (2010) 8th edition.
- Business Dynamics: Contemporary Issues and Challenges: Rohmetra Neelu, Singh B.P and Sharma. Vishal., Excel Books, New Delhi, 2014.
- Sustainable Business Practices: Rohmetra Neelu, Singh B.P and Sharma vishal EXCEL Books 2014.
- Managing Human Resources: Mejia L.R.G, Balkin D.B, Cardy R.L., PHI learning Private limited (2012), 7th Edition.
- Human Resource Development in Commercial Banks in India: Rohmetra Neelu Ashgate Publishing Co., UK (1998).
- Cultural Paradigm in Managing People and Organisations: Rohmetra Neelu, Excel Books, New Delhi, India (2005).
- Transformative Organizations Across Globe: Rohmetra Neelu, Response Books, Sage India (2002).
- Human Resource management: Haldar Uday, Sarkar Juthika, Oxford University press (2012) 1st edition.s



Course Title: Financial Management  
Course No.: PSMBTC205  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

## **OBJECTIVES**

To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concept and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

### **UNIT-I The Finance Function**

Nature and Scope; Evolution of finance function, Goals of finance function - Profit vs. Wealth Maximization; Risk-Return tradeoff; concept of Time Value of Money and the basic Financial Modeling.

### **UNIT-II Capital Budgeting**

Concept and measurement of cost of capital: cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital, Debt vs. Equity,. Importance of cost of capital in capital budgeting decisions. Nature and concept, techniques - Traditional and DCF methods. The NPV vs IRR Debate;

### **UNIT-III Capital Structure Decision**

Capital Structure vs. financial structure - Capitalization, Financial, Operating and Combined leverage. EBIT-EPS Analysis, Capital structure Theories - The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory - A critical appraisal.

### **UNIT-IV Dividend Decisions**

Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy, Major theories centered on the works of Gordon and Walter Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, Financing of working capital.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings.**

IM Pandey	Financial Management
M.Y. Khan, P K Jain	Financial Management - Text and Problems
Prasana Chandra	Financial Management Theory and Practice
Shashi K.Gupta, R.K. Sharma	Financial Management
Rajiv Srivastava, Anil Mishra	Financial Management
James C Van Home, Sanjay Dhamija,	Financial Management and Policy
IM Pandey,	Cases in Financial Management
Chandra & Iyer	Financial Management

Course Title: Operations and Material Management  
Course No.: PSMBTC206  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

## **OBJECTIVES**

The course aims to introduce concepts of production and operation management in an organization and expose to analytical methods. The students will be able to understand basic Management Decisions with respect to Production and operation management.

### **UNIT I**

Nature and Scope of Production Management, Types of Production System - Flow Shop, Job Shop, Batch Manufacturing, New concept in operation management - ISO, TQM, Kaizen, PERT, Supply Chain Management.

### **UNIT-II**

Facility Location - importance, Factors in Location Analysis: Location Analysis Techniques

Facility Layout - Objectives: Advantages: Basic types of layouts. Capacity Planning - concepts: Factors Affecting Capacity Planning, Capacity Planning Decisions, Line balancing.

### **UNIT-III**

Production Planning & Control (PPC) - Concepts, Objectives, Functions. Factors affecting PPC, Aggregate Planning - Aggregate capacity planning, approaches to Aggregate planning, Scheduling, Loading & Sequencing, Work Study - Productivity: Method Study; Work Measurement.

### **UNIT-IV**

Material Management - Concepts & Importance, Integrated System of Materials Management, Materials Requirement Planning, Purchasing Systems, Vendor Analysis & Control.

Objectives of Inventory management and control, Fixed Order Quantity or 'Q' system, Fixed Order Quantity or 'Q' system, Fixed Order Period System or 'P' system, Inventory control techniques- ABC,VED, FSN, EOQ, JIT manufacturing

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

## **Suggested Readings**

Production / Operations Management, Case Study Solution H.Kaushal

Production and Operations Management

Ajay K Garg

Operations Management

Kenneth K. Boyer, Rohit Verma

Production and Operational Management

K.Ashwathappa, Sreedhar Bhat

Production management

Adam, E. and Elbert R.J

Operations Management

Schroedor

Production and Operation Management

S.A. Chunawalla and D.R. Patel

Course Title: Management Information and  
Decision Support Systems  
Course No.: PSMBTC207  
Minimum Contact hrs.: 45  
Duration of Examination: 3 hours  
Total Credits: 4

Maximum Marks: 100 Marks  
Internal Assessment: 40 Marks  
Semester Examination: 60 Marks

## **OBJECTIVES**

The objective of this course is to introduce to the students the management issues related to Information Systems and help them identify and evaluate various options in this regard.

### **UNIT-I**

Meaning and role of Information Systems, Types of Information Systems, Operations Support systems, Expert Systems, Knowledge Management Information Systems, Information Systems for strategic management, Strategic role of Information Systems, Integrating Information Systems with Business Strategy.

### **UNIT-II**

Planning for Information Systems: Identification of applications - Structured and unstructured approach: Business planning system and critical success factors: Method of identifying applications, Evaluation of applications and value chain analysis, Risks in information systems, Resource requirements for information systems: Hardware and capacity, planning. Software needs, procurement options-make or buy decision, outsourcing as an option in information systems.

### **UNIT-III**

Systems Development life cycle: Critical success factors in customized software, traditional sequential method for systems development, Case tools and modern process of systems development, CASE tools and modern process of Systems, development, Flexibility Integrity and control issues in software.

### **UNIT IV**

Decision Support Systems - An overview: Role of Decision Support Systems in organizations.

Modeling in Decision Support, Group Decision Support Systems, and Expert systems: Executive Information Systems and their applications.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question

from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

**Suggested Readings**

- MIS-A contemporary perspective London Kenneth and Laudon Jane, Prentice Hall, New York 1998
- Management Information Systems O' Brien James A, Tata McGraw Hill Edition, New Delhi 1999.
- Business Information Systems Kumar Muneesh, Vikas Publishing House, New Delhi, 1999

Course Title: Business Research Methods  
Course No.: PSMBTC208  
Contact Hours.: 25  
Total Credits: 2

Maximum Marks: 50 Marks  
Evaluation: Internal

## **OBJECTIVES**

To equip the students with the practical skills needed to carry out business research. Attention is also given for the applications of business research methods using MS Excel.

### **UNIT-I**

Conceptual Framework : Concept, Meaning and Nature of Business Research, Significance of Research, Types of Research - Exploratory Research, Descriptive Research, Casual Research, Research Process, Ethics in Business Research.

### **UNIT-II**

Research Design: Identify and Developing Business Research Problems, Formulation of Research Questions and Hypothesis, Choosing Sample from Population, Questionnaire Design and Testing, Measurement and Scaling, Scaling Techniques, Qualitative and Quantitative Research Methods.

### **UNIT-III**

Date Analysis Methods for Business Research: Conceptual Framework and Applications of Business Research Methods using MS Excel. Research Report Preparation & Presentation, Citation and Referencing Styles.

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

### **Suggested Readings:**

- Business Research Methods, William G.Zikmund-oklahoma, Cengage Learning.
- Business Research Methods, Sue Greener, Ventus Publishing, APS, 2008
- Applied Multivariate Research: Design and Interpretation Lawrence S. Meyers, Glenn Gamst, A.J. Guarino, SAGE, 2006
- Contemporary Marketing Research, Mc Daniel & Roger Gates, South Western College Publishing.

- Statistics for Manageres using MS Excel, Levine, Stephen, Krehbiel & Brenson, PHI Learning, 2012.

Course Title: Business Communication

Maximum Marks: 50 Marks

Course No.: PSMBTC209

Evaluation: Internal

Contact Hours.: 25

Total Credits: 2

## **OBJECTIVES**

The course is designed to provide exposure to the students about forms and practices of business communication and also enable them to enhance their communication skills.

### **UNIT I**

Business communication: Functions, Process, Communication Networks, Barriers and strategies, Effective Organizational Communication, Cross cultural communication, Non verbal communication, Technology and Communication.

### **UNIT II**

Written communication: Business writing and correspondence, Instructions, Business Reports and Proposals

### **UNIT III**

Effective listening, Business Presentations and Public speaking, Conversations, Interviews, Group Discussions, Corporate Communication and strategies, Ethics in Communication

### **Note for Paper Setter.**

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

### **References:**



Meenakshi Raman & Prakash Singh

Business Communication

Krizan, Merrier, Logan & Williams

Business Communication