

**MBA: First Year - Second semester**  
**V21MBT07: FINANCIAL MANAGEMENT**

(Effective for the students admitted into first year from the Academic Year 2021-2022)

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**Course Outcomes:**

**Students are able to....**

1. Understood the fundamental concepts of financial Management. (K2)
2. Construct optimal capital structure by identification of financial sources and evaluating cost of capital. (K2)
3. Identify long term investment projects by applying capital budgeting techniques. (K2)
4. Understood the concept of dividend decisions and able to measure the dividend. (K2)
5. Apply the concepts of working capital, cash, and receivables management. (K3)
6. Interpret problems related to Business Finance by studying practical cases.(K3)

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**UNIT 1:**

**Financial Management:** Concept - Nature and Scope - Evolution of financial Management objectives of financial Management - Profit maximization- Wealth maximization and EPS maximization – Major decisions of financial manager Challenges of Financial manager in contemporary scenario.

**UNIT-II**

**Financing Decisions:** Sources of finance - Concept of leverages - Operating, Financial and combined leverages - financial effects of leverages –EBIT – EPS analysis. Cost of Capital: Marginal vs Weighted Average Cost of Capital – Theories of Capital Structure.

**UNIT -III**

**Investment Decisions:** Concept and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non Discounting Methods.

**UNIT-IV**

**Dividend Decisions:** Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividend Policy and Models of Dividend valuation (Walter & Gordon models) – Bonus Shares – Stock Splits – Dividend policies of Indian Corporate.

**UNIT-V**

**Liquidity Decisions: Meaning** - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables –Credit Policies.

***Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.***

***References:***

1. P.Vijaya Kumar, P.S. Ravindra, Kiran Kumar, “Financial Management”, Himalaya Publishing House PVT Ltd, 2014.
2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi, 2012
3. Brigham, E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
5. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
8. Pradip Kumar Sinha: “**Financial Management**”, Excel Books, New Delhi, 2009.
9. Vyuptakesh Sharan: “**Fundamentals Financial Management**”, Pearson, New Delhi, 2012.

**MBA: First Year - Second semester**  
**V21MBT08: HUMAN RESOURCE MANAGEMENT**  
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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**Course Outcomes:**

**Students are able to....**

1. Understand the fundamentals of HRM with a global perspective. (K2)
2. Estimate the type and number of personnel required to the organization in future by considering the demand and supply of manpower. (K2)
3. Apply various methods of performance evaluation to assess the performance of employees. (K3)
4. Identify the compensation system that conforms to the legal framework. (K2)
5. Understand the functionality of trade unions and also have ability to balance between work and life. (K2)
6. Interpret problems related to Human Resources by studying practical cases. (K3)

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**UNIT 1:**

**HRM:** Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department - HRM at global perspective challenges – cross-cultural problems – emerging trends in HRM.

**UNIT 2:**

**Investment perspectives of HRM:** HR Planning – Demand and Supply forecasting- Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques – Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis –job description and specifications - Management development - HRD concepts.

**UNIT 3:**

**Performance Evaluation:** Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors-.

**UNIT 4:**

**Wage and Salary Administration:** Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job Evaluation- Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms-Fringe Benefits-ESOPs - Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level

**UNIT 5:**

**Managing Industrial Relations:** Trade Unions - Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms- Quality of Work Life (QWL).

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **References**

1. K Aswathappa: “***Human Resource and Personnel Management***”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “***Human Resource Management: A South-Asian Perspective***”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “***Personnel and Human Resource Management-Text and Cases***”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “**Human Resource Management**”, Excel Books, New Delhi, 2010

**MBA: First Year - Second semester**  
**V21MBT09: MARKETING MANAGEMENT**

(Effective for the students admitted into first year from the Academic Year 2021-2022)

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**Course Outcomes:**

**Students are able to....**

1. Understand the Basic marketing concepts. (K1)
2. Classify between the market Segmentation and Positioning strategies. (K2)
3. Identify various pricing methods and pricing strategies.(K2)
4. Demonstrate the various communication tools in marketing.(K3)
5. Estimate the distribution Strategies required for effective marketing chain.(K2)
6. Apply marketing concepts in solving marketing problems of organizations. (K3)

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**UNIT -I**

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept-Green Marketing concept - Indian Marketing Environment.

**UNIT -II**

Market Segmentation, Targeting and Positioning: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy.

**UNIT -III**

Product and Pricing Aspects: Product – Product Mix - Product Life cycle - Branding- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases-Responding to Competitor's price changes.

**UNIT -IV**

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force– Determining the Sales Force Size - Sales force Compensation.

