

## SEMESTER II (MBA)

### 0203134: FINANCIAL MANAGEMENT

Full Marks: 100

#### **Financial Management and Planning**

Marks: 7

Introduction to Financial Management; Goals; Financial Decisions; Interface between Finance and Other Business Functions; Financial Planning; Capitalization: Cost Theory, Earnings Theory; Over-capitalization; Under-capitalization

#### **Time Value of Money**

Marks: 8

Introduction; Simple Interest; Compound Interest: Compounding Value of a Single Amount, Variable Compounding Periods; Doubling Period; Present Value; Effective Vs Nominal Rate; Sinking Fund Factor; Loan Amortisation; Shorter Discounting Periods

#### **Valuation of Bonds and Shares**

Marks: 10

Introduction to Valuation; Nature of Value; Bond Valuation: Types of Bonds; Bond Yields; Bond Value Behaviors: Required Rate of Return and Bond Values, Time to Maturity and Bond Values, Relationship between Bond Value and Time to Maturity Period; Valuation of Shares: Valuation of Preference Shares, Valuation of Equity/Ordinary Shares

#### **Cost of Capital**

Marks: 8

Introduction; Cost of Different Sources of Finance: Cost of Equity, Cost of Preference Shares, Cost of Debentures; Capital Asset Pricing Model Approach (CAPM); Weighted Average Cost of Capital (WACC): Factors Affecting

#### **Capital Structure and Leverages**

Marks: 11

Meaning of Capital Structure; Features of an Appropriate Capital Structure; Determination; Theories of Capital Structure: Net Income Approach, Net Operating Income (NOI) Approach, Traditional Approach, Miller and Modigliani Approach; Leverages: Operating Leverage, Financial Leverage, Combined Leverage

#### **Capital Budgeting**

Marks: 8

Meaning; Process; Techniques of Investment Evaluation: Traditional Techniques, Modern Techniques or Discounted Cash Flow (DCF) Techniques

#### **Risk Analysis in Capital Budgeting**

Marks: 8

Introduction; Definition of Risk: Types of Decision Situations in Capital Budgeting, Sources of Risk, Perspectives of Risk; Certainty Equivalent: Evaluation Certain Equivalent; Sensitivity Analysis; Probability Approach; Decision Tree Analysis

#### **Working Management**

Marks: 10

Introduction; Meaning and Definition of Working Capital; Types: Concept, Time Based; Components; Aspects of Working Capital Management; Need; Estimation of Requirements; Sources

#### **Cash Management**

Marks: 7

Introduction; Meaning, Definition and Importance; Nature of Cash; Objectives; Motives for Holding Cash; Factors Determining Cash Need; Models for Determining Optimal Cash

**Inventory Management**

Marks: 10

Introduction; Meaning and Definition of Inventory; Types; Motives; Objectives; Costs of Holding Inventory; Risks; Benefits; Techniques of Inventory Control

**Receivables Management**

Marks: 8

Introduction; Meaning of Accounts Receivables; Meaning of Accounts Receivables Management; Credit Policy; Evaluation of Credit Policy

**Dividend Decision**

Marks: 5

Introduction; Meaning of Dividend; Dividend Theories; Bonus Shares; Stock Split

**Reference Books:**

1. Ahmed Riahi-Belkaoui (1999). Capital Structure: Determination, Evaluation, and Accounting. Quorum Books.
2. Arthur J. Keown. (2004). Foundations of finance: the logic and practice of financial management. Pearson Education Asia Limited and Tsinghua University Press. Pages 393-416
3. Carol Alexander 1999, Risk Management and Analysis, Measuring and Modelling Financial Risk (Volume 1) Wiley. Pages 304
4. Clive Vaughan Jones 1991, Financial Risk Analysis of Infrastructure Debt: The Case of Water and Power Investments, Quorum Books Pages 184
5. Cost of Capital Tutorial (2005). The Cost of Capital: Intermediate Theory. Cambridge University Press.
6. David J. Piasecki. (2009). Inventory Management Explained: A focus on Forecasting, Lot Sizing, Safety Stock, and Ordering Systems. Ops Publishing First Edition. Pages 352.

