Rani Durgavati Vishwavidyalaya

Jabalpur

Faculty of Management

Course – Curriculum

MBA - II SEMESTER

SYLLABUS AND SCHEME OF EXAMINATION FOR MBA 2 YEARS FULL TIME PROGRAMME

Scheme for SECOND Semester

There will be 8-theory papers in this semester.

The Internal marks will be calculated based on the following:

Internal Assessment	**Total Marks 30**
Attendance	10 Marks
Test	10 Marks
Seminars/Cases analysis/Presentations:	10 Marks

Paper Code	**Papers**	**INTERNAL ASSESSMENT**		**SEMESTER END EXAMINATION**	
		Max. Marks	**Min. Marks**	**Max. Marks**	**Min. Marks**
MS-201	Human Resource Management	**30**	**12**	**70**	**28**
MS-202	Corporate Finance	**30**	**12**	**70**	**28**
MS-203	Marketing Management	**30**	**12**	**70**	**28**
MS-204	Production And Operations Management	**30**	**12**	**70**	**28**
MS-205	Business Research Methodology	**30**	**12**	**70**	**28**
MS-206	Managerial Communication	**30**	**12**	**70**	**28**
MS-207	Management Science	**30**	**12**	**70**	**28**
MS-208	Retail Management	**30**	**12**	**70**	**28**

MS-201 HUMAN RESOURCE MANAGEMENT

[Max. Marks: 70] **[Min. Marks: 28]**

Course Objective – The objective of the course is to equip students with knowledge, skill and competencies to manage people along with capital, material, information and knowledge asset in the organization. The effectiveness of human resource management in organization depends largely on individual perception, assumption and belief about people. The course will provide students logic and rationale to make fundamental choice about their own assumption and belief in dealing with people.

UNIT I

- Introduction to Human Resource Management – Definition – Objectives and functions – Role and structure of Human Resource Function in organizations, Present day Challenges of HRM, Strategic HRM, Global HRM, Role of HR Manager.
- Objectives and functions of Personnel management. Characteristics and qualities of Personnel Manager. Difference between Personnel Management, HRM and HRD.

UNIT II

- Human Resource Policies: importance, essentials and formulation. HR procedures & practices.
- Human Resources Planning– Concept, Need, Objectives, Importance, Process and limiting factors.
- Manpower Estimation-Job analysis, Job Description, Job Specification.

UNIT III

- The systematic approach to Recruitment & Selection: Recruitment & Selection Policy, Recruitment & Selection Procedures, Recruitment & Selection Methods and Evaluation process.
- Training and Development –Objectives, Needs, Process, challenges and Methods. Evaluation of Training Programs. Introduction to Career and Succession Planning.

UNIT IV

- Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.
- Compensation Administration: Nature and Objectives of compensation, components of pay structure, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage. Health & safety
- Incentive Schemes: Meaning and Definition, Prerequisites, Types and Scope. Fringe Benefits.

UNIT V

- Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.
- Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure, Conflict Management. Industrial Relations: Nature, importance and approaches of Industrial Relations
- Concepts of JIT, TQM, Kaizen, Quality Circles.

Internal Assessment	**Total Marks 30**
Attendance	**10 Marks**
Test	**10 Marks**
Seminars/Cases analysis/Presentations:	**10 Marks**

Guidelines for Case analysis / presentations: - Students should be given case studies as assignment and may be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

• Personnel Management	CB Mamoria
• Personnel Management	RS Davar
• Economics of Labour and IR	TN Bhagoliwal
• Management of Human Resources	Prasad & Banerjee
• Cases in Human Resources Management	MN Rudrabasavaraj
• Personnel Management	EB Flippo
• Human Relation Work	K. Davis
• Personnel Management & Human Resources	V. Ratham, CS Venkata, V.K. Shrivastava
• Human Resource Development & Mgt.	Ghosh , Biswanath
• A Handbook of Human Resource Practice London, Kogan Page, 8th Edn., 2001.	Michael Armstrong
• Personnel/Human Resource Management New Delhi, Prentice Hall, 3rd Edn. 1988.	David S. Decenzo and Stephen Robbins
• Human Resource Management 9th Edn. South Western College Publishing, 1995.	Robert L. Mathis and John H. Jackson

MS - 202 CORPORATE FINANCE

[Max. Marks 70] **[Min. Marks: 28]**

Course Objective: - The objective of this course is to develop a conceptual framework of Finance function and to acquaint the participants with the tools, techniques and process of financial management for making financial decisions.

UNIT I

- Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Indian Financial system. Financial Management function and Decision of Finance Manager in Modern Age. Financial Planning & forecasting.
- Accounting Standards**.** Introduction to International Accounting Standards. Role of Accounting Standard board**.**

UNIT II

- Fund Flow: Concept, Preparation of schedule of changes in working capital and the fund flow statement, Managerial uses and limitation of fund flow statement.
- Cash Flow Concept, Preparation of cash flow statement, managerial uses of cash flow statement.
- Concepts of Working Capital, Determinants of Working, Capital Operating and Cash Conversion Cycle, Permanent and Variable Working Capital. Symptoms of poor Working Capital management, Working Capital Management Strategies.

UNIT III

- Long term financing sources and instruments – Shares and Debentures – Convertible securities & Term Loans – Foreign equity and debt securities. Valuation of shares, valuation of goodwill, methods of valuation of goodwill.
- Dividend policies - Factors affecting dividend decision - Dividend theories - Graham, Gordon, Walter and MM Theories - Plough back of earnings for expansion, diversification and modernization.
- Investment Accounting: Concept & methods.

UNIT IV

- Cost of capital: Equity, Debt, Retained earnings - Weighted Average Cost of Capital.
- Capital structure theories –MM, Trading on Equity, Net income, Net operating income, Agency, Trade-off and Pecking Order Theories.
- Leverage Analysis- Types and significance.

UNIT V

- Capital Budgeting: Nature, Features, Significance and Methods of Appraisal: Payback period, ARR, NPV and IRR. Capital Rationing.
- Concept of Risk and Return, Techniques of decision making under risk and uncertainty. Decision trees for sequential investment decisions.

Internal Assessment	**Total Marks 30**
Attendance	**10 Marks**
Test	**10 Marks**
Seminars/Cases analysis/Presentations:	**10 Marks**

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and may be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

- Financial Management Theory and Practice — Brigham
- Fundamentals of Financial Management — Horne, Wachowiez Jr.
- Financial Management and Policy — Van-Horne
- Financial Management — S.C. Kuchhal
- Financial Management — I.M. Pandey
- Financial Decision Management — P. Chandra
- Financial Management — Khan and Jain
- Financial Management — S.N. Maheshwari
- Corporation Finance — P.V. Kulkarni
- Marketing Management — Michael.R.Czinkota

MS-203 MARKETING MANAGEMENT

[Max. Marks: 70] **[Min. Marks: 28]**

Course Objective - The course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.

UNIT – I

- Concept, meaning, definition, evolution, nature, scope, importance and tools of marketing. Role of Marketing in business organization.
- Consumer Buying Behavior: Concept, meaning, importance, determinants, process.
- Marketing Environment: External & Internal factor.

UNIT – II

- Marketing Research: Meaning, Objectives, Process. Measuring Market Demand - Demand Forecasting. Marketing Information System
- Concept of Marketing Segmentation: Selection of Target Market and Positioning.
- Marketing Strategies- Marketing strategies of Leaders, Challengers, Followers and Nichers.

UNIT – III

- Concept of Marketing Mix, Four Ps of Marketing.
- Product: Concept of a product; Classification of products; Four Ps of Product, Major product decisions.
- Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

UNIT – IV

- Concept and Meaning of Pricing- Significance of Pricing Decision, Pricing policies and strategies, Factors affecting price determination; Discounts and rebates.
- Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions and design, Marketing channel system - Functions and flows.

UNIT-V

- Promotion: Promotion mix, Sales promotion – tools and techniques, Selection of Promotional channel. Personal selling, Advertising& its effectiveness;
- Marketing Communication –Electronic Marketing, Digital Marketing, Green Marketing, Social Marketing and Event Marketing (Introduction and Concept).
- Rural Marketing – Meaning, Scope and Importance.

Internal Assessment	**Total Marks 30**
Attendance	**10 Marks**
Test	**10 Marks**
Seminars/Cases analysis/Presentations:	**10 Marks**

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and may be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

- Marketing Management — Kotler
- Marketing Management — Kotler & Armstrong
- Marketing Management — Stanton
- Basic Marketing — E Jerome McCarthy
- Marketing Management — Ramaswamy
- Marketing Management — Rajagopal
- Marketing applications — Rajagopal
- Marketing Management — Sarlekar
- Marketing Management — R.S. Dawar

MS-204- PRODUCTION AND OPERATIONS MANAGEMENT

[Max. Marks: 70] **[Min. Marks: 28]**

Course Objective - The objective of the subject is to explore the interlinking between operations management and supply chain management. The course seeks to provide the key concepts and solution in the design, operation, control and management of supply chain as integrated systems.

UNIT – I

- An overview, Definition, Systems Concept of production, Production Cycle, Classification of operations, Types of Production Systems – Flow, Job Shop, Batch Manufacturing and Project.
- Production Management Nature and Scope of Production and Operations Management. Types of Industries.
- Forecasting as a planning tool, Forecasting types and methods, Exponential smoothening, Measurement of errors, Monitoring and Controlling forecasting models

UNIT – II

- Production Planning and Control Functions. Production and manufacturing organizations. Methods and procedures in Production departments. Factory/plan location and plant layout. Production scheduling techniques. Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule.
- Layout: Importance, Function, Objectives, Flow patterns, Layout types – Product, Process, Group Technology / Cellular Layout, Factors for Good Layout, Layout Design Procedure.

UNIT – III

- Introduction to Study Methods – Work-study, Time – Study and Method-Study, Work Measurement, Evolution of Normal/Standard Time, Job Design and Rating.
- Materials Management Concept and Principles, Inventory Control and Inventory models. Selective Inventory control, ABC, VED, FNS Analysis. Standardization, Simplification, Variety reduction and Codification.

UNIT – IV

- Quality Control and Value Engineering Total Quality Management, Quality circle and quality control methods ISO-9000. Value Engineering and Value analysis and cost reduction.
- Introduction to Supply Chain Management, The Basics of Supply Chain Management-Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM. Logistics as part of SCM.

UNIT–V

- Purchase and Stores Management-Principles of Purchasing and Purchase Management.
- Stores layout and stores location system. Stores handling equipments and storage methods. Stock verification. Waste and Scrap control and disposal surplus management.

Internal Assessment	**Total Marks 30**
Attendance	**10 Marks**
Test	**10 Marks**
Seminars/Cases analysis/Presentations:	**10 Marks**

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and should be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

• Production Management	Myers
• Modern Production Management	Buffa, E.S.
• Operations Management	Buffa, E.S.
• Production and Operation Management Concepts Model and Behaviour	Adam, E.Sr. & Ebert, R.
• Materials Management	Dutta, A.K.
• Japanese Management	Srinivasan, A.V.
• Production Management	Hedge
• Production Management	Goel and Gupta
• Contemporary Operations Management	Cook and Russel
• Production and Operation Management	Nair, TMH
• Supply Chain Management	B. S. Sahay

MS - 205 BUSINESS RESEARCH METHODOLOGY

[Max. Marks: 70] **[Min. Marks: 28]**

Course Objective – The objective of this paper is to equip the student with the Philosophy of research along with the practical aspect of research. This paper will provide the insight about the various concepts of research to better equip for dealing various business decision situations.

UNIT I

- Introduction: Concept, Definition, Utility, Characteristics, Variable of Research and Its Application in Various Functions of Management. Concept of theory, empiricism, deductive and inductive theory
- Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

UNIT II

- Research Design : Concept and Importance in Research - Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Design: Causal relationships, Types of Variables.
- Process of Research: Steps Involved in Research Process. Research process-Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables- sources of error in measurement.

UNIT III

- Hypothesis – Concept, meaning & importance. Qualities of a good Hypothesis, Types –Null Hypothesis & Alternative Hypothesis. Hypothesis Selecting - Logic & Importance.
- Types of Data: Secondary and Primary - Definition, Advantages and disadvantages. Various Methods of Collection of Data - Observation, Questionnaire, Personal Interviews, Telephonic Interview, Mail Survey, Email / Internet survey.
- Preparation of Questionnaire and Schedule- Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data & editing.

UNIT IV:

- Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques - Probability Sample & Non-Probability Sample. Determining size of the sample – Practical considerations in sampling and sample size.
- Concept of Scale –Paired Comparison &Non paired comparison.

UNIT V

- Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance. Parametric tests: Testing for Means – One and Two Populations – One Way and Two Way ANOVA – Testing of Proportions: One and Two Populations – Chi-square Test, Non-parametric tests: Sign test and Mann Whitney test.
- Introduction of Statistical Software's- Like MS-Excel, SPSS, Stata, etc.
- Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Internal Assessment	**Total Marks 30**
Attendance	**10 Marks**
Test	**10 Marks**
Seminars/Cases analysis/Presentations:	**10 Marks**

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REFERENCE BOOKS

- Research Methodology and
- Quantitative Techniques — C.R. Kothari
- Scientific Social Surveys and Research — P.V. Young
- Research Methodology in Social Sciences — B.C. Tendon
- Statistical Methods — S.P. Gupta
- Statistics for Modern Business Decisions — Lupine Lawrence
- Statistics for Management — Levin R.I
- Quantitative Technique — U.K. Shrivastava
- Fundamental Concepts of Research Methodology — Dr. V. K. Maheshwari
- Research Methods in Social Sciences. — Sharma R.D.

MS – 206 MANAGERIAL COMMUNICATION

[Max. Marks: 70] **[Min. Marks: 28]**

Course Objective - The primary objective of the course will be personality development of the students by making their effective communication. To acquaint the student with fundamentals of communication, help them honing oral, written and non-verbal communication skills in order to transform their communication abilities.

UNIT I

- Introduction to Managerial Communication:- Meaning, Importance, objectives, principles of Communication, Elements of Communication Process, Essentials of effective communication. Forms& Channels of communication, 7C's of Communication.
- Feedback – Need, importance and types. Factors o be considered while selecting Medium.
- Communication Models: Aristotle, Lasswell, Shannon - Weaver's, Berlo's SCMR.

UNIT II

- Communication Barriers: Physical, Organizational, Socio-Psychological, Linguistic. Remedies to remove barrier. The Cross-Cultural Dimensions of Business Communication.
- Verbal Communication: Oral communication - meaning, principles, advantages and disadvantages of effective oral communication.
- Nonverbal Communication: Kinesics, Proxemics, Para Language.

UNIT III

- Listening: process, need and types of listening.
- Speeches& Presentation: Stages and Principles of Effective Speech. How to make the speech effective. Speech of introduction - speech of thanks -occasional speech - theme speech. Presentations - elements of presentation, designing a presentation, use of audio-visual aids.
- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference.

UNIT IV

- Interview Techniques: Mastering the art of conducting and staging interviews, Interviewers preparation, candidate's preparation, and types of interview - Selection interviews –grievance interviews - appraisal interviews – exit interviews.
- Group Discussions: Do's and Don'ts; Conference & Seminar, Roles & responsibility of participants and Chairperson.
- Business and social etiquettes. E-mail: format, language and courtesy, common errors.

UNIT V

- Business letters: style, layout and types of letters - Inquiries, Circulars, Quotations, Sales, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Banking correspondence, Agency correspondence, Bad news and persuading letters, Job application letters, Covering Letter, Interview Letters.
- Reports: Definition & purpose, Types of Business Reports – Format Organization reports by individual, Report by committee.

Internal Assessment	**Total Marks 30**
Attendance	**10 Marks**
Test	**10 Marks**
Seminars/Cases analysis/Presentations	**10 Marks**

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and maybe asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.)

REFERENCE BOOKS

• Organizational Communication (McGraw Hills)	JC Woffered, A. Gerloff & RC Cumins
• Effective Speaking in Business (Prentice Hall)	Hston, Sandberg & Mills
• Business Communication, Theory And Practice	Raymandlesikar
• Information in Enterprises	G Danta
• Business Communication	Rai & Rai
▪ Business Communication	Korlahalli
• Business Communication	Hill &Bovee
• Business Communication & Customer Relations	Madhukar

MS-207 MANAGEMENT SCIENCE

[Max. Marks: 70] **[Min. Marks: 28]**

Course Objectives – The course focuses on effective application of mathematical and research tools and techniques for managerial decision making.

UNIT– I

- Operations Research Nature and significance of operation research, Scope and phases of operations research. Basic operations research models, Role of Computers in operations research.
- Linear Programming (LP) Generalized Linear Programming Models. Solutions to LP Models by Graphical methods and Simplex methods. Big M method. Duality in LP Models.

UNIT – II

- Special Types of Linear Programming. Transportation models and their solutions (Basic & Optimal).
- Assignment models and solutions (and its special cases).

UNIT– III

- Special Operation Research Techniques Decision Theory and Decision tree.
- Theory of games, Replacement Theory
- Queuing problems and models.

UNIT IV

- Job Sequencing Models and solutions
- Network scheduling by PERT & CPM (Introduction and application)
- Network analysis
- Time estimation
- Probabilistic estimation

UNIT V

- Inventory Control Model
- Deterministic & probabilistic Models

Internal Assessment	**Total Marks 30**
Attendance	**10 Marks**
Test	**10 Marks**
Seminars/Cases analysis/Presentations:	**10 Marks**

Guidelines for Case analysis / presentations:- Students should be given case studies as assignment and may be asked to present the same in the class for discussions, or seminars may be arranged on current issues related to the subject and marks be given on the basis of students performance. (Cases or Seminars can be given on individual basis or on group basis.

REFERENCE BOOKS

• Operations Research	Taha
• Quantitative Technique	UK Shrivastava.
• Introduction to Management Science	William D Stevenson (McGraw-Hill)
• Operations Research	Natrajan (Pearson)
• Operations Management	Russel (Pearson)
• Quantitative Approaches to Management	Levin, Kirpatrick & Rubin
• Principles of Operation Research	Wagner
• Quantitative Techniques	GK Kothari
• Operations Research	Kanti Swaroop
• Quantitative Analysis for Business Division	Bierman & Others
• Fundamental of Operations Research	Ack off & Saisini
• Decision making through Operations Research	Thieranf & Gross
• Quantitative Techniques in Management	Vohra ND
• Operations Research	Kalavathy

MS – 208 RETAIL MANAGEMENT

[Max. Marks: 70] **[Min. Marks: 28]**

Course Objective- The objective of the paper is to acquaint the students with the fundamentals of retail business. The paper provides exposure to multiple dimensions of the field and provides the insight of the emerging Retail World.

UNIT I

- Concept, Functions, Channels of retailing, Retail formats and types, