

**MASTER OF BUSINESS ADMINISTRATION  
(M.B.A)**

***SYLLABUS & REGULATIONS  
WITH EFFECT FROM 2024-2025***

**MASTER OF BUSINESS ADMINISTRATION (M.B.A)**

**P.G. Degree Programme (CBCS) Regulations-2016**

**Amended as per NEP-2020**

(with effect from the batch admitted in the academic year 2024-25)

**CHOICE BASED CREDIT SYSTEM (CBCS)**




**CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)**

**SRI VENKATESWARA UNIVERSITY**

Accredited by "NAAC" with A<sup>+</sup> Grade

Tirupati, Andhra Pradesh - 517502

  
**Chairman - Board of Studies**  
**Department of Management Studies**  
**Sri Venkateswara University**  
**TIRUPATI**



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**CHOICE BASED CREDIT SYSTEM (CBCS)**

**DEPARTMENT OF MASTER OF  
BUSINESS ADMINISTRATION (M.B.A)  
TWO YEAR M.B.A COURSE (2024-25)  
COURSE STRUCTURE AND  
EXAMINATION SCHEME**

**Semester -I**

S.No	Title of the Course	Title of the Paper	Credit Hrs/ Week	No. of Credits	IA Marks	Sem End Marks	Total
1.	MBA101	Principles of Management	6	4	30	70	100
2.	MBA 102	Organizational Behaviour	6	4	30	70	100
3.	MBA 103	Business Communication	6	4	30	70	100
4.	MBA 104	Managerial Economics	6	4	30	70	100
5.	MBA 105	Research Methodology and Business Analytics	6	4	30	70	100
6.	MBA 106	Accounting for Managers	6	4	30	70	100
7.		Audit Course	0	0	100	0	0
			36	24	280	420	600

\*All core papers are Mandatory.

- Compulsory Foundation choose onepaper.
- Elective Foundation – Choose onepaper.
- Audit course-100 Marks (Internals) Zero Credits under self-study.
- Interested students may register for MOOC with the approval of the concerned DDC but it will be considered for the award of the grade as open elective only giving extra credits.



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**SEMESTER-II**

<b>S.No</b>	<b>Title of the Course</b>	<b>Title of the Paper</b>	<b>Credit Hrs/ Week</b>	<b>No. of Credits</b>	<b>IA Marks</b>	<b>Sem End Marks</b>	<b>Total</b>
1.	MBA201	Marketing Management	6	4	30	70	100
2.	MBA 202	Human Resources Management	6	4	30	70	100
3.	MBA 203	Financial Management	6	4	30	70	100
4.	MBA 204	Production Management	6	4	30	70	100
5.	MBA 205	Operations Research	6	4	30	70	100
6.	MBA 206	Business Environment	6	4	30	70	100
7		Audit Course	0	0	100	0	0
			36	24	280	420	600

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**SEMESTER-III**

S.No	Title of the Course	Title of the Paper	Credit Hrs/ Week	No. of Credits	IA Marks	Sem End Marks	Total
1.	MBA301	Management Information Systems	6	4	30	70	100
2.	MBA 302	Entrepreneurship	6	4	30	70	100
3.	MBA 303	Industrial Project Course	6	4	30	70	100
4.	MBA 304	Elective I	6	4	30	70	100
5.	MBA 305	Elective II	6	4	30	70	100
6.	MBA 306	Elective II	6	4	30	70	100
7	MBA 307	Open Elective	6	4	30	70	100
			42	28	210	490	700

\*All core papers are Mandatory

- Compulsory Foundation choose onepaper.
- Elective Foundation – Choose onepaper.
- Audit course-100 Marks (Internals) Zero Credits under self-study.
- Interested students may register for MOOC with the approval of the concerned DDC but it will be considered for the award of the grade as open elective only giving extracredits.

### Marketing Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
311	Consumer Behaviour	Elective Skill Enhancement	4	30	70	3 Hrs	100
312	Customer Relationship Management	Open Elective	4	30	70	3 Hrs	100
313	Marketing Research	Elective Life Skills	4	30	70	3 Hrs	100
314	Advertising and Sales Promotion Management	Elective Practical	4	30	70	3 Hrs	100
315	Product and Brand Management	Elective Practical	4	30	70	3 Hrs	100
316	Digital Marketing	Elective Online	4	--	100	3 Hrs	100

### Systems Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
341	System Analysis and Design	Open Elective	4	30	70	3 Hrs	100
342	Database Management Systems	Elective Skill Enhancement	4	30	70	3 Hrs	100
343	Data Mining and Data Warehousing	Elective Value added Course	4	30	70	3 Hrs	100
344	Logistics Management	Elective Practical	4	30	70	3 Hrs	100
345	Data Analytics with R	Elective Online	4	--	100	3 Hrs	100
346	Distributed Computing Systems	Elective Online	4	--	100	3 Hrs	100

### Finance Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
321	Financial Services	Elective Skill Enhancement	4	30	70	3 Hrs	100
322	Investment Management	Elective Life Skills	4	30	70	3 Hrs	100
323	Personal Finance	Elective Value added Course	4	30	70	3 Hrs	100
324	Corporate Restructuring	Elective Practical	4	30	70	3 Hrs	100
325	Banking Management	Elective Life Skills	4	30	70	3 Hrs	100
326	Financial Markets and Institutions	Open Elective	4	30	70	3 Hrs	100

### HRM Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
331	Training and Development	Elective Skill Enhancement	4	30	70	3 Hrs	100
332	HR Audit	Elective Skill Development	4	30	70	3 Hrs	100
333	Human Resource Planning	Elective Life Skills	4	30	70	3 Hrs	100
334	Labour Laws and Industrial Relations	Elective Life Skills	4	30	70	3 Hrs	100
335	Leadership Development	Elective Value added Course	4	30	70	3 Hrs	100
336	Counselling Skills for Managers	Open Elective	4	30	70	3 Hrs	100



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**SEMESTER-IV**

S.No	Title of the Course	Title of the Paper	Credit Hrs/Week	No. of Credits	IA Marks	Sem End Marks	Total
1.	MBA401	Digital Business Models	6	4	30	70	100
2.	MBA 402	Strategic Management	6	4	30	70	100
3.	MBA 403	Business Laws	6	4	30	70	100
4.	MBA 404	Organisation Development	6	4	30	70	100
5.	MBA 405	Elective I	6	4	30	70	100
6.	MBA 406	Elective II	6	4	30	70	100
7.	MBA 407	Elective II	6	4	30	70	100
8.	MBA 408	Open Elective	6	4	30	70	100
			48	32	240	560	800

\*All core papers are Mandatory

- Compulsory Foundation choose onepaper.
- Elective Foundation – Choose onepaper.
- Audit course-100 Marks (Internals) Zero Credits underself-study.
- Interested students may register for MOOC with the approval of the concerned DDC but it will be considered for the award of the grade as open elective only giving extracredits.

### Marketing Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
411	Marketing of Services	Elective Skill Enhancement	4	30	70	3 Hrs	100
412	Industrial Marketing	Open Elective	4	30	70	3 Hrs	100
413	International Marketing	Elective Skill Enhancement	4	30	70	3 Hrs	100
414	Retail Management	Elective Value added Course	4	30	70	3 Hrs	100
415	Supply Chain Management	Elective Practical	4	30	70	3 Hrs	100
416	Sales Management	Elective Life Skills	4	30	70	3 Hrs	100

### Systems Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
441	Enterprise Resource Planning	Elective Value added Course	4	30	70	3 Hrs	100
442	Decision Support Systems	Elective Skill Development	4	30	70	3 Hrs	100
443	AI Applications in Business	Elective Online	4	--	100	3 Hrs	100
444	Systems Control and Auditing	Open Elective	4	30	70	3 Hrs	100
445	E – Business	Elective Practical	4	30	70	3 Hrs	100
446	Software Project Management	Elective	4	30	70	3 Hrs	100



## Finance Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
421	International Financial Management	Elective Skill Development	4	30	70	3 Hrs	100
422	Financial Derivatives	Elective Practical	4	30	70	3 Hrs	100
423	Risk Management and Insurance	Elective Value added Course	4	30	70	3 Hrs	100
424	Management Control Systems	Elective	4	30	70	3 Hrs	100
425	Managing Fintechs	Elective Online	4	--	100	3 Hrs	100
426	Financial Engineering	Open Elective	4	30	70	3 Hrs	100