**0203089: MARKETING MANAGEMENT**

Full Marks: 100

**Introduction to Marketing**

Marks: 12

Introduction; Marketing in the Twenty-First Century; The Impact of the New Economy; Changes in Customers; Changes in Business Scenario; Marketing Objectives; Marketing Environment; Marketing Mix: Element of Marketing Mix; The Product Mix; The Price Mix; The Promotion/Communication Mix; The Place Mix/Distribution Mix; Significance of Marketing Mix; Factors Affecting Marketing Mix

**Product-Product Classification, Features and Life Cycle**

Marks: 10

Introduction; Definition of Product; Features: The Characteristics; The Classification; Life Cycle; Definitions; Observations; Stages of the Life Cycle; Implications of the Product Life Cycle Concept; Bottom Line

**New Product - Decisions, Step, Processes and Design**

Marks: 9

Introduction; Types; Why New Products Fail?; Challenges to New Product Development; Concept Strategy in a Nutshell; Steps in the Development of the New Product; Conclusion of the Process

**Test Marketing, Product Branding and Brand Management**

Marks: 10

Introduction to Test Marketing; Objectives; Problems; How Test Marketing is Conducted?; Introduction to Product Brand; Definition; Purpose of Branding; Features of Good Brands; Significance and Importance of Branding; Branding in the New Economy

**Product Packing, Price and Pricing**

Marks: 10

Introduction; Objectives; Purpose and Functions; Types; Criticism Against Packaging; New Trends; Introduction to Pricing; The Meaning of Price; The Role of Pricing in the Market Strategy; The Objectives of Pricing; Pricing Decisions Adopted by Modern Firms

**Setting the Price of Product**

Marks: 11

Introduction; Steps in Fixing the Price of a Product: Setting the Pricing Objectives, Estimating the Demand, Estimating the Costs, Analysing Competitors' Costs, Prices and Offers, Selecting a Pricing Method, Selecting the final price; Methods of Pricing; Approaches

**Physical Distribution of Products**

Marks: 12

Introduction to Physical Distribution; Definition; Objectives; Introduction to Channel of Distribution; Definition of a Distribution Channel; Objectives; Role and Significance of Distribution Channels in Marketing; Functions; Intermediaries Involved in the Channel of Distribution; Types of Wholesalers; Retailers; Classification of Retailers; Factors Governing the Choice of a Channel of Distribution

**Warehousing**

Marks: 14

Introduction; Definition; Characteristics; Centralised and Decentralised Warehousing; Inventory Management; Goals; Determination of Economic Order Quantity (EOQ); Exercising Control by Importance and Exception (ABC Analysis); Keeping Track of Inventory; Factors Governing Inventory Levels; Modes of Transportation; Factors Governing the Choice of Transport Mix; Cost of Transport; Introduction to Sales Promotion; Definition; The Objectives of Sales Promotion; Kinds of Sales Promotion: Consumer Sales Promotion, Trade or Dealer Sales Promotion, Sales Force Promotion

**Advertising, Personal Selling and Direct Marketing**

Marks: 12

Introduction; Definition; The Objectives; The Role; Limitations; Introduction to Selling; Definition of Personal Selling; Objectives; Advantages; Limitations; Introduction to Direct Marketing; Definition Direct Marketing; Advantages; Demerits; Integrated Direct Marketing; Channels; On-line Marketing

**Reference Books:**

1. Anderson, R.E., Dubinsky, A. & Mehta, R., 2006. *Personal selling: Building Customer Relationships and Partnerships*. 2nd ed., Houghton Mifflin Company.
2. Bidgoli, H., *The Handbook of Technology Management: Supply Chain Management, Marketing and Advertising, and Global Management*. Publication John Wiley and Sons.
3. Blattberg, R.C., Getz, G. & Thomas, J.S., 2009. *The Marketing Mix*. Harvard Business School Press publication.
4. Boone, L.E. & Kurtz, D.L., 2009. *Contemporary Business*. 13th ed., Wiley.
5. Chernev, A., 2007. *Strategic Marketing Analysis*. Brightstar Media, Inc publication 2nd edition.
6. Cottrill, L., 2009. *Precision Pricing*. 5th ed., Cottrill Cyclodyne Corporation.

## **0203085: MANAGEMENT INFORMATION SYSTEM**

Full Marks: 100

### **Introduction to Management Information System**

Marks: 10

Introduction; Importance of Information; Role of Information in Management; MIS and its Definition; Systems Concept; Characteristics of Useful Information; Information System Process; Computer Based Information Systems; Aims of Studying; MIS and Operational Information; Management Information System and Academics; MIS and the User

### **MIS and Information Technology**

Marks: 14

Introduction; Characteristics of IT Impacting Industries: Powerful Information Processing, Convenient Data Storage and Retrieval, Better Communication, Rich Multimedia, Digital Representation, Versatile Input/ Output Capabilities; Data Processing; Transaction Processing; Application Process; Information System Processing; Impact of the Management Information System; Management Information System and Computer

### **Nature of Management Information**

Marks: 16

Introduction; Levels of Management Focus; Levels of Organisational Groups; Nature of Collaboration; Objectives of Management Tasks; Information Flow Direction and Source; Managerial Tasks and Functions; Content and Presentation of Information: Summaries from Routine Operations, Information on Exceptional Events, Ad hoc Information, Time Series Information, Comparative External Information, Contextual or Environmental Information; How Information Supply is Initiated?

