

# Karnataka State Open University



## Syllabus

### Master of Business Administration (MBA)

<b>Semester – I</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
	Management- 'Theory and Practice'	4
	Managerial Economics	4
	Accounting for Managers	4
	Organizational Behaviour	4
	Quantitative Techniques	4
	Business Ethics and Values	4
TOTAL CREDITS		<b>24</b>
<b>Semester – II</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
	Management Information System & Computer	4
	Business Law	4
	Financial Management	4
	Marketing Management	4
	Human Asset Management	4
	Executive Communication and Research Methodology	4
TOTAL CREDITS		<b>24</b>
<b>Semester – III</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
	Management of Small Business & Entrepreneurship Development	4
	Business Policy and Strategic	4
	Operations Research	4
	SPLZ-1	4
	SPLZ-2	4
	SPLZ-3	4
TOTAL CREDITS		<b>24</b>
<b>Semester –IV</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
	International Business	4
	Operations Management	4
	Total Quality Management	4
	SPLZ-4	4
	SPLZ-5	4
	SPLZ-6	4
TOTAL CREDITS		<b>24</b>

<b>Human Resource Management</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
	Management of Training and	4
	Compensation Management	4
	Organizational Development and	4
	Management of Industrial Relations	4
	International Human Resource	4
	Labour Legislations	4
TOTAL CREDITS		<b>24</b>

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<b>Financial Management</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
	Investment Management	4
	Merchant Banking and Financial	4
	Management of Infrastructural	4
	International Finance Management	4
	Portfolio Management & Security	4
	Financial Derivatives	4
TOTAL CREDITS		<b>24</b>

<b>Marketing Management</b>		
<b>CODE</b>	<b>SUBJECT</b>	<b>CREDITS</b>
	Product and Brand Management	4
	Marketing of Service	4
	Sales and Distribution	4
	Advertising & Sales Promotion	4
	Industrial Marketing	4
	International Marketing	4
TOTAL CREDITS		<b>24</b>

## **Semester - I**

### **MBA 101 Management-‘Theory & practice’**

#### **Section-1 INTRODUCTION TO MANAGEMENT**

Unit 1 - Management As A Science, Management As An Art, Management Both Science And Art, Role Of Management In Society.

Unit 2 - Definition Of Management: Its Nature And Purpose Management Functions, learning And Innovation, Control, Organizing, Staffing, Discussion.

#### **Section- 2 UNDERSTANDING ORGANIZATIONS**

Unit 3 Etzioni, Six-Box Organisational Model, Environment, An Overview of Emerging Concepts Influencing Organisational Designs.

Unit 4 The Matrix Organization – The Logic of the Matrix, Search for a New Solution, Strategic and Incremental Change.

Unit 5 Organizing for the Learning Organization, Leadership as an Integrating Mechanism, Balance between Leadership and Management.

Unit 6 Process of Institutionalizing Leadership of Change, Leverage the Senior Team, Broadening the Senior Management, Developing a Leadership Orientation throughout the Organization.

#### **Section 3 CULTURE IN THE ORGANIZATION**

Unit 7 Culture and the Business Organization, What is Culture? Variations in Culture, Business Firms within the Larger Cultural System, Cultural Practices in Different Countries, Attitude towards Time.

Unit 8 Cultural Climate, Components of Culture, Material Culture, Corporate Culture, Cultural Characteristics, Guidelines for Changing Organizational Culture, More Insights into Cultures of the Factory, Value of Cultural Awareness.

Unit 9 Culture and Communication, Communication, Co-operation, Commitment, Decision-making, Implementation, Strength of a Culture.

Unit 10 How to Effect Cultural Change in the Organisation?, Behavior, Cultural Communication, Hiring and Socializing Newcomers, Implications of Culture in Management, Minimizing Conflict between Administrative Action and Cultural Values.

#### **Section 4 ROLE OF INFORMATION IN ORGANIZATIONS**

Unit 11 Data and Information, Value-Added Resource, Quality, Relevance, Quantity, Timeliness, Common Information Technologies.

Unit 12 Internet, Extranet, Intranet, Decision Support System, Expert System, Group Decision Support System, teamwork Competency.

Unit 13 Types of Managerial Decisions, Programmed and Non-programmed Decisions, Proactive and Reactive Decisions, Basic and Routine Decisions, Intuitive and Systematic Decisions, Policy and Operative Decisions.

Unit 14 Decision-making Process, Identifying and Diagnosing the Problem, Generating Alternative Solutions, Evaluating Alternatives, Choosing the Best Alternative.

Unit 15 Implementing the Decision, Evaluating the Results, Importance of the Decision, Group Decision-making, Individual versus Group Decision-making Creativity in Group Decision-making.

Unit 16 Techniques for Stimulating Creativity, Information Technology and Decision-making.

**Reference Books:**

1. Organizational Behavior 4by John B. Miner
2. Management Theory by John Sheldrake
3. Strategic Management Theory by Charles Hill and Gareth Jones

## MBA 102 : Managerial Economics

### Section 1 MANAGERIAL ECONOMICS: DEFINITION, NATURE, SCOPE

Unit 1 Meaning of Managerial Economics, Nature of Managerial Economics, Contribution of Economic Theory to Managerial Economics, Contribution of Quantitative Techniques to Managerial Economics

Unit 2 Economics and Managerial Decision-making, Scarcity and Decision-making, Scope of Managerial Economics.

### Section 2 FUNDAMENTAL CONCEPTS OF MANAGERIAL ECONOMICS

Unit 3 Marginal and Incremental Principle, Equi-marginal Principle, Opportunity Cost Principle, Time Perspective Principle, Discounting Principle

Unit 4 Role of Managerial Economist, Importance of Management Decision-making.

### Section 3 DEMAND ANALYSIS

Unit 5 Meaning of Demand, Types of Demand.

Unit 6 Consumer Goods and Producer Goods, Perishable and Durable Goods, Autonomous and Derived Demand, Individual's Demand and Market Demand, Firm and Industry Demand, Demand by Market Segments and by Total Market.

Unit 7 Determination of Demand, Change in Quantity Demanded (Movement Along the Demand Curve), Shifts of the Demand Curve.

Unit 8 Real World Example: The Real Estate Market Cycle.

### Section 4 ELASTICITY OF DEMAND

Unit 9 Meaning of Price Elasticity of Demand, Classification of Demand Curves, according to their Price Elasticities.

Unit 11 Types of Elasticities of Demand, Cross (Price) Elasticity of Demand, Income Elasticity of Demand, Elasticity of Demand with Respect to Advertisement.

Unit 12 Factors Determining of Elasticity of Demand, Relationship between the Price Elasticity, Average Revenue and Marginal Revenue.

## Section 5 PRODUCTION FUNCTION

Unit 13 Production Decision, The Production Function, Production Function: One Variable Input Case: Short- Run Analysis, Law of Variable Proportion of Diminishing Marginal Returns

Unit 14 The Three Stages of Production, Optimal Use of the Variable Input, The Production Function with two Variable Inputs: Long-Run Production Function

Unit 15 Isoquants, Marginal Rate of Technical Substitution, Isocost Lines Optimal Factor Combinations, Equilibrium of a Multi Product Producer, Expansion Path, Changes in Inputs Prices. Unit 16 Rate of Capital Input (k) Returns to Scale, Economic Region of Production (Ridge Lines), Empirical Production Functions, The importance of Production Functions in Managerial Decision-Making

### Reference Books:

1. Managerial Economics by William Samuelson and Stephen G. Marks
2. Managerial Economics by Christopher R. Thomas and S. Charles Maurice

## MBA 103 Accounting for Managers

### Section 1 BASIC ACCOUNTING REVIEW

Unit 1 Meaning, Process of Accounting, Cash System, Accrual System, Value.

Unit 2 Accounting Principles, Accounting Concepts, Money Measurement Concept, Business Entity Concept, Going Concern Concept, Matching Concept, Accounting Period Concept, Duality or Double Entry Accounting Concept,

Unit 3 Cost Concept, Accounting Conventions, Classification of Accounts, Personal Account, Real Account, Nominal Accounts

Unit 4 Transactions in between the Real A/c, Journal Entries in between the Accounts of Two Different Categories, Accounting Equation.

### Section 2 MANAGERIAL ACCOUNTING

Unit 5 Meaning of Cost Accounting, Cost Classification, General Classification, Technical Classification, Costing Concepts, Unit Costing, Cost Sheet.

Unit 6 Direct Cost Classification, Indirect Cost Classification, Stock of Raw Materials, Stock of Semi-finished Goods, Stock of Finished Goods.

### Section 3 UNDERSTANDING CORPORATE FINANCIAL STATEMENTS

Unit 7 Types of Financial Statements, Nature of Financial Statements, Attributes of Financial Statements, Uses of Financial Statements

Unit 8 Limitations of Financial Statements, Capital and Revenue Expenditures, Capital and Revenue Expenditures and Receipts, Cost of Goods Sold

## Section 4 FINANCIAL STATEMENT ANALYSIS

Unit 9 Concepts, Objectives, Tools for Analysis and Interpretation of Financial Statement Analysis, Common-size Financial Statements, Comparative Statements, Comparative Balance Sheet.

Unit 10 Comparative (Income) Financial Statement Analysis, Comparative Common-size Statement, Trend Analysis Case: Evaluation of Ford on the basis of Accounting Trends.

## Section 5 RATIO ANALYSIS

Unit 11 Definition, Utility of the Ratio Analysis, Limitations of the Ratio Analysis, Classification of Ratios, On the basis of Financial Statements, On the basis of Functions

Unit 12 Short-term Solvency Ratios, Current Assets Ratio, Acid Test Ratio, Super Quick Assets Ratio, Capital Structure Ratios, Leverage Ratios, Coverage Ratios, Profitability Ratios, Gross Profit Ratio, Net Profit Ratio, Operating Profit Ratio

Unit 13 Return on Assets Ratio, Return on Capital Employed, Turnover Ratios, Activity Turnover Ratio, Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio, DUPONT Analysis.

## Section 6 FUND FLOW STATEMENT

Unit 14 Meaning of Fund Flow Statement, Objectives of Fund Flow Statement Analysis, Steps in the Preparation of Fund Flow Statement, Schedule of Changes in Working Capital.

Unit 15 Methods of Preparing Fund from Operations, Net Profit Method, Sales Method, Advantages of Preparing Fund Flow Statement, Limitations of Fund Flow Statement.

### Reference Books:

1. Accounting for Managers: Text and Cases by William J. Bruns
2. Accounting for Managers (Briefcase Books Series) by William H. Webster CPA

## MBA 104 Organizational Behavior

### Section 1 MANAGEMENT

Unit 1 Definition of Management, Nature of Management, Is Management a Science or an Art? Scope of Management, Purpose of Management, Characteristics of Management, Management – An Emerging Profession, Management vs Administration

### Section 2 PLANNING

Unit 2 Planning, Types of Plans, Steps in the Planning Process, Approaches to Planning, Management by Objectives, Core concepts, Setting Objectives

Unit 3 Characteristics of Management by Objectives, Process of Management by Objectives, Benefits of Management by Objectives,

Unit 4 Limitations of Management by Objectives Case: MBO in Action at Microsoft, Strategic Management, Strategy Formulation, Strategy Implementation

Unit 5 Strategy Evaluation, General Approaches, Types of Strategies, Reasons why a Strategy Fails , Limitations of Strategic Management, The Linearity Trap.

### Section 3 FORECASTING AND PREMISING

Unit 6 Forecasting, Essential Components in Business Forecasting, Determinants of Business Forecasts, Benefits of Forecasting, Limitations of Forecasting

Unit 7 Techniques of Forecasting, Combining Forecasts, Difficulties in Forecasting Technology Case: Need for Accurate Forecast, Premising

**Case 1:** AG Refrigerators Ltd.

**Case 2:** LG Electronics Ltd.

### Section 4 DECISION MAKING

Unit 8 Components of Decision Making, Decision Making Process, Models of Decision Making, Kinds of Decisions

**Case 1:** Mr Sharma's Decision

**Case 2:** Wages of Clerks

### Section 5 ORGANISING

Unit 9 Organising – The Process, Organisational Design, Hierarchical Systems, Organising on Purpose, The Design Process, Exercising Choice

Unit 10 Organisation Structure, Significance of Organisation Structure, Determining the Kind of Organisation Structure

Unit 11 Principles of Organisational Structure, Formal and Informal Organisation Case: Go Ahead – Meeting Competition through Successful Organisational Structure, Organisation Charts and Manuals, Organisation Chart, Organisation Manual

Unit 12 Forms of organization, Line Organisation, Line and Staff Organisation, Functional Organisation, Committee Organisation Case: The Lowering of the Pirates' Flag at Apple.

### Section 6 COORDINATION

Unit 13 Meaning, Need for Coordination, Importance of Coordination, Principles of Coordination, Coordination Process, Types of Coordination, Systems Approach to Coordination Case: ABB

### Section 7 FOUNDATIONS OF ORGANISATIONAL BEHAVIOUR

Unit 14 Definition of Organisational Behaviour, Nature of Organisational Behaviour, Determinants of Organisational Behaviour, Organisations as Systems

Unit 15 The Formal and Informal Organisation, Need for Organisational Behaviour, Contributing Disciplines, Modelling for OB, Freudian Psychoanalytic Model, Social Cognitive Framework Case: Studying Cognitive Strategies for , Humanistic Psychology Framework.



Unit 16 Meaning of Individual Behaviour, Determinants of Individual Behaviour, Biographical Characteristics, Personality, Definition of Personality, Major Determinants of Personality, Theories of Personality, Personality Characteristics in Organisations, Ability.

**Section 9 VALUES, ATTITUDES AND JOB SATISFACTION**

Unit 17 Attitudes, Characteristics of Attitudes, Functions of Attitude, Components of Attitudes, Sources and Types of Attitudes, Attitude Formation

Unit 18 Cognitive Dissonance Theory, Persuasion and Attitude Change, Values, Importance of Values, Types of Values, Instrumental and Terminal Values, Job Satisfaction.

**Section 10 GROUP BEHAVIOUR AND TEAM WORK**

Unit 19 Group Behaviour, Types of Groups Reasons for Forming Groups Case: Organizations to Admire, Stages of Group Development

Unit 20 Group Decision Making Case: Self Directed Work Teams, Understanding Work Teams, Creating Effective Teams, Types of Teams

**Case 1:** Self Managed Teams at W.L. Gore and Associates

**Case 2:** Asha-Kiran Hospital

**Case 3:** Bloom or Bust, Current Issues in Organisational Communication

**Reference Books:**

1. Organizational Behavior (13th Edition) by Stephen P. Robbins and Timothy A. Judge
2. Organizational Behavior by Robert Kreitner and Angelo Kinicki
3. Organizational Behavior by John R. Schermerhorn Jr, Dr. James G. Hunt

**MBA 105 Quantitative Techniques****Section 1 QUANTITATIVE TECHNIQUES – INTRODUCTION**

Unit 1 Historical Development, About Quantitative Technique, Methodology of Quantitative Techniques, Formulating the Problem

Unit 2 Defining the Decision Variables and Constraints, Developing a Suitable Model, Acquiring the Input Data, Solving the Model, Validating the Model, Implementing the Results, Advantages of Mathematical Modeling

Unit 3 Scope of Quantitative Technique, Statistics : An Introduction, Origin and Growth of Statistics, Meaning and Definition of Statistics

Unit 4 Statistics as Data, Statistics as a Science, Statistics as a Science different from Natural Sciences, Statistics as a Scientific Method, Statistics as a Science or an Art, Systems Concepts.

**Section 2 MEASURES OF CENTRAL TENDENCY**

Unit 5 Definition of Average, Functions and Characteristics of an Average, Various Measures of Average, Arithmetic Mean, Median, Other Partition or Positional Measures, Mode, Relation between Mean, Median and Mode, Geometric Mean, Harmonic Mean.

**Section 3 MATHEMATICAL MODEL**

Unit 6 Mathematics — The Language of Modelling, Building a Mathematical Model, Verifying and Refining a Model, Variables and Parameters, Continuous-in-Time vs. Discrete-in-Time Models, Deterministic Model Example, Probabilistic Models.

**Section 4 LINEAR PROGRAMMING: GRAPHICAL METHOD**

Unit 7 Essentials of Linear Programming Model, Properties of Linear Programming Model, Formulation of Linear Programming, General Linear Programming Model

Unit 8 Maximization & Minimization Models, Graphical Method, Solving Linear Programming Graphically Using Computer, Summary of Graphical Method.

**Section 5 LINEAR PROGRAMMING: SIMPLEX METHOD**

Unit 9 Additional Variables used in Solving LPP, Maximization Case, Solving LP Problems Using Computer with TORA, Minimization LP Problems, Big M Method, Degeneracy in LP Problems, Unbounded Solutions in LPP, Multiple Solutions in Lpp, Duality in LP Problems, Sensitivity Analysis.

**Section 6 PROBABILITY**

Unit 10 Classical Definition of Probability, Counting Techniques, Statistical or Empirical Definition of Probability, Axiomatic or Modern Approach to Probability, Theorems on Probability-I, Theorems on Probability-II

**Section 7 THEORETICAL PROBABILITY DISTRIBUTIONS**

Unit 11 Probability Distribution, Binomial Distribution, Hypergeometric Distribution, Pascal Distribution, Geometrical distribution, Uniform Distribution (Discrete Random Variable), Poisson Distribution, Exponential Distribution, Uniform Distribution (Continuous Variable), Normal Distribution

**Section 8 PROBABILITY DISTRIBUTION OF A RANDOM VARIABLE**

Unit 12 Probability Distribution of a Random Variable, Discrete and Continuous Probability Distributions, Cumulative Probability Function or Distribution Function

Unit 13 Mean and Variance of a Random Variable, Theorems on Expectation, Joint Probability Distribution, Marginal Probability Distribution, Conditional Probability Distribution

Unit 14 Expectation of the Sum or Product of two Random Variables, Expectation of a Function of Random Variables Decision Analysis under Certainty, Decision-making under Uncertainty, Decision-making under Risk

Unit 15 Expected Value with Perfect Information (EVPI), Use of Subjective Probabilities in Decision-making, Use of Posterior Probabilities in Decision-making.

**Reference books:**

1. Quantitative Techniques by T. Lucey
2. Quantitative Analysis by Stephen Few

## MBA 106 Business Ethics and Values

### Section 1 BUSINESS ETHICS

- Unit 1 Definition of Ethics, Business Ethics, Two Broad Areas of Business Ethics, Business Ethics is Now a Management Discipline, Levels of Ethical Questions in Business
- Unit 2 Tools of Ethics, Myths about Business Ethics, Benefits of Business Ethics, Emerging Ethical Issues in Business.

### Section 2 ETHICS AS A DIMENSION OF SOCIAL RESPONSIBILITY

- Unit 3 Language of Business Responsibility, Concept of Social Responsibility of Business, Profit Only Point of View, Direct Social Activism View
- Unit 4 Philanthropic Perspective, Nature of Social Responsibility of Business, Responsibility to Shareholders, Responsibility to the Employees, Responsibility to Consumers, Responsibility to Community
- Unit 5 Arguments for Social Responsibility of Business, Arguments Against Social Responsibility of Business, Community Involvement.

### Section 3 ETHICAL DECISION-MAKING PROCESS

- Unit 6 Corporate Governance, Board of Directors, Chief Executives Officers (CEO), Corporate Planning Staff, Consultants, Board Committees.
- Unit 7 Importance of Corporate Governance, Core Values, Management Morality, Approaches to Managing a Company's Ethical Conduct
- Unit 8 Unconcerned or Non-issue Approach, Damage Control Approach, Compliance Approach, Ethical Culture Approach
- Unit 9 Company's Ethical Strategies, Why People Involve in Unethical Conduct, Key Ethical Concepts in Business Ethics, Ethical Issues Facing HR Professionals, Ethical Standards of Practice - Why have them?
- Unit 10 Strategies for Handling Ethical Dilemmas, Issue of Protecting Trade Secrets, Misappropriation, Remedies Available under the Act

### Section 4 IMPLEMENTING AND AUDITING ETHICS PROGRAMS

- Unit 11 Ethics Management Programme, Benefits of Managing Ethics as a Programme, Guidelines for Managing Ethics Management Programme
- Unit 12 Key Roles and Irresponsibilities in Ethics Management Programme, Code of Ethics and Guidelines in Formulation, Managing Ethics in the Workplace
- Unit 13 Guidelines to Develop Codes of Ethics, Ethical Auditing, Implementation of Ethics, Business Ethics in a Global Economy, Ethically Global Manager

**Reference books:**

1. Business Ethics and Values: Individual, Corporate and International Perspectives by Colin Fisher and Alan Lovell
2. Business Ethics as Practice: Ethics as the Everyday Business of Business by Mollie Painter-Morland

**Semester - II****MBA 107 Management Information Systems and Computer****Section 1 FOUNDATION OF INFORMATION SYSTEMS**

Unit 1 Systems Concepts, Components of Information, What is an Information System? A Framework for Business Users, Organization as a System, Management.