## HRM Area

Code No.	Title of the Paper	Components of Study Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
431	Strategic Human Resource Development	Elective Skill Development	4	30	70	3 Hrs	100
432	Reward Management	Elective Practical	4	30	70	3 Hrs	100
433	Labour Legislations	Elective Value added Course	4	30	70	3 Hrs	100
434	Management of Change	Elective Skill Development	4	30	70	3 Hrs	100
435	Stress Management	Open Elective	4	30	70	3 Hrs	100
436	Global Human Resource Management	Elective	4	30	70	3 Hrs	100



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SEMESTER-I**

**MBA 101: PRINCIPLES OF MANAGEMENT**

**UNIT-I: INTRODUCTION**

Management - Meaning - Characteristics - Administration Vs Management - Scope of Management - Importance of Management - Functions of Management - Levels of Management - Skills of Management — Leader Vs. Manager - Scientific Management - Meaning - Definition - Objectives - Criticism – Fayol’s 14 Principles of Management .

**UNIT-II: PLANNING**

Meaning - Definition - Characteristics - Types of Plans - Advantages and Disadvantages – Approaches to Planning - Management by Objectives (MBO) - Steps in MBO - Benefits - Weaknesses

**UNIT-III: ORGANIZING**

Organizing-Meaning, Definition –Organization Meaning, Definition - Process of Organizing - Principles of Organization - Types of Organization - Formal and Informal Organizations - Line, Staff Organizations - Line and Staff Conflicts - Functional Organization - - Span of Management - Meaning - Determining Span - Factors influencing the Span of Supervision

**UNIT-IV :DELEGATION AND DECENTRALIZATION**

Authority – Meaning - Delegation - Definition - Characteristics: - Elements - Principles, Types of Delegation - Importance of Delegation : - Factors Influencing Degree of Delegation - Barriers - Guidelines for Making Delegation Effective - Centralization - Meaning – Decentralization- Meaning - Difference between Delegation and Decentralization.

**UNIT-V: COORDINATION AND CONTROL**

Meaning - Definition - Principles of Coordination –Importance- Process of Coordination-techniques of Effective Coordination - Control - Meaning - Definition – relationship between planning and control- Steps in Control – Types (post, current and pre-control) - Requirements for effective control.

**Reference Books :**

1. Industrial Organization and Management, C.B.Guptha, Sultan Chand.
2. Business Organization - C.D.Balaji and G. Prasad, Margham Publications, Chennai.
3. Business Organization - R.K.Sharma and Shashi K Gupta, Kalyani Publications.
4. Business Organization & Management: Sharma Shashi K. Gupta, Kalyani Publishers
5. Business Organisation and Management, Dr.Neeru Vasishth, Tax Mann Publications.
6. Business Organisation and Management, Dr B E V L Naidu, Seven Hills International Publishers, Hyderabad



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SEMESTER-I**

MBA 102: *Organisational Behaviour*

**Program Educational Objectives**

This enables the students in understanding of

1. Various management concepts and theories of organization behavior.
2. Human behavior in business organizations and its influence on organizational change, development and effectiveness.
3. Individual behavior, communication, conflict and various management styles, motivational theories and coordination in the work environment structure, culture and change human resources.
4. Behaviour in organizations including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making and motivational theories.
5. Group behaviour in organizations, including communication, leadership, power and politics, conflict and negotiations.

**Expected Course Outcomes**

After successful completion of this paper, the students are able to:

1. Describe how people behave under different conditions and understand why people behave as they do.
2. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. Explain how organizational changes and culture affect working relationships within organizations.
5. Build the team spirit for institutional advancement and professional growth.

### **Unit-I: Organizational Behaviour**

Nature and Scope – Significance - Limitations of Organizational Behaviour - OB as an Interdisciplinary Approach - Models of OB - Emerging Challenges of OB in the 21<sup>st</sup> Century.

### **Unit-II: Individual Dynamics**

Personality - Perception - Motivation – Concept - Theories - Maslow's Need Hierarchy- Two factor theory – ERG Theory.

### **Unit-III: Group Dynamics**

Concept - Types of Groups - Group Formation - Group Cohesiveness; Leadership – Concept - Leadership Theories – Trait Theory – Behavioural Theory –Fiedler Contingency Theory - Managerial Grid Theory; Conflict Management - Conflict Management Techniques

### **Unit-IV: Organisational Dynamics**

Organizational Culture – Organizational Change - Concept – Resistance to Implementation of Change – Organizational Effectiveness –Organizational Development: Concept - Organizational Development Interventions.