### **Importance of Software and Hardware in MIS**

Marks: 11

Introduction; Computer Hardware Basics: Importance of Computers, Essential Features of Computers, Components of Computers, Types of Computer Systems; Computer Software Basics; Importance of Software Application in Management: Programming Language, Types of Software

### **Communication and Computer Networks in MIS**

Marks: 11

Introduction; Development of Telecommunication; Elements of Communication Systems; Computer Network: Local Area Network, Wide Area Network, Difference between LAN and WAN, Network Topology; The Internet

### **Support Models and Knowledge Management**

Marks: 12

Introduction; Transaction Processing Systems; Online Analytical Processing (OLAP); Decision Support System (DSS); Executive Information System (EIS); Groupware: Group Decision Support System; Barcode System: Barcode Applications

### **Business Process and Design Development Processes**

Marks: 12

Introduction; The Basic Business Processes: Basic Business Decision Making, Buying and Selling Activities, Conversion, Support Functions; Systems Concept: Control of Systems, System Performance Standards, Systems Approach

### **Security and Ethical Issues**

Marks: 14

Introduction; A Model for thinking about Ethical, Social and Political Issues; Five Moral Dimensions of The Information Age; Key Technology Trends that Raise Ethical Issues; Acceptable Behavior on the Networks: New Standards of Conduct: Netiquette, Acceptable Use Policies, Exporting Through the Networks, Copyrights

## Reference Books:

1. Kizza, J. M., 2010. Ethical and Social Issues in the Information Age, 4th ed., Springer.
2. McLead, R., 1998. Management Information Systems, Prentice Hall
3. McLoy, K. R., 2005. Resource Management Information Systems: Remote Sensing, GIS and Modelling, 2nd ed.
4. Murray, D., 2007. Introduction to MIS, Kendall Hunt Publication Co.
5. O'Brien, J. & Marakas, G., 2010. Management Information Systems, 10th ed., McGraw-Hill/Irwin.
6. Olson, 1999. Decision Support Models and Expert System, Dame Publication
7. Senn, J. A., 1989. *Analysis and Design of Information Systems*, Singapore, 2nd ed., McGraw-Hill Publishing Company.

## 0203088: OPERATIONS MANAGEMENT

Full Marks: 100

### **Introduction to Operations Management**

Marks: 10

Introduction: Historical Milestones; Definition; Difference between Production and Operations Management; Scope; Responsibilities; Key Decisions of Operation Managers; Recent Trends in Operations Management

### **Production Processes, Manufacturing and Service Operations**

Marks: 7

Introduction; Production Processes; Manufacturing Operations and Service Operations: Characteristics of Manufacturing, Characteristics of Services, Challenges faced by Operations Managers

### **Production, Planning and Control**

Marks: 13

Introduction; Objectives; Scope; Principles; Functions; Benefits; Limitations; Production Planning and Control in Different Production System: Factors Affecting the Choice of Manufacturing Process

### **Long Range Capacity Planning and Facility Location**

Marks: 13

Introduction; Long Range Capacity Planning; Estimating the Capacities of Existing Facilities; Forecasting Long-term Future Capacity Demand; Identifying and Analysing Sources of Capacity to Meet Future Capacity Needs; Capacity Management; Selecting from among the Alternative Sources of Capacity; Facility Location; Steps in Location Selection; Errors in Selection; Importance of Location Factors; Location Models

### **Facility Layout**

Marks: 7

Introduction; Inputs of the Layout; Types: Flexible Manufacturing System; Layout Design Procedure; Layout Problem: Importance

### **Work System Design**

Marks: 12

Introduction; Design of Work System; Different Terminologies in Work Design System; Job Design: Factors that Affect Job Design; Design of Work Systems: Specialisation, Behavioral Approaches to Job Design, Motivation, Teams, Methods Analysis, Motion Study, Motion Study Principles, Analysis of Therbligs, Working Conditions; Characteristics of Incentive Plan; Types of Individual Incentive Plans

## **Quality Management**

Marks: 8

Introduction; Definition of Total Quality Management: Defining Quality; Cost of Quality; Continuous Improvement (Kaizen): Plan to Study Cycle, Benchmarking; Employee Empowerment: Team Approach; Tools of Quality Control: Cause-and-Effect Diagrams, Flowcharts, Checklists, Control Charts, Scatter Diagrams, Pareto Analysis, Histograms; Process Management; Quality Standards: ISO 9000 Standards, ISO 14000 Standards; Reason for TQM Failure

