

Master of Business Administration 2nd Semester

201 -ORGANISATIONAL EFFECTIVENESS, CHANGE AND ORGANISATIONAL DEVELOPMENT

OBJECTIVE OF THE COURSE

The objective of this course is to understand the dynamics of changes, both inter and intra to the organization, effecting the functioning of organization and develop sensitivity to improve the effectiveness.

UNIT – I

Management of Change:- Organization culture, socialization process, dimension of change, change process, change agent-skills and relationship with client, implementation of organizational change-strategies for change.

UNIT – II

Organizational effectiveness, concepts, approaches and its determinants, organizational diagnosis – Methods, collection of data and identification of problems.

UNIT – III

Organizational development: - Definition, objectives, characteristics, models of OD, action research, stages of programmer, underlying assumptions and values.

UNIT – IV

OD Interventions – I: - Meaning, types of interventions; sensitivity training, life and career planning, role analysis technique, organizational mirroring, transactional analysis, third party peacemaking, counseling, learning styles and development.

UNIT – V

OD Interventions – II: MBO, managerial grid, team building, likert systems – four, confrontation meeting, process consultation, survey feedback, Institutional building.

Recommended Books

1. Beckhard R. Organization in Development : Strategies and Models, Addison-Wesley:Reading
2. Bennis, W.G. Organization Development: Its nature, Origins and Prospects, Addison Wesley: Reading.
3. Dalton, G.Lawrence, P.& Griener, Organization Change and Development. Irwon Dorsey: Homewood.
4. Shein, E., Bennis W. ,Beckhard, R.(eds.) Organization Development, Wesley : Reading
5. Kuriloff, A.H. Organization Development for Survival, American Management Association Inc.: New York.
6. French, Wendell L. & Cecil H.Bell, Organization Development, Prentice Hall of India: New Delhi.
7. Singh, J.P. Organist ion Development: Concepts and Strategies. Indian Institute of Management: Ahmedabad.
8. Somnath Chattopadhyay and Udai Pareek, Managing Organizational Change, Oxford & IBH, New Delhi.

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202 Management Science – II

Objectives: The objectives of this Course are to introduce the participants of MBA programme to the Quantitative School of management. This is a general course not a specialized one. The important tools, techniques and methods of Quantitative will be discussed with their business application. The mathematical rigor of the course will be comparatively low.

UNIT I

Executive problems, Scope for Quantification. Translating Business Problems into Mathematics, Concept of Limits, Graphical and tabular representation – Concept of a Function, Role of Functional Analysis in Business, Inequalities and their representation on Graphs. Concept of Interrelation – Continuous functions.

UNIT II

History, Development of Operations research. Characteristics of Operation Research, Systems thinking and O.R. Methods of operation Research Model Formulation and Types of Model. Prototype Problems of operation Research.

UNIT III

Linear Programming – Concept, Importance, assumptions and application, Problem Formulation , Graphical Method , Simplex Methods (Solving maximization problem with less than equal to constraints). Concept of Primal and Dual in Linear Programming

UNIT IV

Transportation problem-Importance, Assumptions and its practical applications, NWCM, LCM , VAM, Optimum solution for Transportation- MODI , Assignment problem- managerial applications , Solving maximization and minimization problem

UNIT V

Competitive Strategies – Theory of Games, Application, Assumption and limitation of game theory, Duopoly Two Person Zero Sum game, Pure and Mixed Strategies, Criteria of Choosing strategies and simple numerical problems based on these.

Recommended Books:

1. Quantitative Techniques in Management by N. D. Vohra, Tata McGraw-Hill Education.
2. Operations Research by S.D. Sharma, Kedar Nath Ram Nath & Co.
3. Operations Research by Vasant Lakshman Mote, T. Madhavan, Wiley.
4. Operations Research - An Introduction by Hamdy A. Taha, Pearson.

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203 HUMAN RESOURCE MANAGEMENT

OBJECTIVE OF THE COURSE

The objective of this course is to make the students conversant with Human Resource Management practices and role of Human Resource Management in the changing environment. To understand the essence of roles and functions that Human Resource Manager performs in an organization. To comprehend that in present business scenario human resource management has acquired a strategic role in the functioning of any business organization at national and international level.

UNIT - I HUMAN RESOURCE MANAGEMENT

Human Resource Management- Introduction & Importance, Functions of HRM, Genesis and Growth of HRM Challenges & Environmental Influences on HRM. Various approaches to HRM, Human Resource Planning- Definition, Importance, HRP Process, Approaches to HRP

UNIT-II EMPLOYMENT & DEVELOPMENT

Job Analysis, Recruitment- Concept and Sources, Selection- Process and Methods, Interview-Types and Importance , Induction- Concept & Approaches, Training, Methods of Training, Evaluating Training Effectiveness, Executive Development, Performance Appraisal – Concept , Importance and Methods

UNIT-III COMPENSATION MANAGEMENT

Job Evaluation, Wages & Salary Administration, Wage Determination Process, Factors Affecting Wage & Salary, Wage Differentials, Incentive Plans, and Fringe Benefits. Executive Compensation

UNIT-IV MAINTENANCE AND DISCIPLINING THE EMPLOYEES

Quality of Work Life, Health & Safety Measures, Social Security & Welfare Practices in India. Grievance Handling and Grievance Procedure, Managing Discipline, Disciplinary Action, Employee Separation & Retention Techniques.

UNIT-V INTERNATIONAL HUMAN RESOURCE MANAGEMENT

International Human Resource Management – Concept & Importance, Expatriate- Definition & Roles, Domestic Vs. International Human Resource Management, Selection Approaches in IHRM, Repatriation- Concept, Importance and Process

Recommended Books

1. Dessler, Garry, "Human Resource Management". Pearson Publication.
2. Robert, Mathis & Jackson, Jack, "Human Resource Management". Cengage Publication.
3. Beardwell & Thompson, "Human Resource Management: A Contemporary Approach" 8/E. Pearson Publication.
4. Davis, K, "Human Relations at Work". McGraw-Hill.
5. Subba Rao, P, "Human Resource Management". Himalayan Publishing House.
6. Aswathappa, K, "Human Resource Management". Tata McGraw-Hill Education

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204 FINANCIAL MANAGEMENT

OBJECTIVE OF THE COURSE

In today's dynamic world financial decisions play an important role in managerial decision making. So managers need to understand, analyse and interpret financial data and financial issues. This course will help students in understanding the concepts and principles of finance so that they can make quick and informed financial decisions.

UNIT – I

Introduction, meaning and definition of financial management, functions of financial manager, objective of the firm.

UNIT – II

Capital Budgeting - Definition and concept of capital budgeting, importance of capital budgeting methods of appraisal – Pay back, average rate of return, IRR and NPW methods, Comparison of IRR and NPV.

Cost of capital - importance, definition and concept, measurement of cost of capital of a specific source and overall cost of capital.

UNIT – III

Operating and financial leverage, EBIT – IPS analysis, combined leverage.

Capital structure theories - NI and NOI approach, M.M. Approach, Traditional Approach, capital structure designing, stability in dividends, factors influencing capital structure.

UNIT – IV

Dividend decisions - Relevance and irrelevance of dividend decision, Walter model, Gordon models.

Dividend Policy in Practice - Dividend payout ratio, stability in dividends, legal contractual and internal constraints: Owners consideration and capital market considerations, types of dividends. Stock dividends.

UNIT – V

Working Capital Management – Meaning and scope of working capital management, Factors effecting requirements of working capital.

Recommended Books:

1. Financial Management by Rajiv Srivastava and Anil Misra, Oxford University Press.
2. Financial Management by I.M. Pandey, Vikas Publishing.
3. Fundamentals of Financial Management by James C. Van Horne, Prentice Hall.
4. Financial Management: Theory and Practice by Eugene F. Brigham, AbeBooks.
5. Financial Management: Theory and Practice by Prasanna Chandra, Tata Mc Graw Hill.

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205 MARKETING MANAGEMENT

OBJECTIVE OF THE COURSE

The objective of this course is to help the participants to understand the conceptual framework of marketing management. It also intends to expose the participants to the various decisions the marketing managers in India are required to take under various environmental conditions.

COURSE CONTENTS: -

UNIT – I

Nature and scope of marketing. Corporate orientations towards the marketplace. The marketing environment and environment scanning. Marketing Information System and Marketing Research.