### **Suggested Books**

1. Prasad, L.M., Organizational Behaviour, S.Chand Publications.
2. Aswathappa .K, Organizational Behaviour, HPH, New Delhi.
3. Fred Luthans, Organizational Behaviour, Tata McGraw Hill.
4. Stephen P.Robbins, Organizational Behaviour, Pearson Education.
5. Arun Kumar N Meenakashi., Organizational Behaviour, VPH.
6. Dale, Organizational Behaviour, Sage Publications.



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SEMESTER-I**

**MBA 103 Business Communication**

**UNIT – I**

**Communication** – Meaning – Communication cycle – Process – Theories and Models of communication – characteristics of successful communication – Barriers to communication.

**UNIT – II**

**Organisational Communication** – Principles for effective organisational communication – formal Vs informal communication – vertical and lateral channels – Interpersonal and intrapersonal communication – Communication technology.

**UNIT –III**

**Oral Communication** – Non verbal communication – Listening – Telephone calls – Feedback – Presentation skills – conducting meeting and conferences.

**UNIT –IV**

**Written Communication** – Reports – Effective report writing – Memos – Circulars – Minutes – e-mails – Employment Correspondence – proposals.

**UNIT – V**

**Leadership Communication** – Transactional Analysis – Group communication – Johari window – Communication audit – Communication styles.

**Suggested Books**

1. **Shirley Taylor** :Communication for Business (**Pearson**)
2. **Piyush Dhar Chaturvedi and Mukesh Chaturvedi** : Business Communication (**Pearson**)
3. **Krizan** : Effective Business Communication (**Cengage**)
4. **M. Ashraf Rizvi** : Effective Technical Communication (**McGraw Hill**)
5. A V V Raju: **Management Communication**(StudentsHelpline)



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SEMESTER-I**

**MBA 104 : Managerial Economics**

**Course Objective**

The object of the course is to enable the students to list the different goals and constraints that firms face applies the economic way of thinking to individual decisions and business decisions Use calculus (first and second order derivatives) to solve for an optimum solution.

**Unit-1: Introduction to Managerial Economics**

Nature, Scope and definition of Managerial Economics, Application of managerial economics Micro Vs Macro Economics, Basic principles of Managerial Economics, Opportunity Cost. Principle, Incremental Principle, Principle of time perspective, discounting principle

**Unit-2: Consumer Behaviour, Demand and Supply Analysis**

Law of demand, Theory of demand, Shift in demand curves, Concept of measurement of elasticity of demand, Factors affecting elasticity of demand, Income elasticity of demand, Cross elasticity of demand

**Unit-3: Consumer Behavior Utility Approach**

Cardinal utility approach, Diminishing marginal utility, Law of equi marginal utility, Ordinal utility approach, indifference curve, Marginal rate of substitution, Budget line and consumer equilibrium Law of supply, shift in supply

**Unit-4: Theory of Production, Cost and Firm's Behaviour**

Meaning, concept of production, Factors of production and production function, Fixed and variables factors, Law of variable proportion and law of returns to scale, Concept of cost, cost function, short run cost, long run cost, Economies and diseconomies of scale.

Explicit cost and implicit cost, private and social cost, perfect competition, Monopoly, Monopolistic competition, Oligopoly, pricing in various market structures

## **Unit-V: Macro Economics Analysis**

Circular flow of income, national income concepts, Theory of income and employment: Classical, Modern (Keynesian) approach, Circular flow of income, national income concepts

**Course Outcomes:** The Student is able to

CO1 : Describe the importance of managerial economics and its contribution to decision making in different types of business organizations.

CO2 : Apply the basic principles of managerial economics.

CO3: Apply demand analysis concept in the real life business situations.

CO4: Discuss the meaning and usefulness of the production function and cost function in analysing the firm's production activity.

