

Semester-II

MB-508	Organization Restructuring & Development	3+0+0=3
MB-509	Human Resources Management	3+0+1=4
MB-510	Financial Management	3+0+0=3
MB-511	Operations Management	3+0+0=3
MB-512	Research Methodology	3+0+0=3
MB-513	International Business Environment and Management	3+0+0=3
MB-514	Marketing Management-II	3+0+1=4
MB-515	IT & Systems	3+0+1=4
HU- 502	Soft Skills	0+2+0=2

SEMESTER-II

MB-508: ORGANIZATION RESTRUCTURING AND DEVELOPMENT

Credit: 3+0+0= 3

Objective: The module provides the conceptual framework of organizational development. It helps the students to learn various OD interventions, techniques, team management and to understand change in organization.

Organization Development: definition, characteristics and underlying assumptions and values of OD, Assumptions about people. The organization Development Practitioner: Competencies of an Effective OD Practitioner, Professional Values and Professional Ethics. Organizational Diagnosis: Meaning, Tools and techniques: questionnaire, interview, workshops and task forces.

Nature of OD interventions: comprehensive intervention, confrontation meeting, survey feed back, Grid OD. Structural Intervention – Job Design, Quality Circles, Socio technical systems, MBO & appraisal Parallel learning organizations, Team interventions – Role Negotiation Techniques.

Characteristics of High performance teams, self managed team, work culture and ethics, quality of work life, developing and managing self-personal effectiveness.

Change in organization – understanding change, Factors influencing change, forced field analysis, Managing Resistance to change, Developing Change agents.

Suggested Readings:

- 1 Wendell L. French & Cecil H Bell Jr. Organization Development.
- 2 Alderfer: Organization Development.
- 3 S. Neelmegham: Management Development: new Perspective and Viewpoints.
- 4 Thomas G. Cummings & Christopher G. Worley, Theory of Organization Development and Change.

MB-509: HUMAN RESOURCE MANAGEMENT

Credit: 3+0+1= 4

Objective: The course helps the students to learn various concepts, new trends and skills required for planning, managing and development of human resources in organization.

Concepts and Perspectives on Human Resource Management; Human Resource Management in a Changing Environment. Environment Scanning, HRM & Environment Scanning.

Human Resource Planning, Job Analysis and Job Design, Recruiting Human Resources and Selecting Human Resources.

Socializing the New Employee; Manpower Training and Development, Career Development, Performance Appraisal, Job Evaluation & Wage determination.

Components of Remuneration, Executive (Top-Brass) Remuneration. Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution.
Ethical issues in Human Resource Management, e-HR Activities.

Suggested Readings

- 1 De Cenzo, D A & Robbins S P. *Human Resource Management*. 5th edition, New York, John Wiley, 1994.
- 2 Robert.L.Mathis, John Jackson, *Human Resource Management*, 11th edition, Thomson South Western.
- 3 Michael Armstrong, *Human Resource Management* , 10th edition , Kogan Page.
- 4 Aswathappa K. *Human Resource and Personnel Management* Tata McGraw Hill, New Delhi, 1 997

MB-510 FINANCIAL MANAGEMENT

Credit: 3+0+0= 3

Objective: The course provides introductory framework of finance, knowledge about the long term and short term sources of finance, enhance the capacity of the student in the area of finance. The aim is to provide an overview of corporate finance for financial analysis and decision making.

Aims and Objectives of Financial Management; Time value of Money: Instruments of Long Term Finance. Financial Planning: Meaning, Nature. Capitalization: Theories, Under and over Capitalization. Cost of Different Sources of Raising Capital, Weighted Average Cost of Capital.

Operating and Financial Leverage. Capital Structure Decisions; Capital Structure Theories, NI, NOI and MM Approach, Optimum Capital Structure,. EBIT/ EPS, ROI & ROE Analysis.

Methods of Capital Budgeting: Analysis of Risk in Capital Budgeting. Internal Financing: Financial Modeling. Financial Decision Making with NPV, IRR and Profitability Index Methods.

Working Capital: Concept Nature and Scope. Determinants of Working Capital, Instruments of Short term Financing Management of Working Capital - Cash, Receivable and Inventory Management.

Dividend Policies: Meaning, Types, Determinants, various methods of dividend policy, Mergers and Acquisition.