UNIT – II

Understanding Consumer and Industrial Markets, Market Segmentation, Targeting and Positioning.

UNIT – III

Product decisions – product mix, product life cycle, and new product development, branding and packaging decisions. Pricing methods and strategies.

UNIT – IV

Promotion decisions – promotion mix, advertising, sales promotion, publicity and personal selling. Channel management – selection, cooperation and conflict management, vertical marketing – implementation and systems.

UNIT – V

Organizing and implementing marketing in the organization. Evaluation and control of marketing efforts. New issues in marketing – Globalization, Consumerism, Green marketing, Legal issues.

Recommended Books:-

1. Enis, B.M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill.
2. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India.
3. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India.
4. Ramaswamy, V S and Namakumari, S. Marketing Management: Planning, Control. New Delhi, Prentice Hall of India.
5. Ramaswamy, V.S. and Namakumari, S. Marketing Management: Planning, Control. New Delhi, MacMillan.
6. Stanton, William,J. Fundamentals of Marketing,. New York, McGraw Hill.
7. Neelamegham, S. Marketing In India : Cases and Readings. New Delhi, Vikas.

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206 OPERATIONS MANAGEMENT

OBJECTIVE OF THE COURSE

This Course is oriented towards the exposition to the various operational problems in the area of Production. The Stress in the Course is on various techniques available for discharging the responsibilities as operations manager.

UNIT – I

The Operations Management System, Responsibilities of operations personnel, Basic Manufacturing Process – Continuous Intermittent and Repetitive flows of processing. The Production Control System for intermittent and continuous floor processes.

UNIT – II

Inventory Control – Costs associated with inventory control systems, Economic Order Quantity. Purchasing function, Source selection, Vendor rating, Value analysis.

UNIT – III

Work Study, Method study and motivation study. Plant Layout concepts. Developing the process layout and the product layout. Facility location planning.

UNIT – IV

Project Scheduling PERT / CPM Method – Network analysis, earliest and latest time analysis. Gantt Charts.

UNIT – V

Acceptance Sampling by Attributes – Single Sample, double sample and multiple sample plans with sated risk. Control Charts for variables – averages and ranges. Control charts for defectives – fraction defective and numbers defective.

Recommended Books

1. Operations Management by Jay Heizer, Barry Render, Jagadeesh Rajashekhar, Pearson.
2. Modern Production/Operations Management by Elwood S. Buffa and Rakesh K. Sarin, John Wiley and Sons.
3. Operations Management by William J. Stevenson, McGraw Hill Education.
4. Production and Operations Management by S.N. Chary, Tata McGrawHill.

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207 RESEARCH METHODOLOGY

OBJECTIVE OF THE COURSE

To equip the students with the basic understanding of the research methodology and to provide an insight into the modern analytical tools and techniques for the purpose of management decision making.

Unit I

Introduction: Meaning of research; Objectives of Research, Types of Research; Research process. Business Research Definition, Meaning of Research Methodology, Scientific Methods. Problem Formulation.

Unit II

Research Design: Features of Good Research Design. Different Research Design, Experimental, Exploratory and Descriptive. Sampling Design: Steps in Sampling Design. Types of Sample Designs – Profitability and Non-Profitability Sampling, Sampling Bias and Errors.

Unit III

Data Collection: Primary vs Secondary data. Questionnaire Design, Guidelines for Constructing Questionnaire. Case Study Method. Attitude Measurement and Scaling Techniques.

Unit IV

Analysis of Data: Use of Computer Software in Data Analysis – ANOVA, Regression Analysis, Factor Analysis, Discriminant Analysis.

Unit V

Report Writing and Presentation: Graphs, Charts, Diagrams of Presentations. Layout of Research Report, Types of Reports, Precautions for writing Report.

Recommended Books:

1. Zikmund William, “ Business research Methodology,” Thomson.
2. Paneer Selvam R, “Research Methodology,” PHI.
3. Copper & Schinder, “Business Research Methodology,” THM.
4. Murthy S. N & Bhojanna. U, “Business Research Methodology,” Excel Books.
5. Bhattacharya Deepak Kumar, “Research Methodology,” Excel Books.
6. Kothari CR, “Research Methodology,” Vishwa Prakshan.