### **Suggested Books**

1. H.Criag Peterson, W.Cris Lewis :Managerial Economics (Pearson)
2. Paul G.Keat and Philit Y.Yound: Managerial Economics (Pearson)
3. D.M.Mithani: Managerial Economics (Himalaya)
4. Suma Damodaran: Managerial Economics (Oxford)
5. D.N. Dwivedi: Managerial Economics (Vikas)
6. P.L.Mehta: Managerial Economics (Sultan Chand)
7. Samuel C. Wabb: Managerial Economics (Cengage)



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SEMESTER-I**

**MBA 105 : Research Methodology and Business Analytics**

**UNIT - 1**

**Introduction**

Meaning—Objectives—Types of Research— Research Approaches—Research methods Vs  
Research Methodology— Steps in Research.

**UNIT - 2**

**Defining the Research Problem**

Meaning—Selecting the Problem—Techniques involved in defining the problem.

**UNIT - 3**

**Research Design**

Meaning —Need —Features —Important concepts relating to Research Design—Types of  
Research Design—Basic Principles of Experimental Designs.

**UNIT - 4**

**Sampling**

Meaning—Need—Census & Sample Survey Sampling Designs-Probability Sampling (Simple  
Random—Systematic— Stratified—Cluster—Area Multistage—Sequential Sampling Methods).

**Data Collection and Processing**

Collection of Primary data—Collection of data through Questionnaire & Schedules—Secondary  
data—Qualitative techniques of data collection-Interview, Observation—Tabulation of Data.

**UNIT - 5**

**Analysis and Interpretation of Data and Research Reporting**

Meaning of Interpretation—Technique of Interpretation— Significance of Report Writing-Steps—  
Layout of the Research Report—Types of Reports—Precautions while writing Research Reports.



**Course Outcomes:** The Student is able to

CO1 : Adapt the fundamentals of Business research methodology.

CO2 : Identify research problem and design data collection techniques.

CO3: Apply sample and census survey and measuring techniques.

CO4: Develop data processing procedures, apply tools and draft report.

### **BOOKS FOR STUDY**

1. Donald R.Cooper and Pamela S.Schindler: **Business Research Methods** (Tata McGraw Hill)
2. Zikmund, Babin, Carr, Griffin: **Business Research Methods** . (Cengage).
3. **Naval Bajpai:** Business Research Methods (**Pearson**).



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SEMESTER-I**

**MBA 106 : Accounting for Managers**

**Type of Course**

Financial Accounting Objectives: The subject of Financial Accounting includes basic concepts underlying the accounting practice and its techniques with special reference to Sole-Proprietorship, Trading and Non-Trading Concerns. The syllabus also includes computerized accounting using the software TALLY.

**Unit-I: Introduction to Accounting**

Need for Accounting- Definition - Objectives, Advantages - Book keeping and Accounting - Accounting concepts and conventions - Accounting Cycle - Classification of Accounts and its rules - Double Entry Book-keeping - Journalization - Posting to Ledgers, Balancing of ledger Accounts (problems). Difference between manual accounts and computerised accounts.

**Unit-II: Subsidiary Books**

Types of Subsidiary Books - Cash Book, Three - column Cash Book - Petty cash Book(Problems).

**Unit-III: Bank Reconciliation Statement**

Need for bank reconciliation - Reasons for difference between Cash Book and Pass Book Balances-Preparation of Bank Reconciliation Statement - Problems on both favorable and unfavourable balances.

**Unit-IV: Trail Balance and Final Accounts**

Preparation of Trail balance - Preparation of Final Accounts Trading account - Profit and Loss Account - Balance Sheet - Final Accounts with adjustments (Problems)

**Unit-V: Issue of Shares and Debentures**

Shares - meaning - types of share capital - Issue of shares - forfeiture of shares - reissue of forfeiture shares. Debentures-meaning-types-various methods of issue of debentures.

**References**

1. Accounting for Managers - J. Made Gowda - Himalaya Publishing House.
2. Introduction to Accountancy - T. S. Grewall & S.C. Gupta S. Chand 8th Edition.
3. Modern Accountancy - Hanif Mukerji - TMH.
4. Financial Accounting by Dr. Kaustubh Sontake - 1st Edition - Himalaya Publishing House



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SEMESTER-II**

**MBA 201 – Marketing Management**

**Objectives:**

1. To provide a basic understanding of the Marketing Concepts.
2. To understand the Marketing concepts and the Marketing Strategies.

**Unit-I**

**Concept of Marketing** - Market, Marketing, Marketer- Selling Concept, Market Concept, Social Marketing Concept- identifying Market Segments- Basis for Market Segmentation for Consumer and industrial market and requirement of effective segments.