Suggested Readings

- 1 Archer, Stephen H. etc. Financial Management. New York, John Wiley, 1990.
- 2 Bhalla, V K. Financial Management and Policy. 2nd ed., New Delhi, Anmol, 1998.
- 3 Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance. 5th ed., New Delhi, McGraw Hill, 1996.
- 4 Hampton, John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
- 5 Van Horne, James C. Financial Management and Policy. 1st ed., New Delhi, Prentice Hall of India, 1997.
- 6 Winger, Bernard and Mohan, Nancy. Principles of Financial Management. New York, Macmillan Publishing Company, 1991.
- 7 Pandey, I. M., Financial Management, Vikas, New Delhi.2008
- 8 Khan, Jain, Financial Management, Tata Mcgraw Hill publication .

MB-511: OPERATIONS MANAGEMENT

Credit: 3+0+0= 3

Objective: The aim of this course is to acquaint the students with concepts, tools and techniques to manage operations and production functions in organization.

I Operation Management: Nature and Scope, Operations Management decision. Types of Manufacturing Systems. Production Planning and Control: An Overview Facilities Location, Facilities Layout.

II Aggregate Planning – (a)MRP (b) Scheduling (c) Line Balancing, Capacity Planning, Work Study, Work Measurement, Maintenance Management. Supply Chain Management. Enable supply Chain Management. Supply Chain Management Models.

III Material Management: Meaning and functions. Overview. Inventory Planning & Control. Inventory Management Techniques Material Handling. Operation Decision. MRP and Budgeting. Purchasing and Stores Management. Concept of Quality and Quality Assurance. Statistical Process Control. Acceptance Sampling. Total Quality Management (TQM). Six Sigma.,

IV Sensitivity Analysis : Integer Programming. Branch and Bound Algorithm. Goal Programming (Formulation Only).

V Transportation and Assignment models: Queuing Theory, Game Theory. PERT/CPM, Decision Theory and Decision Trees, Simulation.

Suggested Readings

- 1 Adam, E E & Ebert, RJ. Production and Operations Management. 6th ed., New Delhi, Prentice Hall of India, 1995.
- 2 Amrine Harold T. etc. Manufacturing Organisation and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
- 3 Buffa, E S. Modern Production Management. New York, John Wiley, 1987.
- 4 Chary, S N. Production and Operations Management. New Delhi, Tata McGraw Hill, 1989.
- 5 Dobler, Donald W and Lee, Lamar. Purchasing and Materials Management. New York, McGraw Hill, 1984.
- 6 Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore, McGraw Hill, 1992.
- 7 Moore, FG and Hendrick, T E. Productionl Operations Management. Homewood, Illinois, Richard D. Irwin, 1992.
- 8 Laufer A.C.: Operations Management.

MB-512 RESEARCH METHODOLOGY

Credit: 3+0+0 = 3

Objective: The objective of this course is to provide theoretical inputs on research methodology.

Research Methodology; Nature and Scope & types of Research. Problem Formulation and Statement of Research Objectives, Value and Cost of Information- Bayesian Decision Theory; Organization Structure of Research.

Research Process & Research Design: Exploratory, Descriptive and Experimental Research Designs; Methods of Data Collection - Observational and Survey Methods. Survey: Meaning & Procedure.

Questionnaire Design; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field work and Tabulation of Data. Report writing, Layout and Research Report.

Analysis of Data; Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis - ANOVA, Discriminate Analysis, Factor Analysis, Conjoint Analysis, Multi dimensional Scaling and Clustering Methods; Research Applications.

Suggested Readings

- 1 Andrews, F.M. and S.B. Wiley Social Indicators of Well Being, Plenum Press, NY, 1976
- 2 Bennet, Roger: Management Research, I LO, 1 983
- 3 Fowler, Floyd J. Jr., Survey Methods, 2" ed., Sage Pub., 1993
- 4 Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986
- 5 Gupta, S.P. Statistical Methods, 30" ed., Sultan Chand, New Delhi, 2001
- 6 Golden,-Biddle, Koren and Karen D. Locke: Composing Qualitative Research, Sage Pub., 1997
- 7 Salkind, Neilj. Exploring Research, 3rd ed., Prentice-Hall, NJ, 1997
- 8 C.R Kothari : Research Methodology, Wiley eastern
- 9 Rujit Kumar : Research Methodology (SAGE)

MB-513: INTERNATIONAL BUSINESS ENVIRONMENT

Credit: 3+0+0= 3

Objective: The course aims to provide an insight of International Business and Trade & Finance environment. In today's dynamic global scenario, organizations will have to learn the art of managing functions across domestic borders. Therefore this course aims at providing general understanding of the aspects covering international business, theories and institution. It also provides an appreciation and application of Macro Economic Management and ways of entering into international markets.