Unit 2 Components of an Information System, Information System Resources, Why Information Systems?, The Competitive Business Environment, Why Business Need Information Technology?, Emergence of the Global Economy, Transformation of the Business Enterprise

Unit 3 Types of Information Systems, National Level, Company Level, Individual Level Managers and Information Systems, Role of Information Systems

Unit 4 The Network Revolution and the Internet, New Options for Organizational Design: The Networked Enterprise, Enterprise Resource Planning, Electronic Markets.

**Section 2 SYSTEMS CONCEPTS**

Unit 5 Systems Concepts, System Boundaries, Systems and Sub-systems, Outputs and Inputs, Interface Problems, System and its Environment, System Feedback

Unit 6 System Maintenance, System Stress and Change, Systems Concepts in Business, Information System as a Sub-system, Operational Systems

Unit 7 Outputs and Inputs, System Feedback, Sub-system Interface, Validation Checks, Structure of an Enterprise, Some Basic Concepts and Strategies in the Study of Systems

Unit 8 Classification of Information Systems, Classification by Mode of Data Processing, Classification by System Objectives, Classification based on the Nature of Interaction with Environment

Unit 9 Components of Information Systems, Formal vs. Informal Specifications, Components of Specifications, Using the Systems Approach in Problem Solving

Unit 10 Define the Problem, Gather Data Describing the Problem, Identify Alternative Solutions, Evaluate the Alternatives, Select and Implement the Best Alternatives, Follow up to Determine whether the Solution is Working.

**Section 3 INFORMATION SYSTEMS, ORGANISATIONS AND BUSINESS PROCESSES**

Unit 11 What is an Organisation? Salient Features of Organisations, Why Organisations are so much Alike: Common Features, Why Organisations are so Different: Unique Features

Unit 12 Organisations and Environments, Other Differences among Organisations, Business Processes, How Organisations affect Information Systems.

Unit 13 Decisions about the Role of Information Systems, Information Technology Services, Why Organisations Build Information Systems

Unit 14 The Systems Development Process, How Information Systems affect Organisations, Economic Theories, Behavioral Theories.

#### **Section 4 INFORMATION MANAGEMENT AND DECISION MAKING**

Unit 15 Three Schools of Management, Technical-rational Perspective, Behavioural Perspective, Cognitive Perspective and Post-modern Era, Knowledge-based View of the Firm.

Unit 16 Introduction to Decision Making, Levels of Decision Making, Types of Decisions: Structured versus Unstructured, Stages of Decision Making, The Decision Making Process.

Unit 17 Individual Models of Decision Making, Rational Model. Psychological Types and Frames of Reference

Unit 18 Organizational Models of Decision Making, Bureaucratic Models, How Information Technology has Changed the Management Process?

Unit 19 Traditional and Contemporary Management, Implications for System Design.

#### **Section 5 INTEGRATION OF INFORMATION**

Unit 20 Integration in Business, Role of Enterprise Resource Planning (ERP), International Era, Financial Systems, Logistics.

Unit 21 Human Resource Systems, Integration, Customer Relationship Management, Multiple Contact Points, Feedback

Unit 22 Individual Needs and Cross Selling, Workgroup Integration, Announcements, Web Discussion and Surveys.

Unit 23 Document Libraries, Tracking Changes, Subscriptions, Approval Routing and Work Flow, Integrating with Legacy Systems

Unit 24 Building a Data Warehouse, Limitations of Data Warehouse, The Internet: Integration of Different Systems, Applications and Concepts

#### **Reference Books:**

1. Management Information Systems by Ken Laudon and Jane Laudon
2. Management Information Systems by James A. O'Brien and George M. Marakas

### **MBA 108 Business Law**

#### **Section 1 MEANING AND NATURE OF LAW**

Unit 1 Meaning and Nature of Law, Important Elements or Characteristics of Law, Law and Morality, Ignorance of Law is No Excuse

- Unit 2 Classification of Law, Public Law and Private Law, Criminal Law and Civil Law, Substantive Law and Procedural Law, International Law and Municipal Law, Public International Law and Private International Law
- Unit 3 Sources of Indian Law, Primary Sources of Indian Law, Secondary Sources of Indian Law, Mercantile (or Business) Law, Meaning and Nature, Objectives, Sources of Indian Business Law
- Unit 4 Some Basic Legal Concepts, Concept of Legal Entity, Concept of Legal Rights, Concept of Property, Intellectual Property Rights (IPR), Concept of Ownership, Concept of Possession, Essentials of Law.

## Section 2 FORMATION OF CONTRACT

- Unit 5 Meaning and Essentials of a Valid Contract, Contract, Essentials of a Contract, Privity of Contract, Classification of Contracts, Illegal and Void Agreements, Proposal (or Offer) and Acceptance [Ss.3-,
- Unit 6 Modes of Making an Offer, Difference between Offer and Invitation to Offer, Essentials of a Valid Offer, Revocation of Offer, Meaning of a Counter-offer
- Unit 7 Special Terms in a Contract, Acceptance of an Offer, Completion of Communication of Offer and Acceptance [s.4], Capacity to Contract [Ss.10-12], Persons who are Competent to Contract
- Unit 8 Capacity of a Minor to Enter into a Contract, Mental Incompetence Prohibits a Valid Contract, Alien Enemy (Political Status), Foreign Sovereigns and Ambassadors (Political Status), Consent and Free Consent, Meaning of Consent, Free Consent
- Unit 9 Consideration , Meaning of Consideration, Unlawful Consideration and Object [Ss.23-24], Agreements Declared Void [Ss.26-30], Contingent Contracts [S.31-36], Quasi Contracts [Ss.68-72] Certain Relations Resembling those Created by Contracts), Meaning of Quasi Contracts, Cases which are Treated as Quasi Contracts
- Unit 10 Quantum Meruit, Freedom to Contract, The Parties to a Contract, in a Sense, Make the Law for Themselves, Freedom to Contract is a Myth or an Illusion.

## Section 3 PERFORMANCE OF CONTRACTS

- Unit 11 Rules regarding Performance of Contract, Contracts which need not be performed, Rules Regarding the Time, Place and manner of Performance of Contracts (Ss.46-50), Reciprocal Promises (Ss.51-54), Appropriation of Payments (Ss. 59-61), Assignment of Contracts
- Unit 12 Different Modes of Discharge of Contracts [Ss.73-75], Discharge of Contracts by Performance or Tender, Meaning of Mutual Consent (S.62), Accord and Satisfaction
- Unit 13 Discharge of Contracts by Impossibility of Performance, Discharge of a Contract by Operation of Law, Discharge of Contracts by Breach
- Unit 14 Remedies for Breach of Contracts, What is the Point of Getting the Breaching Party to Reconsider? Remedies for Breach of Contracts
- Unit 15 Liquidated Damages and Penalty, Meaning of Specific Performance, Remedy of Injunction, Remedy by Way of a Suit on Quantum Meruit.

- Unit 16 Contract of Guarantee, Purpose of Guarantee, Definition and Nature of the Contract of Guarantee (s.126), Fiduciary Relationship
- Unit 17 Kinds of Guarantees, Oral or Written Guarantee, Specific and Continuing Guarantee, A Guarantee may either be for the Whole Debt or a Part of the Debt.
- Unit 18 Rights and Obligations of the Creditor, Rights of a Creditor, Obligations Imposed on a Creditor in a Contract of Guarantee, Rights, Liabilities and Discharge of Surety, Rights of Surety, Liability of Surety, Discharge of Surety.
- Unit 19 Contract of Indemnity, Meaning of Indemnity, Rights of the Indemnified (i.e., the Indemnity holder), Rights of the Indemnifier, Commencement of Indemnifier's Liability.

**Section 5 CONTRACTS OF BAILMENT AND PLEDGE**

- Unit 20 Definition of Bailment and its Kinds, Definition of Bailment (s.148), Kinds of Bailments, Duties and Rights of Bailor and Bailee, Duties of a Bailor, Duties of a Bailee, Rights of a Bailee, Rights of a Bailor
- Unit 21 Termination of Bailment, Finder of Lost Goods, Definition of Pledge or Pawn, Pledge by Non-owners, Rights and Duties of a Pledgor and a Pledgee.

**Reference Books:**

1. Business Law: Text and Cases (West's Business Law) by Kenneth W. Clarkson, Roger LeRoy Miller
2. Business Law (7th Edition) by Henry R. Cheeseman

**MBA 109 Financial Management****Section 1 INTRODUCTION TO FINANCIAL MANAGEMENT**

- Unit 1 Meaning of financial management, Importance of Financial Management, Inter-relation among Financial Decisions, Nature of Financial management, Functional Areas of Modern, Financial Management, Organization of The Finance Functions, objectives of Financial Management.

**Section 2 TIME VALUE OF MONEY**

- Unit 2 Concept of Time Value of Money, Factors Contributing to the Time Value of Money, Valuation Concepts or Techniques, Compound Value Concept, Discounting or present value concept, Present Value of a Series of Cash flows.
- Unit 3 Valuation of Bonds or Debentures, Present Value of a Redeemable Bond or Debenture, Present Value of a Perpetual or Irredeemable Bond or Debenture, Valuation of Preference shares, Valuation of Equity shares
- Unit 4 Calculation of the Compound, Growth Rate, Doubling Period, Effective Rate of Interest in Case of Doubling Period, Effective vs Nominal Rate, Sinking Fund Factor, Loan Amortisation

**Section 3 CAPITAL BUDGETING**

- Unit 5 Aims and objectives, Introduction, Meaning and Definition, Features of Capital Budgeting

Unit 6 Obstacles for Capital Budgeting, Process/Steps of Capital Budgeting, Principles of Capital Budgeting, Ranking of Capital Budgeting

Unit 7 Proposals or Classification of, Investment Proposals, Mutually Exclusive Investment Proposals, Contingent Investment Proposals, Independent Investment Proposals, Replacement.