**Unit-II**

**Product and Product lines** - Product hierarchy, Product classification, Product mix decisions- Product line decisions = Product attribute decisions, decision- Product life cycle, Marketing strategies for different stages of the product life cycle.

**Unit-III**

**Pricing:** Setting the price, pricing process, pricing methods. Adapting price: Geographical pricing, price discounts and allowances, promotional pricing, discriminatory pricing, product mix pricing.

**Unit-IV**

**Marketing Channels:** The importance of marketing channels- Channel design decisions- Channel management decisions- Channel Conflict: Types, causes and managing the Conflict.

**Unit-V**

**Promotion mix Advertisement:** Meaning, Objectives - Types of Media- Sales Promotion- Objective and Tools- Public relation- Meaning and Tools - Personal Selling- Process.

**Course Outcomes:** The Student is able to

CO1 : Create the segmentation, targeting and positioning in marketing.

CO2: Analyse various phases of product life cycle.

CO3: Evaluate various methods of pricing and identify the best pricing strategy.

CO4: Evaluate marketing communication strategies.

**References:**

1. Philip kotler, Kevin Lane Keller“Marketing Management” ( Pearson Education)
2. Rajan Saxena "Marketing Management" (McGrawHill)
3. Dhruv Grewal, Michael Levy "Marketing" (McGrawHill)
4. Mohr Slater "Marketing of High-Technology Products and Innovations" (Pearson)
5. Philip Kotler, Hermawan Kartajaya, Iwan Setiawan "Marketing 4.0: Moving from Traditional to Digital" (Wiley)



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SEMESTER-II**

**MBA 202 – Human Resources Management**

**Objectives:**

1. This subject provides the platform to the students of management to appreciate the critical managerial functions, processes and tasks of HRM in an organization.
2. To become sensitive to the HR Management Processes and to adopt conceptual learning to real-life situations.
3. To appreciate the methods and mechanics to bring out the best in people.

**Unit-I**

**Introduction:** History & Evolution of HRM, Concept, Scope, Characteristics, Objectives & importance of HRM, Personnel Management vs HRM.

Case study: Conceptualize and get sacked.

**Unit-II**

**Acquisition of Human Resources:** Concept of Human resource Planning, Objectives, Need and importance, Process of Human Resource Planning, Problems in Human Resource Planning, Requisites for successful Human Resource Planning.

**Job Analysis:** Introduction, Uses of Job Analysis, Process of Job Analysis, Job Description and Job specification.

**Recruitment:** Introduction to recruitment, Factors governing Recruitment, Process & sources of recruitment.

**Selection:** Meaning of Selection, Steps in selection process, Selection Tests & interviews

**Placement, Induction & Job Changes:** Concept of Placement, Concept of Induction, Concept of Transfer, types of transfer, Concept of Promotion, Promotion policy Case study: A tale of Twists and Turns

**Unit-III**

Training Concept and importance of training, types of training, methods of training, designing of a training program, evaluation of training effectiveness

**Executive development:** Concept, process and techniques

**Career Planning and development:** Concept, Objectives and Process

**Case study:** Vishal Fast foods private Ltd.

#### **Unit-IV**

**Job evaluation:** Concept & Essentials of Job Evaluation, Methods of Job evaluation.

**Performance Appraisal:** concept, Importance, Process of Performance Appraisal, Methods of Performance Appraisal, Job evaluation Vs Performance Appraisal.-8

**Compensation:** Introduction to compensation Management, Objectives & Components of Compensation-10

**Case study:** Should Job evaluation plan be specific or General.

#### **Unit-V**

**International Dimensions of Human Resource Management:** Introduction to International Human Resource Management, understanding role of cultural in International Management Practice: HRM practices as a cultural variable, International HRM on Productivity, Quality of Work Life and Bottom Line.

**Course Outcomes:** The Student is able to

- CO1 : Apply different concepts of HR Planning, Recruitment, Selection, Training, Interviewing Techniques and Executive Development Programs.
- CO2 : Apply job analysis, job description, job specification, ergonomics in industry and the methods of job evaluation.
- CO3 : Utilize the various methods of performance appraisal.
- CO4 : Develop a good compensation policy.
- CO5 : Address Grievance Handling Procedures, Industrial Disputes Resolution Mechanisms and stress management at work place.