International Business: - Types of International Business; Globalization. Entry Strategies in International Markets, Macroeconomic Performance of India, China, US: An overview, External environment, Balance of Payments, International trade theories, EXIM Policy(Latest)

Tariff and Non-Tariff Barriers, WTO and its role in international trade, Regional Blocks, Funding Institutions: International Monetary Fund (IMF)-Asian Development Bank (ADB), World Bank group.

World Financial Environment: Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Forecasting Exchange Rates-Risk In International Business-Meaning of Currency Risk; Exposure-Meaning and Types, Currency Risk Management Alternatives

Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Incoterms, Transfer price, Dumping & legal aspects

International Marketing research, Country Evaluation and Selection; International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection, Intellectual Property Rights.

Suggested Readings

- 1 Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals. London, Basil Blackwell, 1988.
- 2 Bhalla, V K and S. Shivaramu. International Business Environment and Business. New Delhi, Anmol, 1995.
- 3 Daniel, John D and Radebangh, Lee H International Business. 5th ed., New York, Addison Wesley, 1989.
- 4 Eiteman, D K and Stopnehill, Al. Multinational Business Finance. New York, Addison Wesley, 1986.
- 5 Johnston, R B. The Economics of the Euromarket: History, Theory and Practice. New York, Macmillan, 1983.
- 6 Parks, Yoon and Zwick, Jack. International Banking in Theory and Practice. New York, Addison-Wesley, 1985.
- 7 Czinkota , International Business
- 8 Keegan, Global Marketing

MB-514: MARKETING MANAGEMENT II

Credit: 3+0+1=4

Objective: Good marketing has become an increasingly vital ingredient for business success. The focus of this course is to familiarize the students chiefly with the four elements of marketing mix: product, price, promotion and place. This course also talks about the significant aspects of marketing like branding, logistics, wholesaling and retailing, direct and online marketing.

Branding : Role of brand and its Significance, Types of Brands and their Challenges: Brand Challenges, Brand Equity: Selection of a Brand Name, Brand Sponsorship, Brand Strategy Decision: Line Extension, Brand Extension, Brand Rejuvenation, Brand Re-launch, Brand Proliferation, Multi Brands, New Brand Name, Co-brands, New Developments in Brand Management

Setting Product Strategy: Product Characteristics, hierarchy, product levels and product classification, Product Mix, product line analysis, Product Life Cycle. Packaging and its Importance in Marketing, Labeling: Universal Product Codes.

New Product Development: Challenges in New Product Development, Organizing the Product Development Process: Product Managers, Product Committees, Product Departments, Product Venture Teams, Stages of New Product Development

Marketing of Services: Growing Importance of Services in Marketing; Classification of services, Characteristics of Services: Intangibility; Heterogeneity; Inseparability; Perishability; Developing Marketing Strategies for Services

Pricing strategies: Significance and Importance of Price to a Marketer, setting the price, price adaptation, Effects of Price Changes: Buyers' Perceptions on the Price Changes, Competitors' Reaction

Channels of Distribution: Nature of Marketing Channels, Role of Marketing Channels: Channel Flow, Channel Levels, Service Sector Channel, Functions of Marketing Channels, Designing Distribution Channels: Analyzing Customer Expectations of Service Output, Formulating Objectives, Evaluating Channel Alternatives, Channel Management, Channel Dynamics: Channels and Conflicts: Types of Channel Conflicts, Causes of Channel Conflicts, Managing Channel Conflicts.

Logistics and Wholesaling: objective and its types. Retailing: Functions, types

Communication Mix in Marketing, Advertising, Sales Promotion and Public Relations, Personal Selling and Sales Force Management: Nature, importance, developing and managing the program and strategies.

Developing and Managing Marketing Department and Organization: trends in marketing practices, organizing the marketing department, Marketing Implementation, Evaluation and control.

Direct and online marketing , Rural Marketing and Future of marketing

Suggested Readings:

- 1 Marketing Management (13th Edition) by Philip Kotler, Kevin Keller, Publisher : Prentice Hall; 13 edition (March 6, 2008)
- 2 Marketing Management (11th Edition) by Philip Kotler, Publisher: Prentice Hall.
- 3 Principles of Marketing, Philip Kotler and Gary Armstrong IPearson Education
- 4 Fundamentals of Marketing, William J, Stanton and Charles Futrell / Tata McGraw Hill, New York
- 5 Marketing, Warren J Kaeegan, Sandra E Moriarty & Thomas.R.Duncan / Prentice Hall
- 6 Brand Positioning: Strategies for competitive advantage, Subroto Sengupta / Tata McGraw Hill
- 7 The Brand Mindset : Five Essential Strategies for Building Brand Advantage Through out Your Company by Duane E. Knapp, Christopher W. Hart , Copyright @ 1993 by Daniel Burrus. Reprinted by permission of Harpei Collins Publishers, Inc.
- 9 Services Marketing, Christopher P Lovelock / Prentice Hall
- 8 Marketing Management Planning, Implementation & Control, V.S Ramasamy & S.Namakumary / McMillan India Ltd

