

1. HUMAN RESOURCE MANAGEMENT

Course Code: MBA- 201

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Objectives:

The objective of this course is to create HR professionals who have the competencies to understand the business of the organization and its drives and then who can connect between business and HR deliverables overall this course seeks to create credible and business oriented HR professionals who can lead people and business.

Contents:

Unit I: Introduction to HRM- definition, environment, changing role, HR Manager's proficiencies, Labour legislation in India: Industrial relationship, wages, working hours, conditions of services and employment, equality and empowerment of women, social security, guidelines for handling sexual harassment complaints, Diversity management and affirmative action programs, Strategic HRM, Strategic HR process and roles, HR score card

UNIT II: Job analysis, description and specification, HR Planning process, recruitment , Testing and selection, Interviewing candidates, and short listing and appointment, promotion transfers, VRS, exit interview, types of separation, Meaning of HRD and its role in training

UNIT III: Training and development - Orienting employees, training process, methods, management development managing Organisational change and development, Performance management and appraisal, career planning and development, Workers Engagement.

UNIT IV: Compensation: Establishing pay plans, Pay for performance and financial incentives and non financial incentives, Benefits and services, Knowledge management

UNIT V: Labour Relations, Collective Bargaining, Grievance Management-Causes-Implications Redressal Methods.

Textbook:

1. Human Resource Management by Gary Dressler and Varkkhey

References:

1. Bohlander, Snell & Sherman, Managing Human Resources, 12th ed, Thompson
2. Gary Dessler, Human Resource Management , Prentice Hall, New Jersey, 7th International Edition, 1997
3. Fisher, Schoenfeldt and Shaw, Human Resource Management, Houghton Mifflin Company, Boston, New York, 4th edition 1999
4. Dale S. Beach, Personnel - The management of people at work, Mc Millan, New York.
5. Bradwell, Holden, Human Resource Management., Prentice Hall.
6. Luis R. Gomez – Mejia, David B.Balkin and Robert L. Cardy. Managing Human Resources, PHI, 2002.
7. Beardwell and Len Holder, Human Resource Management Macmillan India Ltd.,
8. Straus and Sayles, Managing Human Resources – Prentice Hall Inc, (1977).
9. Straus and Sayles, Managing Human Resources – Prentice Hall Inc, (1977).

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2. RESOURCE MANAGEMENT TECHNIQUES

Course Code: MBA- 202

Objective:

This course is structured to equip the students with mathematical tools for solving business problems with the help of software packages / spreadsheet (Excel - SOLVER) etc. A greater stress will be laid on formulation of problems and also in examining the sensitivity of optimal solution to changes in various parameters.

Contents:

Unit I: Introduction - The art of mathematical modeling of Business problems, Business Applications, Linear Programming: Formulation of Problems. Solution using Graphs, Simplex method.

Unit II: Transportation – Initial basic feasible solutions – North West corner rule – least cost method – vogel’s approximation method – optimum solution – Modi method – Assignment methods – Travelling Salesmen problem.

Unit III: Network Analysis: PERT – CPM., Game theory – Pure strategy – Mixed strategy – Dominance property – graphical method.

Unit IV: Queuing theory -- single -channel models – Infinite number of customers and infinite calling source. Replacement models – Individual replacement models (with and without time value of money) – Group replacement models.

Unit V: Sequencing – processing of n jobs through 2 machines – processing of n jobs through 3 machines – processing of n jobs through m machines – processing of 2 jobs through machines (Graphical method)

Text book:

1. Operations research by V K Kapoor
2. Dr. P.R. Vittal, Operations Research, Margham publications
3. Hillier and Hillier, Introduction to management Science

References:

1. Barry Render & Ralph M. Stair, Jr., Quantitative Analysis for Management, Prentice Hall of India, Seventh edition.
2. Hiller & Lieberman, Operations Research.
3. Sharma J.K., Operations Research: Theory and Application, New Delhi, Macmillan India 2001.
4. Quantitative approaches to Decision making, Levis and Krikaptrik. McGraw Hill – 1998.
5. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2002.
6. Hamdy A Taha, Operations Research, Pearson Education Asia, 2002.
7. Paneerselvam, Operations Research, PHI 2002,

8. Prof. V. Sundaresan, K.S. Ganapathy subramanian, and K. Ganesan, Resource management techniques, A. R. publications

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3. OPERATIONS MANAGEMENT

Course code: MBA 203

Objectives:

This course will provide an understanding of the different methods of planning activities related to business operations. Additionally, the course will equip the students with tools to help make decisions on location, factory layout design, project planning in a time bound and cost efficient manner. Efforts will be made to use real life cases to understand theoretical concepts and also use spreadsheet (Excel) for calculations and simulation, etc.