#### **References:**

1. Aswathappa. K – “Human Resource Management” (Tata McGraw Hill)
2. David A. Decenzo and Stephen P. Robbins – “Personnel: Human Resource Management” (Prentice Hall of India)
3. Garry Dessler – “Human Resource Management” (Pearson Education)
4. Uday Pareek, T.V. Rao – “Designing And Managing Human Resource Systems” (Oxford & IBH)



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MASTER OF BUSINESS ADMINISTRATION (M.B.A)  
SEMESTER-II**

**MBA 203 – Financial Management**

**Objectives:**

1. To know the various sources of finance.
2. To understand the objectives of firms and their influence on decisions.
3. To familiarize oneself with the techniques used in financial management.

**UNIT – 1:**

**Foundation of Finance:** Finance Functions - Role of Financial Manager - Financial Goals - Agency Problem - Concepts of value and return.

**UNIT – 2:**

**Financial Analysis:** Importance - Ratio analysis - Break even analysis - Funds flow analysis - Financial Planning - Financial Forecasting

**UNIT- 3:-**

**Working Capital Management:** Principle of Working Capital - Receivables Management - Inventory Management - Cash Management - Trade Credit Management.

**UNIT – 4:-**

**Capital Structure Decisions:** Financial and operating Leverage – Capital Structure theories - Capital Structure Planning - Dividend Theories - Dividend Policy.

**UNIT – 5:-**

**Capital Budget Decisions:** Cost of capital - capital budgeting methods - risk analysis in capital budgeting - concept of real options.

**Course Outcomes:** The Student is able to

- CO1 : apply various methods of Investment Analysis and techniques of capital budgeting.
- CO2 : adapt the concepts of leverage, capital structure and its effect on the long term survival of the firm.
- CO3 : appraise various methods to compute cost of capital.
- CO4 : able to take dividend decisions.
- CO5 : assess the working capital requirement of a firm.

**References:**

1. Srivastava R, Anil A: Financial Management ( Oxford )
2. I.M.pandey: Financial Management (Vikas)
3. Prasanna Chandra: Financial Management – Theory and Practice (Tata McGraw Hill)
4. Pandey & Bhat: Cases in Financial Management (Tata McGraw Hill)
5. Khan & Jain: Financial Management (Tata McGraw Hill)
6. Brealey Myers: Principles of Corporate Finance (Tata McGraw Hill)
7. Berk – “Financial Management” (Pearson)



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SEMESTER-II**

**MBA 204 – Production Management**

**Objective:**

To acquaint the students with the steps and working of production planning and control in manufacturing and service organisations.

**Unit-I**

Production Management: Nature of Production - Scope of Production Management - Production System - Work Study - Method Study - Steps in Method Study - Time Study - Different time study techniques.

**Unit-II**

Plant Location: Different location - Merits - Demerits - Plant Layout - Types of Layouts - Plant Maintenance - Preventive and Break down maintenance.

**Unit-III**

Production planning and control: Scheduling - Job shop - Flow Shop - Line balancing.

**Unit-IV**

Materials Management: Classification - Codification - Inventory models (Determinative Models Only)

**Unit-V**

Quality Control: Control Charts - Acceptance Sampling - OC Curve.



**Course Outcomes:** The Student is able to

- CO1 : Apply the basic concepts of production and operations management and identify types of manufacturing processes.
- CO2 : Define and explain concept of production planning and control.
- CO3 : Evaluate purchasing function and inventory management function.
- CO4 : Develop the quality control system and quality control strategies.

**References:**

1. Muheleman and Sudhir B: Production/ Operations Management, Pearson Education
2. S.N.Chary : Production and Operations Management, Tata McGraw Hill
3. R. Panneer Selvam: Production and Operations Management, Prentice Hall of India
4. Adam Ebert: Production & Operations Management, Prentice Hall of India
5. K. Aswathappa K. Sridhdhan Bhat: Production and Operations Management (Himalaya )
6. Kanishka Bedi: Production and Operations Management (OXFORD)
7. P K Gupata, D S Hira, Operation research, S. Chand publishing.