Unit 8 Capital Budgeting Appraisal Methods, Pay Back Period, Accounting Rate of Return/Average Rate of Return (ARR)

#### **Section 4 RISK AND RETURN IN CAPITAL BUDGETING**

Unit 9 Types of Investment Risk, Measurement of Risk, Volatility, Standard Deviation, Probability Distributions, Beta

Unit 10 Risk and Expected Return, Determinants of the rate of return, Risk-Return Relationship, Portfolio And Security Returns, Return and Risk of Portfolio, Return of Portfolio (Two Assets), Risk of Portfolio (Two Assets)

Unit 11 Risk and Return of Portfolio (Three Assets), Optimal Portfolio (Two Assets), Portfolio Diversification and Risk, Utility Function and Risk Taking.

#### **Section 5 COST OF CAPITAL**

Unit 12 Cost of Capital – Concept, Basic aspects on the Concept of, Cost Of Capital, Importance/Significance of, Cost of Capital

Unit 13 Classification of Cost, Computation of Specific Cost of Capital, Cost of Equity, Cost of Preference Shares, Cost of Debentures/Debt/Public Deposits.

Unit 14 WEIGHTED AVERAGE COST OF CAPITAL (WACC), Steps involved in Computation of WACC, Marginal Cost of Capital, Factors Affecting Wacc.

#### **Reference Books:**

1. Financial Management: Theory & by Eugene F. Brigham and Michael C. Ehrhardt (Hardcover - Mar 3, 2010)
2. Fundamentals of Financial Management by Eugene F. Brigham and Joel F. Houston

## **MBA 110 Marketing Management**

#### **Section 1 INTRODUCTION TO MARKETING**

Unit 1 Defining Marketing, Needs, Wants and Demand, Concept of Exchange, Customer Value and Satisfaction, Marketing Tasks, Philip Kotler and Sidney J. Levy's Eight Demands Model

Unit 2 Evolution of Marketing Concept, Production Concept, Selling Concept, Marketing Concept, Societal Marketing Concept, Holistic Marketing Approach, Marketing Mix.

#### **Section 2 MEASURING MARKET DEMAND**

Unit 3 Market Potential, Company Potential, Company Sales Forecast, Forecasting Methods, Qualitative Methods, Quantitative Methods.



### Section 3    **MARKETING IMPLEMENTATION AND CONTROL**

- Unit 4 Marketing Implementation, Relationship between Strategy and its Implementation, McKinsey's 7-S Framework
- Unit 5 Components of Implementation, Internal Marketing, Quality Control Management, Organising Marketing Department, Role of Marketing in Structuring
- Unit 6 Alternatives to Organising Marketing Department, Organising by Functions, Organising by Products, Organising by Customer Groups, Organising by Regions
- Unit 7 Implementation of Marketing Programmes, Marketing Personnel Motivating, Communication within Marketing Department, Coordination of Marketing Programmes, Establishing a Time Frame for Each Activity
- Unit 8 Mechanisms to Control Marketing Implementation, Setting Performance Standards, Measuring Actual Performance against Set Standards, Taking Corrective and Timely Actions, Performance Evaluation Methods, Sales Analysis, Marketing Cost Analysis, Marketing Audit.

### Section 4    **MARKETING ENVIRONMENT ANALYSIS**

- Unit 9 Scanning and Analysing Environment, Demographic Environment, Economic Environment, Competitive Environment, Socio-cultural Environment, Political - Legal Environment, Technological Environment.

### Section 5    **INFORMATION SYSTEM AND MARKETING RESEARCH**

- Unit 10 Information about Factors that Affect Marketing, Marketing Information Systems (MIS), Databases, Internal Records, External Sources
- Unit 11 Computer Networks and Internet, Data Mining and Data Warehousing, Marketing Intelligence Systems, Marketing Research Process, Defining Marketing Research
- Unit 12 Define the Marketing Problem and Set Objectives, Design Research Project, Data Collection Approach, Secondary Data, Primary Data.
- Unit 13 Qualitative Research, Depth Interviews, Focus Groups, Projective Techniques, Quantitative Research, Observation, Experimentation, Survey, Sampling Plan, Random Probability Sampling, Analyse the Information, Present the Findings.

### Section 6    **MARKET SEGMENTATION, TARGETING AND POSITIONING**

- Unit 14 Market Segmentation, Requirements for Effective Segmentation, How Segmentation Helps, Bases for Segmentation, Geographic Segmentation
- Unit 15 Geo-demographic Segmentation, Demographic Segmentation, Psychographics Segmentation, Behaviorist Segmentation, Benefit Segmentation, Demographic-psychographics Segmentation (Hybrid Approach)
- Unit 16 Targeting Market Segments, Product Positioning, Process of Determining the Positioning Strategy.

#### **Reference Books:**

## MBA- 111 Human Asset Management

### Section 1 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Unit 1 Concept of Human Resource Management, Features of HRM, Objectives of HRM, Importance of HRM, HRM Policies, Types of Human Resource Policies, HRM Policies and their Relationship with other Fields.

**Case:** Bench Management

### Section 2 MANAGING GLOBAL HUMAN RESOURCES

Unit 2 Global Human Resource Management, Implementing a Global HR System, Staffing the Global Organisation, Human Resource Planning, Forecasting Human Resources, Selection.

Unit 3 Challenges of Managing Expatriates, Cross-cultural Issues, Family Considerations, Health and Safety, Remuneration  
**Case:** Organisational Culture at Shell Chemicals

### Section 3 EQUAL OPPORTUNITY AND THE LAW

Unit 4 Labour Legislation in India, Classification of Labour Legislations, Regulative Labour Legislation, Protective Labour Legislations, Wage-related Labour Legislations, Social Security Labour Legislations, Welfare Labour Legislations, Miscellaneous Labour Legislation.

Unit 5 Equal Employment Opportunity Case: It's Time to Go!, Diversity Management, Diversity Management and Affirmative Action Programmes

### Section 4 JOB ANALYSIS

Unit 6 Job Analysis, Uses of Job Analysis, Process of Job Analysis, Job Design and Redesign, Job Description, Problems with Job Descriptions, Writing Clear and Specific Job Descriptions  
**Case:** Job Description of an Assistant.

### Section 5 TEAM DESIGN AND ANALYSIS

Unit 7 Team Design and Analysis, Team Designing, Members, Rewards, Leaders, Building Trust  
**Case:** The Sales Girls, Job Carving and De-jobbing, Flexible Job Environment

### Section 6 HUMAN RESOURCE PLANNING

Unit 8 Human Resource Planning, Objectives of HRP, Importance of HRP, Process of Human Resource Planning, Forecasting the Demand for Human Resources.

Unit 9 Preparing Manpower Inventory, Determining Manpower Gaps, Formulating HR Plans  
**Case:** HR Plan for Trading Assistants, Rightsizing the Enterprise, Outplacement.

### Section 7 RECRUITMENT

Unit 10 Recruitment, Recruitment and Selection Process, Planning and Forecasting

**Case:** Which is More Important — Recruiting or Retaining? Sources of Recruitment, Internal Sources, External

Sources, Recruiting More Diverse Work Force

### Reference Books:

1. Human Resource Management by Robert L. Mathis and John H. Jackson
2. Human Resource Management by ANTHONY

## MBA 112 Executive Communication and Research

### Section 1 BUSINESS COMMUNICATION AND ITS SCOPE FOR MANAGEMENT

Unit 1 Introduction, Defining Communication, Nature of Communication, Classification of Communication, Objectives/Purpose of Communication, Scope of Communication

Unit 2 Importance And Functions Of Communication, Evaluation Of Communication Effectiveness.

Unit 3 Organizational Communication, Information to be Communicated in an Organisation, Importance of Communication in Management.

### Section 2 MEDIA AND MODES OF COMMUNICATION

Unit 4 Conventional Modes Electronic Modes, Media of Mass Communication, Newspapers and Magazines, Notice Board, Hoardings and Bill Boards, Radio, Television, Film

### Section 3 BARRIERS TO COMMUNICATION

Unit 5 Categorisation Of Barriers, Semantic Barriers, Organizational Barriers, Interpersonal Barriers (Relating to Superior-subordinate), Individual / Psycho-sociological Barriers, Cross-Cultural/ Geographic Barriers, Physical Barriers/ Channel and Media Barriers

Unit 6 Technical Aspects In Communication Barriers, Overcoming The Barriers In Communication Measures to Overcome Barriers in Communication.

### Section 4 PRINCIPLES OF EFFECTIVE COMMUNICATION

Unit 7 Seven C's Of Effective Communication, Courtesy/Consideration, Clarity, Correctness, Concreteness, Credibility, Completeness and Consistency, Conciseness

Unit 8 Four S's Of Communication, Shortness, Simplicity, Strength, Sincerity.

### Section 5 BUSINESS CORRESPONDENCE – LETTERS

Unit 9 Different Types Of Letters, Essentials Of A Commercial Letter, Clarity, Impact, Relevant Information, Brief, Simplicity, Timeliness, Language

Unit 10 Vocabulary or Word Power, Appeal, Style, Striving for Excellence, Knowing What Is A Bad Letter

**Reference Books:**

1. Qualitative Communication Research Methods by Thomas (Tom) R. Lindlof and Bryan Copeland Taylor
2. The Basics of Communication Research by Leslie A. Baxter and Earl R. Babbie

**Semester- III****MBA 113 Management Of Small Business & Entrepreneurship Development****Section 1 Definition of Entrepreneurship**

Unit 1 Introduction, Entrepreneur, The Entrepreneurial Decision Process, Types of Start-ups, Role of Entrepreneurship in Economic Development, The Future of Entrepreneurship.