Contents:

Unit I: Introduction to Operations Management: need for emphasis on Operations, Product Design, Plant location, Types of production systems –product layout, process layout and cellular manufacturing system etc. The sub functional areas of Production function, namely: Materials Management, Maintenance Management, Quality Management, Production, Planning and Control.

Unit II: Facility location – Facility layout; Product design, Process selection, Make or buy decision, Layout design and Preparation route chart, Handling of Materials-Systems, Design

Unit III: Project Management- control of time & cost, Quality Management-cost of quality, Six-SIGMA, ISO certification, quality in service industry

Unit IV: Demand forecasting, Aggregate planning, Inventory Management – MRP-I, MRP-II, and use of Simulation technique for managing materials, inventory, Supply chain concepts.

Unit V: Computer Integrated Manufacturing systems, Capacity Planning – Just-in-time production systems. Job design and work measurement, Value engineering & value analysis, Business process Re-engineering, Lean concepts.

Text book :

1. R. Paneerselvam, -‘Production and Operations Management’, PHI Learning Private Limited, Delhi
2. S.N.Chary, Production and Operations Management, Tata McGraw – Hill Publishing Company Limited Delhi.

References:

1. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal - Operations Management – for competitive advantage, Tata McGraw – Hill Publishing Company Limited, Delhi.
2. P. Saravanan , S. Sumathi - Production and Materials Management, Margham Publications, Chennai
3. Buffa – Production Management – Tata McGraw – Hill publications.
4. Gaither, “Production and Operations Management”, Thomson Asia (P) Ltd., Bombay, Ninth Edition, 2002.
5. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley, 2000.

4. FINANCIAL MANAGEMENT

L	T	P	C
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Course Code: MBA- 204

Objectives

- To acquaint the students with concepts of Financial management from strategic perspective and familiarize various Techniques and Models of Strategic Financial with exposure about Working capital and Capital structures.

Unit I: Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development - Capital budgeting – cash flow estimation

Unit – II: Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments – Time value of money.

Unit – III: Capital structure and dividend policy – leverage and dividend theories, Sources of capital – Cost of capital and financing - Expansion and Financial Restructuring – Corporate Restructuring

Unit – IV: Working capital management – Managing current assets – Receivables / Inventory management and Cash Management.

Unit – V: Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable, Commercial Paper.

Text Books:

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw

- Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.

REFERENCES

1. Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011
2. Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2001
3. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007

5.RESEARCH METHODOLOGY

Course Code: MBA - 205

Objectives:

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This course aims at providing the students with the knowledge of scientific paradigms and research methods, skills required to conduct research to generate dependable data for solving managerial problems and to meet the challenge of the fast paced decision making environment.

Contents:

Unit I: Introduction-Business Research-Definition and significance-the research process-Types of Research-Exploratory and causal Research-Theoretical and empirical Research-Cross-Sectional and time-series Research -Research questions/problems-Research objectives-Research hypotheses-Characteristics-research in an evolutionary perspective -the role of theory in research.

Unit II: Research design-definition-types of research design-exploratory and causal research design-descriptive and experimental design-different type of experimental design-validity of findings-internal and external validity-variables in research-measurement and scaling-different scales-construction of instruments-validity and reliability of instrument.