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SEMESTER-II**

**MBA 205 – Operation Research**

**Objectives:**

1. Learn Linear Programming for optimisation problems.
2. Understand techniques for optimum transportation and queuing solution.

**Unit- 1**

**Linear Programming** problem Mathematical formulation, assumptions in linear programming, graphical method of solution, simplex method, Big-M method and Two phase method, Dual simplex method.

**Unit-2**

**Integer Programming** Introduction, Gomory's cutting plane method, Fractional cut method- Mixed integer and branch and bound techniques.

**Transportation Problem**-General transportation problem, Finding an initial basic feasible solution, Loops in transportation tables, Degeneracy, Optimality method-MODI method.

**Assignment Problem**- Hungarian Method, Traveling salesman problem.

**Unit-3**

**Game theory** Introduction, two-person zero-sum games, some basic terms, the maxminiminimax principle, games without saddle points-Mixed Strategies, graphic solution of  $2 \times n$  and  $m \times 2$  games, dominance property.

**Simulation** Introduction, Definition of Monte-Carlo Simulation.

**Unit-4**

**Dynamic Programming** Introduction, The Recursive equation approach, Algorithm, Solution of a L.P.P by Dynamic Programming.

**Sequencing Models**-Processing  $n$  jobs through 2 machines,  $n$  jobs through 3 machines, two jobs through  $m$  machines.

**Networking Analysis CPM & PERT** – Network minimization, shortest route problem, maximal-flow problem, Project scheduling, critical path calculations, PERT calculation.

Unit-5

**Queuing Theory** Introduction, Queuing system, Elements of Queuing system, Characteristics of Queuing system, Classification of Queuing Models, Poisson Queuing systems-Model I (M/M/1): (FIFO)-Characteristics of Model I and waiting time characteristics. Characteristics of (M/M/1):(N/FIFO), (M/M/C):( /FIFO), (M/M/C):(N/FIFO)-all without derivation.

**Course Outcomes: The Student is able to**

1. use the methods to solve Linear Programming Problems
2. solve transportation problem with minimum cost of transportation of commodities
3. develop a realistic schedule and monitor the progress of the project.

**Suggested Readings:**

1. Operation Research by Kanti Swarup, P.KGuptha , Man Mohan 11th edition Sultan Chand & Sons Publication.
2. Operation Research , Jaico Publishing House
3. Operation Research-An introduction by Hamdy A Taha. Prentice Hall.
4. Introduction To Management Science, Anderson, Thomson Learning, 11Edn.
5. Operation Research Applications and Algorithms, Winston, Thomson Learning, 4Edn.
6. Introduction to Operation Research by Hiller/Lieberman. McGraw Hill.



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SEMESTER-II**

**MBA 206 – Business Environment**

**Objectives**

The purpose of this course is to acquaint students with the business environment in terms of various laws, forces and regulatory measures governing business operations in India.

**Unit-1**

Business concept mission – Business Environs and Economic Environment – Responsibility of Business – Professionalism in India – Ethics.

**Unit-2**

Non Economic Environment – Political, Legal, Demographic, technological, Natural Environment – Pollution – Trade unions

**Unit-3**

Social change – Wave front analysis – Third wave practices and implications in organization – Cultural dynamics – Cultural process and lags – secular outlook – Community development – Consumerism.

**Unit-4**

Economic systems – the Role of Government in Economic development – Indian Economic planning – Five year plans in brief – Current Plan – Industrial policy – Liberalisation, Privatisation and Globalisation – Public, Private joint sectors – Industrial development and regulation.

**Unit-5**

Monetary and Fiscal Policies – Budget – Money and Capital markets – Stock Exchanges and regulations – Industrial financing – Industrial sickness – Exim policy – Multinational corporations.

**Course Outcomes:** The Student is able to

- CO1 : analyze the structure of Indian economy.
- CO2 : discuss the components of fiscal policy and balance of payments.
- CO3 : evaluate different trade related policies.
- CO4 : comply with acts like Competition Act, RTP and RTI.
- CO5 : plan for ESG

**References:**

1. Strategic Management – Azhar Kazmi, Tata McGraw Hill, 2020
2. Essentials of Strategic Management – Wheelen & Hunger, Pearson, 2018
3. Strategic Management and Business Policy: Globalization, Innovation and Sustainability. Wheelan, Hunger, Hoffman, Bamford. Pearson.



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