**Section 2 Definition of Small Business**

Unit 2 Introduction to Small-Scale Industry, Meaning and Definition, Growth of Small-Scale Industries, New Peaks to Scale

Unit 3 The Product Group Matrix, Export Contribution From Small-Scale Sector, The Role and Performance of Cottage and Small-Scale Industries in Indian Economy

Unit 4 Problem of small-scale and Cottage Industries, Economic Reforms in India, Economic Reforms Encompass Small-scale Too, Impact of Liberalisation, New Imperatives

**Section 3 Entrepreneurial Motivation**

Unit 5 Childhood Family Environment, Motivation, Role Models And Support Systems, Male Versus Female Entrepreneurs Versus Inventors, General Non-entrepreneurial Profiles.

**Section 4 Establishing Idea**

Unit 6 Introduction, Methods for Generating ideas, Creative Problem Solving, Product Planning and Development Process.

**Section 5 Start Your Own Business or Buy an Existing One**

Unit 7 What is a Business Plan? Information Needs, Writing a Business Plan, Using and Implementing the Business Plan.

**Section 6 Financial Analysis**

Unit 8 Pro Forma Income Statements, Break-even Analysis, Pro Forma Cash Flow, Pro Forma Balance Sheet, Pro Forma Sources and Application of Funds.

**Reference Books:**

1. Entrepreneur's Notebook: Practical Advice for Starting a New Business Venture by Steven K. Gold  
KENT Centre for Distance Learning Syllabus-RSOU,Mysore
2. Entrepreneurship & Small Business Management, by Darren Lee-Ross and Conrad Lashley

## MBA 113 Business Policy and Strategic Management

### Section 1 Introduction to Strategic Management

- Unit 1 Origin of Strategy and Strategic Management, Need for Strategies and Strategic Management, Need for Strategy, Need for Strategic Management
- Unit 2 Path to Strategic Management, Is Strategy Creatively or Rationally Developed, The Strategic Management Process, The Challenge of Strategic Management, Gaining Competitive Advantage
- Unit 3 The I/O Model, The Resource-Based Model, Stakeholders in the Process, Corporate Governance and Stakeholders
- Unit 4 Ownership Concentration, Board of Directors, Executive Compensation, Establishing Strategic Focus, Strategic Intent, Vision and Mission, Communicating Vision and Mission Setting Objectives
- Unit 5 Need -for Objectives at All Management Levels, Objective Setting Horizon, Strategic versus Financial Objectives, Developing the Strategy, Aligning Performance with Objectives, Balanced Scorecard.

### Section 2 Understanding External Environment

- Unit 6 External Environmental Analysis, Industry Environment Analysis, Intensity of Rivalry among Competitors, Competitor Analysis
- Unit 7 Understanding Internal Environment, Internal Analysis, Internal Analysis Framework, Resources, Capabilities, and Core Competencies, Core Competencies, Building Core Competencies, Core Competencies: Cautions and Reminders Value Chain Analysis
- Unit 8 Corporate Strategy, Developing Strategic Options Based on Tows Analysis, Diversification Strategies, Managerial Motives to Diversify, Related Diversification, Unrelated Diversification, Diversification Using Mergers and Acquisitions
- Unit 9 Restructuring,, Cooperative Strategies, Competitive Strategies, Traditional Approaches to Competitive Strategies, Today's Competitive Scenario
- Unit 10 A Model of Competitive Rivalry, Competitive Rivalry Outcomes.

### Section 3 Generic Tools of Analysis Learning objectives

- Unit 11 Decision Trees, SWOT Analysis, PESTLE Analysis, Case Analysis, Conclusion, Definitions and Terminology, To Recapitulate
- Unit 12 Portfolio & Other Analytical Models, BCG Matrix, GE / McKinsey Matrix, Directional Policy Matrix, Business Strengths, Advantages & Disadvantages of Matrix Models.

### Section 4 Implementing Strategic Management

Unit 14 Identifying Key Strategic Tasks for Implementation, Partnerships for Managing Change, Aligning Organizational Capabilities, Innovation

Unit 15 Entrepreneurship and Creating a Learning Organization, Implementing Strategies II: Organizational Issues

Unit 16 Network Structure, Implementing Business-level Strategies, Implementing Functional Strategies, Marketing Strategies, Financial Strategies, Strategic Evaluation and Control, Current Situation, Corporate Governance

Unit 17 External Environment: Opportunities and Threats (SWOT), Internal Environment: Strengths and Weaknesses (SWOT), Analysis of Strategic Factors (SWOT)

Unit 18 Strategic Alternatives and Recommended Strategy, Evaluation and Control.

## Section 5 Financial strategy

Unit 19 Introduction, Procurement of Funds, Utilisation of Funds, Financial Ratio Analysis

Unit 20 Financial Strategy and Competitive , Advantage, Strategic Investment Decisions, Competitive Advantage

## Section 6 Marketing strategy

Unit 21 Introduction Market Segmentation, Why Market Segmentation? How to Segment a Market?

Unit 22 Segmentation Strategies, Targeting Market Segments Product Strategies

Unit 23 The Product Life Cycle Concept, Introduction Stage, Growth Stage, Maturity Stage, Decline Stage, Pricing strategies, Distribution and Promotion Strategies.

### Reference Books:

1. Strategic Management and Business Policy (11th Edition) by Thomas L. Wheelen and J. David Hunger
2. Strategic Management and Business Policy (10th Edition) by Tom Wheelen and J. David Hunger

## MBA 115 Operations Research

### Section 1 Introduction to Operations Research

Unit 1 Meaning,, Significance, Scope, History of Operations Research, Applications of Operations Research, Operations Research Models, Methodology of Operations Research

### Section 2 Linear Programming

Unit 2 Essentials of Linear Programming Model, Properties of Linear Programming Model, Formulation of Linear Programming Problem

Unit 3 General Linear Programming Model, Maximization and Minimization Models, Graphical Method

Unit 4 Additional Variables used in Solving LPP, Maximization Case, Minimization LP Problems, Big M Method

Unit 5 Special Problems in Linear Programming, Infeasibility, Unbounded Solutions in LPP, Multiple Solutions in Lpp, LPP involving nconstrained Variables

Unit 6 Degeneracy in LP Problems, Duality in LP Problems, Sensitivity Analysis

### **Section 4 Transportation Problem**

Unit 7 Modeling of Transportation Problem, Mathematical Representation, Network Representation

Unit 8 General Representation of Transportation Model, Use of Linear Programming to Solve Transportation Problem

Unit 9 Minimising Case, Maximization Transportation Problem, Balanced transportation Problem, Unbalanced Transportation Problem

Unit 10 Demand Less than Supply, Demand Greater than Supply, Initial Feasible Solution

Unit 11 Algorithm for North-West Corner Method (NWC), Algorithm for Row and Column Minima method or Least Cost Method (LCM), Algorithm for Vogel's Approximation method (VAM)

Unit 12 Degeneracy in Transportation Problems, Optimal Solution, Stepping Stone Method, Modified Distribution Method (MODI), Procedure for Shifting of Allocations, Transshipment Problem

### **Section 5 Assignment Problems**

Unit 13 Representation of Assignment Model, Mathematical Representation, Network Representation

Unit 14 Use of Linear Programming to Solve Assignment Problem, Minimizing and Maximizing Cases, Types of Assignment Problem, Hungarian Method for Solving Assignment Problem

Unit 15 Optimal Assignment of Crews, Traveling Salesman Problem

### **Section 6 Game Theory**

Unit 16 Terminology, Two-person Zero-sum Game, Pure Strategies: Game with Saddle Point,

Unit 17 Mixed Strategies: Games without Saddle Point, Dominance Method.

#### **Reference Books:**

1. Operations Research: Applications and Algorithms (with CD-ROM and InfoTrac®) by Wayne L. Winston
2. Operations Research: An Introduction (8th Edition) by Hamdy A. Taha

## **SEMESTER IV**

### **MBA 119 International Business Environment**

**Section 1 Globalization**

Unit 1 Introduction, Meaning and Definition, Features of Globalization, Globalization Process, Globalization of Markets, Globalization of Production, Globalization of Investment

Unit 2 Advantages and Disadvantages of Globalization, Advantages of Globalization, Disadvantages of Globalization, Globalization – Balancing Act.

**Section 2 The Changing Nature of International Business**

Unit 3 Introduction, Why Companies Engage in International Business, Reasons for Phenomenon International Growth in Recent Years, Rapid Increase and Expansion of Technology.

Unit 4 Liberalization of Cross-Border Movements of Trade and Resources, Developing of Supporting Services, Consumer Pressures

Unit 5 Increase in Global Competition, Modes of International Business, External Influence on International Business

**Section 3 National Differences in Political Economy**

Unit 6 Political Systems, Collectivism and Individualism, Democracy and Totalitarianism, Economic Systems, Market Economy, Command Economy, Mixed Economy, State-Directed Economy.

Unit 7 Legal Systems, Property Rights, TRIPS Coverage, Production Safety and Product Liability, Contract Law, Determinants of Economic Development, Differences in Economic Development.

Unit 8 Broader Concepts of Development: Amartya Sen, Political Economy and Economic Progress, Geography, Education and Economic Development, States in Transition, Nature of Economic Transformation, Implications for Business.

**Section 4 Differences in Culture**

Unit 9 Introduction, What is Culture?, Values and Norms, Culture, Society and the Nation-state, Determinants of Culture, Social Structure

Unit 10 Language, Education, Culture and the Workplace, Cultural Change, Implications for Business, Cross- Cultural Literacy, Culture and Business Ethics, Culture and Competitive Advantage

**Section 5 International Trade Theory**

Unit 11 Introduction, The Mercantilists' Views on Trade, Trade Based on Absolute Advantage: Adam Smith, Comparative Advantage: David Ricardo

Unit 12 Assumption of the Theory, Explanation of the Theory, Derivatives of the Theory, Heckscher Ohlin Theory (HO), Product Life-cycle Theory, New Trade Theory, Implications of New Trade Theory, National Competitive Advantage: Porters Diamond.