**UNIT -V**

Distribution, Marketing Organization and Control: Channels of Distribution- Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

***References***

1. Phillip Kotler: —Marketing Management —, Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: —Marketing Management—, Tata McGraw Hill, New Delhi, 2012.
3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
4. Tapan K Panda: “Marketing Management—, Excel Books, New Delhi, 2012
5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: —Marketing—, Oxford University Press, Chennai, 2013

**V21MBT10: PRODUCTION & OPERATIONS MANAGEMENT**

(Effective for the students admitted into first year from the Academic Year 2021-2022)

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**Course Outcomes:**

**Students are able to....**

- 1) Understand the evolution and fundamental concepts of production and operations management. (K2)
- 2) Understand the production planning and control strategies. (K2)
- 3) Assess the concepts of Waste Management, Quality Assurance, Quality Circles and application of various Statistical Quality Control techniques. (K3)
- 4) Understand basic concepts of Quality Improvement tools like six sigma, ISO 9000-2000 clauses and coverage and factors effecting Productivity. (K2)
- 5) Apply various stores management and Inventory Control techniques. (K3)
- 6) Interpret problems related to Operations Management by studying practical cases. (K3)

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**UNIT 1:**

**Introduction:** Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes.

**UNIT 2:**

**Production Planning and Control:** Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement – Work Sampling.

**UNIT 3:**

**Managing of Work Environment:** –Automation --Technology Management – Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans.

**UNIT 4:**

**Quality Improvement:** Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

**UNIT 5:**

**Stores Management:** Purchase functions and Procedure - Objectives of Stores Management – Requirements for efficient-Management of Stores – safety stock- Different Systems of Inventory Control -Inventory control techniques- EOQ, ABC, VED and FNSD analysis- JIT, VMI

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

***References***

1. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. AlanMuhlemann, JohnOakland,jasti Katayani: “**Production and Operation Management**”, Pearson, New Delhi,2013
6. O.P.Khanna, “ Industrial Engineering and Management” Dhanpad Rai Publications



**MBA: First Year - Second semester**  
**V21MBT11: BUSINESS RESEARCH & STATSTICAL ANALYSIS**  
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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**Course Outcomes:**

**Students are able to....**

1. Understand the concept of research, research process in detail. (K1)
2. Understand various scaling techniques and research report preparation process. (K2)
3. Apply various statistical tools to test hypothesis. (K3)
4. Describe Bivariate and Multivariate analysis concepts. (K2)
5. Apply SPSS for Hypothesis testing. (K3)
6. Interpret problems related to Business Research by studying practical cases. (K3)

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**UNIT 1:**

Introduction : Nature and Importance of research, The role of business research, Research process, types of research, Defining Research Problem. Research Design –Types of Research design- Sampling and Sampling Design – Sampling Methods –Probability and Non probability sampling. Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data- Designing of Questionnaire.

**UNIT 2:**

Measurement and Scaling – Nominal Scale – Ordinal Scale –Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale. Editing – Coding – Classification of Data – Tabulation and Graphic representation of data.

**UNIT 3:**

Data Analysis: Formulation of hypothesis-types of hypothesis- Null and Alternate - Type I and Type II errors, Large Sample Vs Small Sample; Procedure for testing of Hypothesis –parametric tests ; Z tests – One mean – Two mean – one Proportion – Two Proportion tests, t- distribution tests – One mean, Two mean & paired tests.

**UNIT 4:**

F- test and ANOVA – Calculation of F Value - one way (Completely Randomized Design) and two ways tests (Randomized Block Design) - Chi - Square tests - Goodness of fit- test for Independence of attributes – Concepts of Bivariate and Multivariate analysis.

**UNIT 5:**

**Research Report Writing:** Structure and components of Research reports, Types of reports, characteristics of good report. Format & common content's in reports. Preparation & Presentation of reports. Introduction to basics of SPSS

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

***References***

1. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata McGraw Hill, New Delhi.
6. M.V.Kulkarni: “**Research Methodology**”, Everest Publishing House, New Delhi, 2010.
7. Sachdeva: “**Business Research Methods**”, Himalaya Publishing House, Mumbai, 2011.
8. Ranjit Kumar: “**Research Methodology**”, Pearson,New Delhi,2012.
9. Deepak Chawla , Neena Sondhi: “**Research Methodology, Concepts and Cases**” Vikas Publishing House, New Delhi, 2011.
10. Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press, New Delhi, 2011.

**MBA: First Year - Second semester**  
**V21MBT12: BUSINESS ETHICS & CORPORATE GOVERNANCE**  
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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**COURSE OUTCOMES:**

**Students are able to....**

1. Understand the importance of ethics and ethical practices at work place. (K2)
2. Recall various factors influencing Business ethics in India. Also get understanding of various scams. (K1)
3. Understand the ethical practices in functional areas such as Marketing, Hrm & Finance. (K2)
4. Understand the overview of corporate governance in India. (K2)
5. Report various governance issues related to Directors and Auditors. (K2)
6. Interpret problems related to Business Ethics by studying practical cases. (K3)

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**UNIT 1:**

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions.