## **Project Planning and Work Breakdown Structure**

Marks: 6

Introduction; Project Management Knowledge Areas; Project Failure; Project Planning: 1 Scoping, A Typical Outline of the Task, Tasks Involved in Scoping; Project Plan: Planning Tools; Project Process Flow; Work Breakdown Structure (WBS)

## **JIT, Lean Manufacturing, Six-Sigma**

Marks: 14

Introduction; History and Philosophy; Just-In-Time Concept; Benefits and Problems; Implementation of JIT; Lean Manufacturing: Lean Production, Lean Production Overview, Basic Elements of Lean Manufacturing, Characteristics of a Lean Enterprise; Key Feature of Lean Production; Benefits; Five Elements to Enabling Approach; 13 Tips to Transition Company into Lean Enterprise; Six-Sigma: Objectives, Integrating Six Sigma with Business Process Management, Six Main Benefits of the Sigma Breakthrough Strategy, Difference between TQM and Six Sigma, Critical Success Factors of an Organisation

## **Modern Trend in Production Management**

Marks: 12

Introduction; Enterprise Resource Planning (ERP): Components or Modules of ERP, Commercial Applications, Data Migration, Connectivity to Plant Floor Information, Advantages, Disadvantages; Materials Requirement Planning: History and Evolution, Definition of MRP, Scope of MRP in Manufacturing, Outputs; Materials Requirement Planning-II (MRP II): Key Functions and Features, Benefits

## **Reference Books:**

1. AN International journal of the Production and Operations Management, POM Journal.
2. Arora, K. C., 2004. Production and Operations Management, Service Operations, Firewall Media.
3. Battman, G., 2008. The First Step to Gain Superiority in Quality and Productivity.
4. Murthy, P. R., 2006. Production and Operations Management, Introduction to Operations Management, New Age International Publishers, 2nd ed.
5. Muther, R. & Wheeler, J. D., 1962. Simplified Systematic Layout Planning. Industrial Engineering and Management Press, Institute of Industrial Engineers.\
6. Norman, G. & Fraizer, G., Operations Management, 9th ed., Thomson South Western.
7. Rahmani, M., 2006. Identifying the Effective Factors On Implementing The Just-In-Time Production System In.

## **0203094: OPERATION RESEARCH**

Full Marks: 100

## **Introduction to Operations Research**

Marks: 9

Introduction: Brief History, Indian Context of Operations Research, Definitions; Phases; Models; Steps; Application Areas; Advantages; Limitations

**Linear Programming**

Marks: 7

Introduction: General Form of Linear Programming, Mixed Constraint LP Problem, Solved Problem for Inconsistent Problem, Problem for Redundant Constraint; Simplex Method; Big-M Method or Penalty Cost Method; Two Phase Method

**Integer Programming**

Marks: 10

Introduction to Integer Programming Problems: All and Mixed Integer Programming Problem (IPP); Gomory's All – IPP Method: Construction of Gomory's Constraint; All Integer Programming Algorithms; Branch and Bound Technique: Branch and Bound Algorithm

**Assignment Model**

Marks: 12

Introduction; Minimisation Case for an Assignment Problem; Mathematical Formulation of the Problem; Hungarian Method Algorithm; Routing Problem: Unbalanced Assignment Problem, Infeasible Assignments, Maximisation in Assignment Problems; Travelling Salesman Problem

**Transportation Model**

Marks: 16

Introduction; Formulation of Transportation Problem; Transportation Algorithm (Modi method); The Initial Basic Feasible Solution: North West Corner Rule, Matrix Minimum Method, Vogel's Approximation Method; Moving Towards Optimality: Improving the Solution, Modified Distribution Method / Modi Method / U-V Method, Degeneracy in Transportation Problem

**Games Theory**

Marks: 12

Introduction; Competitive Situations; Characteristics of a Competitive Game: N - person Game, Zero - sum Game, Two - person Zero - sum Game (rectangular game), Strategy; Maximin – Minimax Principle: Saddle Point, Solution to a Game with Saddle Point; Dominance: Solving Games Using Dominance

**Project Scheduling and PERT-CPM**

Marks: 10

Introduction to Project Scheduling: PERT; CPM; Project Scheduling by PERT-CPM; PERT/CPM Network Components and Precedence Relationship: Critical Path Calculations, Determination of the Critical Path, Determination of Floats; Project Management – PERT