**Reference Books:**

1. The International Business Environment by Leslie Hamilton and Philip Webster
2. International Business Environment: Global and Local Marketplace in a Changing World by Janet Morrison



## MBA 120 Operations Management

### Section 1 Basics of Operations Management

Unit 1 Introduction, Transformation Approach, Value Driven Approach, Determine Customer Needs, Develop Product Strategy

Unit 2 Secure Processes and Materials to Satisfy Demand, Manage Strategic Planning Processes, Importance of Customers in Operation Management, Distinction between Consumers and Customers, Performance, Quality, Flexibility

Unit 3 Automation, Advantages of Automation, Disadvantages of Automation, The Operations Manager's Role, Structural Decisions, Infrastructural Decisions, Organisational Decisions, Interfaces with other Functions

Unit 4 Operations Management – Marketing Interface, Operations Management – Finance Interface

### Section 2 Product and Product Design

Unit 5 Introduction, Typology of Products, Effective Operations Management, Product Development Process, Clarification of the Task, Concept Generation

Unit 6 Embodiment Design, Detailed Engineering Design, Physical Evaluation, Speed of Product Development, Product Design and Architecture, Product Architecture,

Unit 7 Engineering Economy, Measuring Costs and Identifying Waste, Design for Manufacturability (DFM), DFX – Design for 'X', End Product and Parts Standardization, Modular Designs,

Unit 8 Product Development in Services, Product Development Strategies, Internal Development, Reverse Engineering, Collaborative Development and Contracted Out R&D

Unit 9 Joint Ventures, Producer-customer, Manufacturing Sub-contracting

### Section 3 Location Decision

Unit 10 Introduction, Need for a Facility Location Planning, Nature of Location Decisions

Unit 11 Factors Affecting Location Decisions, Factors Affecting Manufactured Products, Factors Affecting Service Products

Unit 12 Selection of Site for the Plant, Country, State/District, Plant Location, Procedures for Location Decisions, Facility Master Plan, Impact Planning, Site Evaluation

Unit 13 Techniques of Location Analysis, Factor Rating Method, Load Distance Method, Least Cost Method, Location Decision using the Transportation Method

### Section 4 Plant Layout

Unit 14 Introduction, Facility Layout, Types of Layout, Process Layout, Product or Line Layout, Assembly Line

Unit 15 Defining the Layout Problem, Assembly Line Balancing, Graphic and Schematic Analysis, Limitations of Product Layout

Unit 16 Fixed Layout, Cellular or Group Layout, The U-shaped Assembly Line, Advantages and Disadvantages, Comparison of Layouts

Unit 17 New Approaches to Layout Design, Other Service Layouts, Plant Maintenance, Maintenance strategies, Corrective or Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, Proactive Maintenance

Unit 18 Root Cause Failure Analysis, Total Productive Maintenance, Objectives of TPM.

## Section 5 Productivity and Production

Unit 19 Introduction, Organization and Productivity, Labour Productivity, Multiple Factor Productivity, Total Factor Productivity

Unit 20 Competitiveness Strategy and Productivity, Enhancing Productivity to gain Competitiveness, Productivity in Manufacturing versus Service Firms, Computing Productivity, Productivity Indices, Activity

Unit 21 Production Planning and Control, Benefits to Small Entrepreneur, Steps of Production Planning and Control.

### Reference Books:

1. Operations Management by William J. Stevenson
2. Operations Management by Jay H. Heizer and Barry Render

## MBA 121 Total Quality Management

### Section 1 Core Concepts of Total Quality Management

Unit 1 Introduction, Definition, TQM is composed of Three Paradigms, As Defined by the International Organization for standardization (ISO), A Comprehensive Definition, Why Quality Management?

Unit 2 Understand Some Basic Concepts, Concept of Quality, Dimensions of Quality, Dimensions of Quality for Goods, Quality Policy, Process Steps in TQM, TQM in Manufacturing, The Principles of TQM, TQM Framework to Quality Improvement, Leadership, Customer Focus, Measurement, Benchmarking, Continuous Improvement

Unit 3 A Triple Level Hierarchical Organization, Operations on IQ Customer Needs and Metrics, The Infoqual Methodology, Objective of the Methodology, Methodology's Users and Use Scenarios, Tools.

### Section 2 Learning From the Quality Gurus

Unit 4 Introduction, Concepts of Quality, Objectives of Quality, Need and Importance of Quality, Evolution of Quality, Determinants of Quality

Unit 5 Contribution of Quality Gurus, Walter A. Shewhart (1891-1967), Joseph M. Juran (Born in

### Section 3 The Seven Tools of Quality

Unit 6 Introduction, Check Sheet, Histograms, Steps in Constructing a Histogram, Uses of Histogram Chart, Examples of Typical Distributions, Limitations of Technique

Unit 7 Scatter Diagrams, Steps in Constructing a Scatter Diagram, Interpret the Data, Use of Scatter Diagram, Flow Charts, Process Mapping

Unit 8 Cause and Effect Diagrams, Steps in Constructing a Cause and Effect Diagram, Uses of Cause and Effect Diagram, Advantages of Cause and Effect Diagram, Pareto Diagrams, Control Charts, Steps for Developing Control Charts, Patterns in Control Charts.

### Section 4 Statistical Process Control

Unit 9 Introduction, Statistical Process Control (SPC), Statistical Quality Control (SQC), Company Wide Quality Control (CWQC), Process Capability: A Discerning Measure of Process Performance.

### Section 5 Acceptance Sampling

Unit 10 Introduction, Acceptance Sampling, Acceptance Sampling Plan, Sampling Plans, Characteristics of a Good Sampling Plan, Points to remember while using acceptance Sampling

Unit 11 OC Curve, The Shape of the OC Curve, Some Specific Points on the OC Curve, A Stream of Lots and the Binomial Distribution, The Isolated Lot and the Hypergeometric Distribution, Single and Double Sample Plans, Producers and Consumers Risk

### Section 6 Working on Quality Circles

Unit 12 Introduction, Quality Circles: Rationale and Brief History, Quality Circles, Key Elements of Quality Circles

Unit 13 Benefits of Quality Circles, Impediments to the Effective Working of Quality Circles, Quality Circles and the Trade Unions, Quality Circles in India, Areas of Success due to Quality Circle Activities in BHEL

Unit 14 Structural Organisation for QC Circles, Roles and Functions of QC Circle Organization, Top Management, Steering Committee, Facilitator, Leader, Members, Co-ordinator, Middle Management, Quality Control Circle Process

Unit 15 QC Circle Techniques, Brainstorming, Pareto Analysis, Cause and Effect (Ishiwaka) Diagram, Check Sheet, Histogram, Stratification, Control Charts, QC Circle – Implementation, QC Circles: A Case Study: Neyveli Lignite Corporation (NLC)

#### Reference Books:

1. Total Quality Management by Dale H. Besterfield, Carol Besterfield-Michna, Glen Bester field, and Mary Besterfield-Sacre
2. Total Quality Management: Strategies and Techniques Proven by Stephen George and Arnold Weimerskirch

**MBA 116 C Management Of Training and Development**

**Section 1 ORGANISATIONAL TRAINING: AN OVERVIEW**

- Unit 1 Introduction, Concept of Training and development, Need for Training, Importance of Training
- Unit 2 A Checklist to Avoid Training Pitfalls, Principles of Learning, Modeling, Motivation, enforcement, Feedback
- Unit 3 Spaced Practice, Whole Learning, Active Practice, Applicability of Training, Environment
- Unit 4 Areas of Training, Knowledge , Technical Skills, Social Skills, Techniques
- Unit 5 Types of Training, Refresher Training, Cross-functional Training, Team Training, Creativity Training, Diversity Training, Literacy Training.

**Section 2 ASSESSMENT OF TRAINING NEEDS**

- Unit 6 Concept of Training Needs Assessment, Purpose of Training Needs Assessment,
- Unit 7 Levels of Training Needs Assessment, Identify Training Objectives , Process of Conducting a Needs Assessment.

**Section 3 METHODS AND TECHNIQUES OF TRAINING**

- Unit 8 On-the-Job Training, Job Instruction Training (JIT), Coaching, Mentoring, Job Rotation,
- Unit 9 Apprenticeship Training, Committee Assignments, Off-the-Job Methods, Training Techniques, Demonstration Technique, Lecture Technique, Simulation Games, In-Basket Exercise
- Unit 10 Films and Training, Role Playing, Critical Incidents Technique of Training.

**Section 4 PERFORMANCE APPRAISAL**

- Unit 11 Definition of Performance Appraisal, Features of Performance Appraisal, Objectives of Performance Appraisal
- Unit 12 Performance Appraisal Process, Need for Performance Appraisal, Essentials of Performance Appraisal, Problems of Performance Appraisal
- Unit 13 Judgment Errors, Poor Appraisal Forms, Lack of Rater Preparedness, Ineffective Organisational Policies and Practices.

**Section 5 PROMOTIONS, TRANSFERS AND DEMOTION**

- Unit 14 Internal Mobility, Purposes of Internal Mobility, Transfer, Promotion, Demotion Causes, Policy, Employee Separations.

**Section 6 EVALUATION OF TRAINING**

Unit 16 Decision Points in Planning Training Evaluation, Methods of Evaluation.

**Reference Books:**

1. Employee Training and Development by Raymond Noe and Raymond Noe
2. Powerful Personal Energy by Henry Beeland

## MBA 117 C Compensation Management

### Section 1 WAGE AND SALARY MANAGEMENT

Unit 1 Nature and Scope of Wage and Salary Administration, Compensation, Non-financial Compensation System

Unit 2 New Trends in Compensation Management, Wage Determination Process, General Wage Determinations, Supersedeas Wage Determinations, Extensions of Wage Determinations

Unit 3 How to Interpret General Wage Determinations, Wage Surveys, Preparation of Wage Structure

Unit 4 Rate Ranges, Setting of Rate Ranges, Single-Rate Wage Systems

Unit 5 Number of Grades, Moving Employees through Rate Ranges, Factors Influencing Wage and Salary Administration.

### Section 2 PLANNING FOR IMPROVED COMPETITIVENESS

Unit 6 Introduction, Components of , Compensation Planning, Diagnosis

Unit 7 Benchmarking, Advantages of Benchmarking, Collaborative Benchmarking, Obtaining Commitment.