Unit III: Types of data-primary vs secondary data-Methods of primary data collection- Survey Vs observation-Experiments- Construction of questionnaire and instrument- Validation of questionnaire-sampling plan-sample size-determinants optimal sample size-sampling techniques-Probability Vs non probability sampling methods

Unit IV: data preparation-editing-coding-data entry-validity of data-hypothesis testing-qualitative vs quantitative data analysis-bivariate and multivariate statistical techniques-factor analysis -discriminant analysis-cluster analysis-multiple regression and correlation-multi dimensional scaling-application of statistical software for data analysis, SPSS

Unit V: Research report-different types-contents of report-need of executive summary-chapterization-contents of chapter-report writing- The role of audience-Readability-comprehension-tone-final proof-report format-title of the report-ethics in research-ethical behavior of research-subjectivity and objectivity in research
(ONLY CONCEPTS TO BE TESTED)

Note : Data analysis will be taught through SPSS and R Open Source software

Text book :

1.Research Methodology in Social Sciences by P.C.Tripathi, Sultan Chand , New Delhi, Edition 6, 2010

2. Research Methodology by C.R.Kothari, Wishwa Prakashan, Edn 6, 2000

Reference Books:

1. Zikmund, Business Research Methods, 7th edn., Thompson
2. Donald R. Cooper and Ramela S. Schindler, Business Research Methods, 8th ed., Tata Mc Graw Hill Publishing Co Ltd., New Delhi ,2000
3. Research Methodology : a guide for Researchers in Management and Social Sciences, Taylor, Sinha, Prentice Hall India.

4. Research Methods William Trochim, Biztantra publishing
5. Research for Marketing, Green Tull and Albaum, PHI

6. MANAGEMENT INFORMATION SYSTEMS

L	T	P	C
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Course Code: MBA - 206

Objectives

This course introduces information technologies that are critical to modern business organizations, discusses technology and adoption trends, and explores the evolving role of IT in business. Students taking this class will understand the role of information technologies in managerial decision making and business activities, the marketplace for such technologies, and their business applications, environmental constraints, and relevance to firm strategy

Contents :

Unit I: Introduction – concept of MIS – Types of information systems – Efficient information systems – Organization and Business organization –Decision making Process, Types of management decisions and information need – Business, Technical and Economic Dimensions of information- The meaning and role of MIS, Constraint in MIS operation, Ethical and Social Issues in Information Systems

Unit II: Information Technology Infrastructure , IT Infrastructure and Emerging Technologies, Telecommunications, the Internet and Wireless Technology, Securing Information Systems,

Cloud computing-infrastructure as a service (IAAS), Platform as a service (PAAS), software / application as a service (SAAS)

Unit III: statutory compliance reports by company secretary-functional information system- HRIS- marketing information system-production information system-accounting information system- inventory information system

Unit IV: SAD- What is system analysis and design-system development life cycle-prototyping -System analysis activities –tools for system analysis and design-pitfalls in MIS development, Enterprise Resource Planning & SAP – characteristics of ERP , Benefits of ERP and ERP Implementation– Expert System – Decision Support System – Executive Information System– SAP Modules

Unit V: Data Base Systems & Business Intelligence: Databases DBMS: Relational data bases –Meaning of Data Base – Components of DBMS –Data Base Technology, Types of Database – Comparison of DBMS&RDBMS – Advantages and disadvantages of data base, Relational Data model, Recent Trends in database-Query language –Data Warehousing – Data Mining

Text book:

1. James A O'Brien, Management Information Systems, Tata Mc Graw Hill, New Delhi,1999.
2. Gordon B. Davis , Management Information System: Conceptual Foundations, Structure and Development, McGraw Hill, 1974.

References:

1. L.M.Prasad, Management Information Systems, Sultan Chand &sons,New Delhi 2010
2. Joyce J Elam , Case series for Management Information Systems’, Simon and Schuster Custom Publishing, 1996.
3. Steven Alter, Information Systems – A Management Perspective - Addison-Wesley, 1999.
4. Joyce J Elam , Case series for Management Information Systems’, Simon and Schuster Custom Publishing, 1996.
5. Steven Alter, Information Systems – A Management Perspective - Addison-Wesley, 1999.

7. INTERNATIONAL BUSINESS MANAGEMENT

Course Code: MBA-207

L	T	P	C
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Objectives:

The main objective of this course is to familiarize the concept of doing business internationally and globally and also ensure the future managers to cope the challenges involved in International business by the way of understanding various export procedure and MNEs Culture

Contents:

UNIT I : Introduction to International Business – Conceptual Foundation of International Business – Definition – Growth – Dimensions – Reasons for growth – Differences between Domestic and International Business – Theories of International trade and Investments (FDI) – India’s Foreign Trade Policy – Balance of Payments – International Economic Institutions – IMF, World Bank, ADB – International Liquidity