MB-515: IT & SYSTEMS

Credit: 3+0+1=4

Objective: The course aims at providing an insight into the basic concepts of Information systems and the application of Technology in various functional areas. It also familiarizes students with the concepts of Computer Networks and Database Management, which will further enhance the managerial decision making and analytical skills.

Information System Concepts: Introduction, Definition of System, Open System vs. Closed System, Classification of IS in Organization, Office Automation System (OAS), Transaction Processing System (TPS), Management Information System (MIS), Executive Information System (EIS), Decision Support System (DSS), Expert System (ES), Scope of Information System.

Database Management: DBMS, Advantages and Disadvantages of DBMS, Data Models, Entity, Attributes, Relationship, Keys, E-R Model, Normalization.

DBMS Tool: Introduction, Creating a New Database, Data Types Available for a Database, Constraints Existing in Database, Creating a Table, Design the Tables Effectively, Relationship between Tables, Editing and Deleting Records, Columns, Tables and Relationships, Define a Query, Creating a Query, Changing the Format of a Table using Queries, Working with Expressions and Expression Builder, Forms, Reports.

Computer Communication Networks: Telecommunication and Computer Networks, Interpersonal Communication Applications, Computer Networks, Types of Networks, Communication Media, Network Topologies, Data Transmission Modes, Intranet, Extranet, Internet and WWW Capabilities.

Overview of E-Governance – E-Governance Strategies – E-Governance in India – E-Governance: Key Issues and Challenges. Enterprise resource planning: Overview, Trends and Future of ERP applications.

Suggested Readings:

- 1 Laudon (2001), "Management Information Systems and Technology," Pearson Education, New Delhi.
- 2 O'Brien, (2001), "Management Information Systems," 4th Ed, Tata McGraw Hill, India.
- 3 Sadagopalan, (2001), "Management Information Systems," Prentice Hall of India, New Delhi.
- 4 Davis, Gordon, B. and Olson, H. Margaret, (2001), "Management Information System," 2nd Ed. Tata McGraw Hill India.
- 5 Bipin C. Desai, (2002), "Introduction to Database System," Galgotia Publication, New Delhi.
- 6 ERP – A Managerial Perspective, S.Sadagopan / Tata McGraw-Hill
- 7 Fundamentals of Database Systems, Ramez Elmasri & Shamkant Navathe/Addison Wesley

HU 502 Soft Skills

Credit - 0+2+0=2

Objective: The course focuses on sharpening analytical skills in managerial decision making situations, raise awareness about the dynamics of communication in a business environment and develop soft skills of the students

Essentials of Grammar revisited:

Basics for writing correct English, common errors, essentials for spoken English

Interview Skills

SWOT Analysis, Resume, Cover Letter, Types of interviews, Frequently asked Questions, Winning at interviews

Group Discussion

Introduction, GD Phases – Launch, Mid stream, Consolidation, Winding up; Classification of GD topics, Non-verbal communication in GD, Do's and Don'ts of GD, Evaluation Parameters, Useful GD tools .

Professional Mannerisms and Grooming

Kinesics, Corporate Etiquette – customer interaction etiquette, office etiquette; Telephone skills, Email etiquette, Dining Etiquettes

Time Management

Planning, Scheduling and Prioritizing, Multitasking, Importance of Punctuality

Goal setting

Significance, Progressive steps, Action Plan & Measures to Achieve Career Goals, Career Roadmap, Competitive work environment and realization of goals, Anticipating career challenges and utilizing opportunities

Report Writing

Synopsis, Final Report Preparation, Various Abbreviations

Organizing Workshop & Seminar

Suggested Readings:

Asha Kaul, Effective Business Communication, Prentice Hall, New Delhi.
M. Ashraf Rizvi, Effective Technical Communication, Tata McGraw Hill, New Delhi
Meenakshi Raman and Sangeeta Sharma, Technical Communication-Principles & Practice, Oxford University Press, New Delhi
Barbara and Pease, The Definitive Book of Body Language, Manjul Publishing House New Delhi