### Section 3 INTERNAL AND EXTERNAL EQUITY IN COMPENSATION

Unit 8 Introduction, Inter and Intra Industry Wage Differentials

Unit 9 Internal and External Equity in Compensation System, Concept of Internal Equity and External Equity, Job Evaluation, Methods and Systems of Job Evaluation

Unit 10 Factors and Degrees Defined for Education, External Parity.

### Section 4 INCENTIVES

Unit 11 Incentives, Definitions, Types of Incentives, Individual Incentives, Creating an Individual Incentive Pay Plan

Unit 12 Measured Day Work, Piece work, Standard Hour, Multiple Performance Dimensions, Gain Sharing, its Advantages and Disadvantages

Unit 13 Organisation Wide Incentives: Scanlon Plan, Kaiser Plan, Profit Sharing, Non-financial Incentives, Standards.

Unit 14 Introduction, Strategic Perspectives on Benefits, Objectives of Fringe Benefits

Unit 15 Types of Incentives, Individual Group Variable Compensation, Pay for Performance, Pay by Seniority

Unit 16 Group Piece Rate, Employee Profit Sharing, Employee Stock Ownership, Gain Sharing.

**Reference Books:**

1. Compensation Management by Richard I. Henderson
2. Compensation by Jerry Newman

## MBA 118 C Organisational Development and Change

### Section 1 ORGANISATIONAL DEVELOPMENT

Unit 1 Definitions of Organisation Development, Analysis of the Definitions, Characteristics of OD

Unit 2 History of Organisation, Development, Values, Assumptions and Beliefs in OD

Unit 3 Implications of OD Values and Assumptions, Implication for Dealing with Individuals.

### Section 2 FOUNDATIONS OF ORGANISATION DEVELOPMENT

Unit 4 Introduction, OD Models of Planned Change

Unit 5 System Theory of OD, Nature of System, Congruence among System Elements

Unit 6 Socio-technical System Theory and Open System Planning, Open Systems Thinking

Unit 7 Participation and Empowerment.

### Section 3 OD INTERVENTIONS

Unit 8 Introduction, Organisation Development Interventions

Unit 9 Characteristics of OD Interventions, Classification of OD Interventions

Unit 10 Principles of Organisation Structure, Departmentalisation, De-centralisation and Centralisation,

Unit 11 Strategic OD Interventions, Sensitivity Training, Process Consultation, Team Building.

### Section 4 TEAM AND THIRD PARTY PEACE MAKING INTERVENTIONS

Unit 12 Introduction, Team Interventions, Broad Team Building Interventions

Unit 13 A Gestalt Approach to Team Building, Inter Group Interventions, Third Party Peace Making Interventions.

### Section 5 PLANNED CHANGE

Unit 15 External Forces, Internal Forces, Level of Change Programmes

Unit 16 Managing Planned Change, Planning for Change, Assessing Change Forces, Implementing Change.

**Reference Books:**

1. Organization Development and Change by Thomas G. Cummings
2. Organization Development by Joan Gallos and Edgar H. Schein

## MBA 122 C Management of Industrial Relation

### Section 1 INDUSTRIAL RELATIONS – AN OVERVIEW

Unit 1 Introduction, Meaning, Objectives and Importance of Industrial Relations, Labour and Management Relationship, The Rise of Industrial Relations

Unit 2 The System of IR Functions, Objectives of Industrial Relations, Importance of Industrial Relations, Scope of Industrial Relations, New Frontiers of Employee Relations, Shape of Industrial Relations

Unit 3 Approaches to Industrial Relations Unitary, Pluralistic, Marxist, Unitary Perspective, Pluralistic Perspective, Radical Perspective

### Section 2 INDUSTRIAL RELATIONS SYSTEM IN INDIA

Unit 4 Introduction, Industrial Relations during Colonial Period

Unit 5 Industrial Relations in Post-independence Era, Industrial Relations in Post-globalization Period from 1991 till Date

Unit 6 Trade Unionism – Industrial Conflicts.

### Section 3 TRADE UNIONS

Unit 7 Introduction, Trade Unions: Meaning and Justification, Theories of Trade Unionism

Unit 8 Types of Trade Unions, Trade Union Movement in India, Problems of Trade Union, Functions of Trade Unions, Measures to Strengthen Trade Unions, Trade Union Act, 1926, Judicial Activism.

### Section 4 COLLECTIVE BARGAINING

Unit 9 Introduction, Definitions, Concept Prerequisites of Collective Bargaining, Union Bargaining Process

Unit 10 Types of Bargaining, Industry Bargaining, Enterprise Bargaining, Concession Bargaining, Composite Bargaining, Importance of Collective Bargaining

Unit 11 Importance to Employees, Collective Bargaining in India, Joint Consultative Machineryes.

### Section 5 STRATEGIC MANAGEMENT OF INDUSTRIAL RELATIONS

Unit 12 Introduction, Retrenchment, Obligations of the Employer, Closure, Chapter V-B, Industrial

Unit 13 VRS Policy Legal Aspects of VRS, Conditions for Acceptance/Refused of VR, Disadvantages of VRS, Advantages/Merits of VRS Funds.

## Section 6 ECONOMIC REFORMS

Unit 14 Introduction, Globalization, Liberalization, Merger and Acquisition, New Manufacturing Reforms and their Implications for Labour Force

Unit 15 ILO, Structure, Conventions and Recommendations, AFL-CIO, Research and Development Activities

Unit 16 A Voice in Strategic Management Decision Making and Ownership, Capital Investment and Pension

### Reference Books:

1. Global Industrial Relations by David G. Collings
2. Industrial Relations by Rowena Passy

## MBA 123 C International human Resource Management

### Section 1 HR and Global Business Challenge

Unit 1 Introduction, Developing International HR Strategies, Issues in IHRM,

Unit 2 Global Business Challenge, meaning of IHRM, Difference between Domestic and International Human Resource, More HR Activities, Need for a Broader Perspective

Unit 3 More Involvement in Employee's Personal Lives, Changes in Emphasis as the Workforce Mix of Expatriates and Locals Varies

Unit 4 Risk Exposure, More External Influences, Expanding the Role of HRM in international Firms

### Section 2 Perspectives and Approaches of IHRM

Unit 5 Introduction, International Human Resource Management Approaches,

Unit 6 The Path to Global Status, Initial Division Structure (Early Stages of Internationalization)

Unit 7 International Division, Global Product/Area Division, New Types of Multinational Structures,

Unit 8 Role of Human Resource, Strategies for International Organisations, Implications for Human Resource Management Policy, An Integrated Strategic Framework.

### Section 3 International HR Planning

Unit 9 Introduction, Objectives of Human Resource Planning, Recruitment and Selection

Unit 10 International Labour Market — Sources, Staffing Policies, Regiocentric Approach, Recruitment and Selection in IHRM



Unit 12 Local Selection and Assessment Issues, Selection Criteria, Development of an Effective Workforce.

#### **Section 4 Orienting and training employees for global assignments**

Unit 13 Introduction, Orienting Employees for Global Assignment, Approaches to Training, Action Learning and the Experiential Approach, Transferability across Cultures

Unit 14 Organizational Learning, Integrating Business Strategy with International Training, Components of Effective Predeparture Training Programmes

Unit 15 Impact of Different Learning Styles on Training, Types of Cross-cultural Training, Cultural Assimilators.

#### **Section 5 Repatriation**

Unit 16 Introduction, The Repatriation Process, Problems of Repatriation, Job Related Factors, Social Factors, Designing a Repatriation Program, NCs and HR Policies.

#### **Reference Books:**

1. International Human Resource Management by Peter J. Dowling, Marion Festing, and Allen Engle
2. International Human Resource Management (Global HRM) by Randall S. Schuler, Dennis R. Briscoe, and Lisbeth Claus

### **MBA 124 C Labour Legislations**

#### **Section 1 Evolution of Labour Legislations**

Unit 1 Aims and Objectives, Introduction, Historical Perspectives on Indian Labour Legislations,

Unit 2 Role of India's Constitutional Framework on Indian Labour Laws, Impact of International Labour Organization (ILO) on Indian Labour Laws

Unit 3 International Labour Conference, Governing Body, The International Labour Office

Unit 4 International Labour Standards – ILO Conventions

Unit 5 Role of the National Commission on Labour, Indian Labour Laws – Review by ASSOCHAM

#### **Section 2 Labour Legislations: Acts Governing Employment of Personnel and IR**

Unit 6 Introduction, The Industrial Employment (Standing Orders) Act, 1946, The Factories Act, 1948,

Unit 7 The Industrial Disputes Act, 1947, The Trade Unions Act, 1926 2.6

Unit 8 The Child Labour (Prohibition and Regulation) Act, 1986, The Apprentices Act, 1961

Unit 9 The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959, The Maternity Benefit Act, 1961, The Contract Labour (Regulation and Abolition) Act, 1970

**Section 3 Labour Legislations: Acts Governing Compensation of Employees**

Unit 10 Introduction, The Workmen's , Compensation Act, 1923, The Payment of Wages Act, 1936,

Unit 11 The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965

Unit 12 The Employee Provident Funds Act, 1952, The Payment of Gratuity Act, 1972, The Employees State Insurance Act, 1948

**Section 4 Dispute Settlement**

Unit 13 Introduction, Types of Disputes, Causes of Industrial Disputes, Settlement of Industrial Disputes

Unit 14 Statutory Machinery, Voluntary Machinery, Lok Adalats, Concept Limitations of Litigation, Advantages of Mediation

Unit 15 Development of Lok Adalats, Lok Adalat as a Body to Conduct Mediation, Lok Adalats and the Industrial Disputes Act, 1947, Case Law

Unit 16 Illegal Strikes – The Industrial Disputes Act, 1947 Termination – The Industrial Disputes Act, 1947, Retrenchment – The Industrial Disputes Act, 1947

**Reference Books:**

1. Labour Legislation and Trade Unions by Ali Amjad
2. Governments, Labour, and the Law in Mid-Victorian Britain: The Trade Union Legislation of the 1870s by Mark Curthoys

***Financial Management*****MBA116 A Investment Management****Section 1 Nature and Scope of Investment Management**

Unit1 What is Investment?, Financial and Economic Meaning of Investment

Unit 2 Investment and Speculation, Investment and Gambling, Why Investments are Important?

Unit 3 Factors favourable for Investment, Investment Media

Unit 4 Features of an Investment Programme, The Investment Process.

**Section 2 Financial Institutions and markets in INDIA**

Unit 5 Development of the Financial System in India, Structure of Financial Markets

Unit 6 Financial Institutions, A Critique of the Indian Financial System

Unit 7 New Developments in the Financial System.

**Section 3 New issue Market and Stock exchange in INDIA**

Unit 8 The Relationship of the new issue market and stock exchange

Unit 10 kinds of Trading Activity, Membership rules in Stock Exchange, Listing of Securities

Unit 11 Legal control of stock exchanges in India, Capital issues control.

#### **Section 4 The Investment Alternatives**

Unit 12 Investor Classification, Corporate Bonds, Bond Indenture, Features of Bonds, Types, Classification, Convertible Bonds, Evaluation

Unit 13 Analysis of preference shares, Equity Shares, Options, Warrants.

#### **Section 5 Alternative Forms of Investment**

Unit 14 Government Securities, Types, Prices and Yields, Life Insurance, Kinds of Policies, Procedure for taking a policy

Unit 15 Investment in Units, Objectives of Investment in units, Different unit schemes, New schemes of UTI, Tax Benefits, provident Funds

Unit 16 Post Office Scheme, National Saving Schemes, Post office Savings, Investments in Land, Gold, Silver, Diamonds, Stamps, Antiques.

#### **REFERENCE BOOKS:-**

1. Investment management: By Peter L. Bernstein
2. Investment management: By Robert Hagin
3. Investment Management: By Ramanna Vishwanath, Chandrasekhar Krishnamurti
4. Investment Management: By S.S.Kaptan
5. Modern investment management: By Robert B. Litterman

### **MBA117 A Merchant Banking and Financial Services**

#### **Section 1 Merchant Banking**

Unit 1 Evolution of Merchant Banking, scope, functions and its role in Indian context.

Unit 2 SEBI Guide lines for Merchant Bankers.

#### **Section 2 Issue Management**

Unit 3 Public, Rights, Issue, Private placement: Bought out Deals.

Unit 4 Designing & pricing of Instruments preparing for public issues, SEBI Guidelines

Unit 5 Pre-Issue & Post Issue work.

#### **Section 3 Credit Rating**

Unit 6 Credit rating agencies in India, Scope

Unit 8 Project. Appraisal - Project life cycle, Evaluation

Unit 9 Social Cost benefit Analysis, Capital Cost and Financial Projections.

#### **Section 4 Long Term Finance & Working Capital Finance**

Unit 10 Term Loan Working capital loans

Unit 11 maximum permissible Bank Finance, Loan syndication,

Unit 12 consortium finance, Factoring

Unit 13 Leasing & Hire Purchase.

#### **Section 5 Venture Capital Companies**

Unit 14 Evolution, Concept, Role, Importance

Unit 15 SEBI guidelines and present status of VCC's in Indian context.

Unit 16 Mergers and Acquisitions, takeovers, sell offs and divestitures.

#### **REFERENCE BOOKS:-**

1. Merchant Banking And Financial Services: By Lalit K. Bansal
2. Financial Services: By Khan
3. Financial Services & System: By Sasidharan
4. Financial Services In India: By G. Ramesh Babu
5. Management Of New Issue Services: By P.M.M. Mohiadeen

### **MBA118 A Management of Infrastructural Financing**

#### **Section 1 Planning environment**

Unit 1 Financial objectives, policies on financing, investments and dividends. Financial forecasting, planning and uncertainties, interest rates, inflation

Unit 2 capital gains and losses exchange control regulation, government credit policies and incentives statistics on production, price indices, Labour

Unit 3 capital market based on published statistical data, Internal source, retained earnings, provisions etc, Issues in raising finance,

Unit 4 legal form of organization,provisions of the companies Act, control of capital issues.

Unit 5 Short term sources : Trade credit, factoring, Bill of exchange, Bank Loan, Cash credit, overdraft, public deposit, SEBI regulations, primary and Secondary markets.

#### **Section 2 Analysis of operating and financial leverages**

Unit 6 Concept and nature of leverages operating risk and financial risk, operating leverages, financial

Unit 7 Operating leverage and Cost volume Profit analysis- Earning Before Interest and Tax (EBIT) and Earning Per Share (EPS), indifference point.

Unit 8 Concept of capital structure and its perimeters, Financial structure and capital structure - simple and complex

Unit 9 theories of capital structure - net income approach, net operating income approach, traditional and Miller and Modigliani approaches and Their criticism.

Unit 10 Factors for capital structure planning; capital structure trend in private and public sectors in India., Cost of Capital.

### **Section 3 Working capital management**

Unit 11 Operating cycle concept, forecasting, working capital regulations; monitoring advance management of different components.

Unit 12 working capital management under inflation, new projects working capital management.

### **Section 4 Advanced financial analysis and planning**

Unit 13 Financial statement, Financial ratio analysis fund flow and cash flow analysis, leverages, Cost-Volume- Profit analysis

Unit 14 Financial forecasting, inter firm comparison, Financial analysis and aspects inflation.

### **Section 5 Dividend and retention policies**

Unit 15 Formulating dividend policy : factors for consideration dividend theories - Walter's model, Gordon's model, residual theory of dividend, Miller and Modigliani Hypothesis.

Unit 16 Indian position in private and public sector in general.

#### **REFERENCE BOOKS:-**

1. Infrastructure Finance: By Neil S. Grigg
2. Infrastructure finance: trends and techniques: By Henry A. Davis
3. Infrastructure Finance from Private Operators: By Patricia Clarke Annez
4. Municipal Infrastructure Financing: By Munawwar Alam
5. Principles of Project and Infrastructure Finance: By Willie Tan

## **MBA122 A International Finance Management**

### **Section 1 The international monetary system**

Unit 1 History, Bretton woods and period after 1971.

Unit 2 Foreign Exchange Market and Exchange Rate Determination.

Unit 3 Currency Risk Management.

Unit 4 Eurocurrency Markets.

Unit 5 International Project Appraisal & Project Finance.

Unit 6 Currency future & options, currency swaps.

### **Section 3 Country Risk Analysis**

Unit 7 International cash management.

Unit 8 International Portfolio Management.

Unit 9 International Accounting Standards - Effect of changes in Foreign Exchange Rate.

Unit 10 Financing of Imports & Exports in India.

### **Section 4 Forecasting foreign Exchange rate**

Unit 11 Measuring exchange rate movements.

Unit 12 Exchange rate equilibrium – Factors effecting foreign exchange rate

Unit 13 forecasting exchange rates- international parity relationship: interest rate parity

Unit 14 purchasing power parity & fisher effects.

### **Section 5 Foreign Exchange exposure**

Unit 15 Management of Transaction exposure-Management of Translation exposure-.

Unit 16 Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure.

#### **REFERENCE BOOKS:-**

1. International Finance Management By V. Sharan –
2. Multinational Financial Management By Madhu Vij
3. International Finance Management By Jain, Periyad, & Yadav
4. International Finance-A Business Pespective By P G Apte
5. International Finance By V K Bhalla

## **MBA123 A Portfolio Management & Security Analysis**

### **Section 1 Introduction : Concepts of investment**

Unit 1 Financial and non-financial forms of investment

Unit 2 Objectives of financial investment, investment methods.

Unit 3 Security and non-security forms of investment

## Section 2 Financial markets

Unit 5 Primary and secondary markets– major players and instruments in secondary market.

Unit 6 Functioning of stock exchanges, trading and settlement procedures at NSE & BSE..

Unit 7 Stock markets guidelines on primary & secondary markets.

## Section 3 Valuation of securities

Unit 8 bond and fixed income instruments valuation –bond pricing theorems

Unit 9 duration of bond and immunisation of interest risk, term structure of interest rate

Unit 10 determination of yield curves, valuation of equity and preference shares (Dividend capitalisation & CAPM).

## Section 4 Analysis of risk & return

Unit 11 Concept of total risk, factors contributing to total risk, systematic and unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk.

Unit 12 Risk & risk aversion.

Unit 13 Capital allocation between risky & risk free assets-Utility analysis.

## Section 5 Behaviour of stock market prices

Unit 14 The market mechanism, testable hypothesis about market efficiency

Unit 15 implications of efficiency market hypothesis for security analysis and portfolio management.

Unit 16 Asset pricing theories, CAPM & Arbitrage pricing theories.

### REFERENCE BOOKS:-

1. Security Analysis and Portfolio Management: By S. Kevin
2. Security analysis and portfolio management: By Donald E. Fischer, Ronald J. Jordan
3. Security Analysis and Portfolio Management: By Ritu Ahuja
4. Portfolio Management (including Security Analysis): (including Security Analysis) : By Dr. G. Ramesh Babu
5. Security Analysis And Portfolio Management: By Ambika Prasad Dash

## MBA124A Financial Derivatives

### Section 1 Financial Derivatives

Unit 1 Extensions of Black Scholes

Unit 2 Volatility Smiles and surfaces

Unit 3 CEV Model, Jump, Diffusion

## Section 2 Numerical Methods

Unit 5 Lattice based methods

Unit 6 Monte Carlo Simulations, Finite Difference Methods.

Unit 7 Risk measurement- Estimating volatilities and correlations

Unit 8 EWMA, GARCH

Unit 9 Value at Risk and stress testing

## Section 3 Interest Rate Derivatives

Unit 10 Caps, Floors, Swaptions, Bond options

Unit 11 HJM and LMM models

Unit 12 mortgage backed securities

## Section 4 Credit risk

Unit 13 Credit VaR, Credit Derivatives- credit indices

Unit 14 convertible bonds, CDS and CDOs

## Section 5 Introduction to other Topics

Unit 15 Types of Swaps, Weather, Energy and Insurance derivatives

Unit 16 Exotic options, Path Dependant options, Real Options

### REFERENCE BOOKS:-

1. Financial derivatives: By Robert W. Kolb, James A. Overdahl
2. Financial derivatives: pricing, applications, and mathematics: By Jamil Baz, George Chacko
3. Financial derivatives: By International Monetary Fund
4. Financial derivatives in theory and practice: By Philip James Hunt, J. E. Kennedy
5. Financial Derivatives: By Kumar

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