**UNIT 2:**

Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams.

**UNIT 3:**

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector.

**UNIT 4:**

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECD Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives.

**UNIT 5:**

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**References:**

1. S.K.Mandal: "Ethics in Business and Corporate Governance", TMH, New Delhi, 2012.
2. Marianne M Jennings: "Cases in Business Ethics", Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: "Business Ethics and Corporate Governance", Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: "A Case Book on Corporate Governance and Stewardship", TMH., New Delhi, 2011.
5. A.C.Fernando: "Business Ethics and Corporate Governance", Pearson Publishers, New Delhi, 2013.

**MBA: First Year - Second semester**  
**V21MBT13: ENTREPRENEURSHIP DEVELOPMENT**  
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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**COURSE OUTCOMES:**

**After successful completion of the course, the student will be able to:**

**CO1:** Understand the foundations of Entrepreneurship and its importance. (K1)

**CO2:** Develop viable business ideas and understand entrepreneurial eco system. (K3)

**CO3:** Develop new projects and preparation of detailed project report. (K3)

**CO4:** Understand the importance of MSME's in the economic development of a nation.(K2)

**CO5:** Identify various sources of Entrepreneurial support organizations. (K2)

**CO6:** Interpret problems related to Entrepreneurs by studying practical cases. (K3)

**UNIT 1**

**Entrepreneurship:** Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs, Opportunities for women entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

**UNIT2**

**Innovation:** Sources of business idea-Idea generation- Ideal validation- idea screening process-market sizing techniques- innovation and creativity for aspiring entrepreneurs- incubation- startup eco system

**UNIT 3**

**Planning and Evaluation of Projects:** Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study – Elements of a project report- preparation of DPR. Post Planning of Project-Project Planning and Control.

**UNIT 4**

**Small and Micro Enterprises:** Importance, definition of Tiny, Micro, Small and medium scale units – policies and their support to MSMEs - growth and growth strategies – registration process of MSME- MSMED Act 2006.

**UNIT 5**

**Institutional Support to Entrepreneur and MSMEs:** Role of Government - Role of SIDBI, - Central Government Institutions – SIDO, NSIC, EDII, AISSIB, DST. State Government Institutions - DIC, TCOs, Commercial Banks.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

#### References

1. Arya Kumar: "Entrepreneurship", Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: "Entrepreneurship", Cengage Learning, New Delhi,
3. K. Ramachandran: "Entrepreneurship Development", TMH, New Delhi, 2012 4. B. Janakiram, M Rizwana: "Entrepreneurship Development" Excel Books, New Delhi, 2011 5. Rajeew Roy: "Entrepreneurship", Oxford University Press, New Delhi, 2012
5. P. C. Shejwalkar: "Entrepreneurship Development", Everest Publishing House, New Delhi, 2011

**MBA: First Year - First semester**  
**V21MBL02: INFORMATION TECHNOLOGY LAB (100% Lab)**  
(Effective for the students admitted into first year from the Academic Year 2021-2022)

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**Course Outcomes:**

**Students are able to...**

1. Prepare various office reports using MS-Office. (K3)
2. Understand the basics of SPSS and descriptive and inferential Statistical techniques using SPSS (K2)
3. Employ math and simulation in R (K3)

**UNIT-I:**

**Introduction to MS-Office:** Introduction to various softwares used in business & their significance in the current business environment. Introduction to MS Office and its application in preparation of reports.

**UNIT-II:**

**Introduction to SPSS:** Overview of SPSS: Mouse and keyboard processing, frequently used dialog boxes, Editing output, Printing results, Creating and editing a data file. Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, Merging files.

**Graphs & Frequencies:** Creating and editing graphs and charts - Frequencies, bar charts, histograms, percentiles.

**Descriptive Statistics:** Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analysis, The means Procedure. Bivariate Correlation: Bivariate Correlation, Partial Correlations and the correlation matrix.

**UNIT-III:**

**R Programming:**

1. Demonstrate Vector, Matrix & Array operations in R, Demonstrate Data frames and Lists in R
2. Illustrate 'if and else', 'if else', & 'switch' control statements in R
3. Demonstrate 'for and while loops', 'Importing and exporting data' in R

4. Illustrate the descriptive statistics using summary() in R
5. Illustrate Bar Plots, Pie Charts & Histograms using R

**Text Books:**

1. Shelly, Cashman: “Microsoft copies 2007”, Cengage Learning, New Delhi. 2012
2. Oracle Database 11g The Complete Reference by Oracle Press, Kevin Loney
3. R for Everyone, Jared P Lander, Pearson
4. R in Action, Rob I Kabacoff, Manning

**References:**

1. Shelly, Cashman: “Microsoft copies 2007”, Cengage Learning, New Delhi. 2012