**Infinite Queuing Models**

Marks: 15

Introduction to Queuing: Queuing Theory, Analysis of the Queuing Process; Constituents of a Queuing System: Arrival Pattern, Completely Random Arrivals, Service Facility; Queue Discipline: Customer Behaviour, Server Behaviour; Mathematical Analysis of Queuing Process: Properties of the System, Notations; Single Channel Models; Multiple Service Channel; Erlang-Family of Distribution of Service Times

**Simulation**

Marks: 8

Introduction; Simulation Procedure: Use of Random Number Tables; Sample Size; Application; Advantages and Disadvantages

**Reference Books:**

1. Hillier, F., 2009. *Introduction to Operations Research with Student Access Card*, 9th ed., McGraw-Hill Science/Engineering/Math.
2. Taha, H. A., 2006. *Operations Research: An Introduction*, 8th ed., Prentice-Hall.

3. Winston, W. L., 1997. *Operations Research Applications and Algorithms*, Wadsworth Publishing Company.
4. Chvatal, V., 1983. *Linear Programming (Series of Books in the Mathematical Sciences)*, 1st ed., W. H. Freeman.
5. Matousek, J., 2006. *Understanding and Using Linear Programming*, 1st ed., Springer.
6. Dr. Gass, S. I., 2010. *Linear Programming: Methods and Applications*, 5th ed., Dover Publications.
7. Der-San Chen, 2010. *Applied Integer Programming: Modelling and Solution*. Wiley.

## **0203083: PROJECT MANAGEMENT**

Full Marks: 100

### **Introduction to Project Management**

Marks: 10

Introduction; What is a Project?; The Characteristics; Sub Projects; What is a Programme?; Programme Management; Project Management; Similarities between Programme Management and Project Management; Differences between Programme Management and Project Management

### **Key Roles in Project Management**

Marks: 13

Introduction; The Project Steering Team (PST); The Project Steering Team Manager; The Stakeholders; Identifying Stakeholders; The Sponsor; The Programme Manager; The Functional Manager; Important Terms in Project Management: Responsibility, Authority, Accountability; Qualities of an Effective Project Leader

### **Project Planning and Processes**

Marks: 15

Introduction; Project Life Cycle and Process Flows; Characteristics; Project Planning and Scoping; The Main Project Planning Processes: The Identification Process, The Review Process, The Analysis Process; Planning Tools and Estimation: Planning Tools, Planning Estimation; Estimation Approaches and estimation tools: Estimation Approaches, Estimation Tools; Risk Management: Components

### **Project Management Essentials**

Marks: 15

Introduction; Characteristics of Project Mindset; Process Groups: Process Interactions, Processes Interaction Initiating processes; Customisation; Project Monitoring and Control; Project Progress Control: Approvals, Change Control, Changing Project Management Process, Tools for Changing a Process, Project Closure, Completion of Activities and Benefits, Post Implementation Review, Tools for Post Implementation Review, Final Project Reporting and Documentation

### **Concepts of Managing Conflict, Quality and Information System**

Marks: 15

Introduction; Concept of Managing Conflicts, Quality and the Information System: Conflict Management, Communication Requirement and Capabilities, Quality Management, Project Management Information System; Modern Trends in Project Management; Perception: Project Development Process Cycle, Macro Issues, Evolving Key Successes Factors Upfront, Empowerment Title, Partnering Decision Making, Management by Exception, Knowledge Factor (K); The Modern Mantra of Project Management; New Horizon in Project Management

### **Project Development and Modern Trends in Project Management Perception**

Marks: 10

Introduction; Project Development Process Cycle; Modern Trends in Project Management Perception; Recent Revolutions in Project Management



## **Organisational Issues in Project Management**

Marks: 11

Introduction; Organisational Change: Evolutionary Change, Revolutionary Change; Traits of Professional Manager; Bringing about Organisational Change in the Project Management Scenario

## **Project Risk Management**

Marks: 11

Introduction; Planning for Project Surprises-Coping with Risk: When to Perform Risk Management?; Risk Management Planning; Risk Management Process; Overview of Risk Management

## **Reference Books:**

1. 2004. A Guide to The Project Management Body of Knowledge, 3rd ed., Project management institute.
2. Adams, N. S. & Kirchoff, J. R., 1982, Conflict management for project managers, 1st ed., project management institute.
3. Baca, C., 2005, Project Manager's Spotlight on Change Management, Jossey Baso.
4. Callahan, K. R. & Brooks, L. M., 2004. Essential of Strategic Project Management, Wiley.
5. Kuehn, U., 2006, Integrated cost and schedule control project management, Management concept publication.
6. McDowell, J., 2000, Resolving conflicts, Thomas Nelson.