UNIT II :Export and Import Management - Export Procedures – Export Documentation – Bill of Lading & Mate’s Receipt – Letter of Credit – Meaning, Types and Mechanism – Uniform Customs and Practice (UCP) – Export License – Role of Commercial Banks, EXIM and ECGC in Export Finance – Packing Credit – Export Bills – Export Incentives – Foreign Exchange Market and Exchange Rate Determination

UNIT III :International Business Strategy – Role and Impact of Firm Specific Advantage – Location Advantages – Global Entry Modes –Corporate Life Cycle Theory – Strategic Advantages of Exporting, Importing and Counter Trade – Services Export and Import – Franchising and Licensing – Contract Manufacturing - Management Contracts – Trunkey Projects – Wholly Owned Manufacturing Facilities – Assembly Operations – Joint Ventures – Third Party Location – Merger & Acquisition – International Strategies of CSR and Corporate Environmental Sustainability.

UNIT IV : MNC Management – International Environment – Globalization – Concept of MNEs – Meaning and Approaches – Structural Design of MNEs – Performance Measurement and Performance indicators Evaluation System – Culture and Cultural Diversity – Negotiation and Conflict Management.

UNIT V : Multilateral Agreements – Regional Trade Blocks – Multilateral Agreements – WTO – GATT – UNCTAD – Global Arbitration Review (GAR) – International Laws a Brief Review – Tariffs – Import Quotas – Dumping – Exchange Control – International Cartels – State Trading – International Economic integration – Foreign Capital India

Textbook :

1. Alain, Verbeke, INTERNATIONAL BUSINESS STRATEGY, Cambridge University Press. 2009

Reference Books

1. K Aswathappa, INTERNATIONAL BUSINESS, McGraw Hill, 4th edn, 2010
2. Charles W. L. Hill, INTERNATIONAL BUSINESS, Tata McGraw –Hill, 5th Edition
3. John D Daniels, Lee H Radebaugh and Daniels P Sullivan, INTERNATIONAL BUSINESS – Environments and Operations, Pearson, 2004, 10th Edition

8 .SOFT SKILLS-II (ADVANCED LANGUAGE AND COMMUNICATION)

Course Code :- MBA-S-201

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Objectives

- *ENABLE* students to convert the conceptual understanding of communication into everyday practice
- *TRAIN* students to ground concepts/ideas in their own experience
- *CREATE* a learner-language interface enabling students to exercise control over language use
- *SENSITIVE* students to the nuances of the four basic communication skills – Listening, Speaking, Reading and Writing

Contents:

1. Twinning Functions of Listening and Speaking – Recap of active and passive listening exercises – Analytical listening – syllable/word stress: clear enunciation – Qualities of a good listener and a good speaker.
2. Twinning Functions of Reading and Writing – Discriminatory reader thoughtful writer – Spotting, correcting errors; critique – Skimming, scanning, structuring – language, tone, ordering, etiquette and perspective.

3. Individual Communication – Self advertising – Over stating and under stating – Overcoming shyness – Writing curriculum vitae, Statement of Purpose – Talking about oneself; interview.

4. Intermediary Communication – Overcoming mental blocks, prejudices and hotspots of the addressee – telephone, teleconferencing, web chat – greeting, introducing – memos, reports, minutes, business correspondence.

5. Social Communication – Etiquette in LSRW – polite yet assertive, tackling questions, seeking permission, expressing gratitude – gender fair language – discourse and transactional analysis – empathy.

Practicals:

Unit 1: Listening Comprehension using audio programmes + Creating audio files for speaking.

Unit 2: class and take home exercises

Unit 3 AND Unit 4: Group games and role play

Unit 5: Create archives from different media for LSRW

Recommended Texts

- Windshuttle, Keith and Elizabeth Elliot. 1999. *Writing, Researching and Communicating: Communication Skills for the Information Age*. 3rd Reprint. Tata McGraw-Hill. Australia
- Dignen, Flinders and Sweeney. *English 365*. Cambridge University Press
- Goleman, Daniel. 1998. *Working with Emotional Intelligence*. Bantam Books. New York
- Jones, Leo and Richard Alexander. 2003. *New International Business English*. Cambridge University Press
- I. Jayakaran. 2000. *Everyone's Guide to Effective Writing*. 2 M Publishing International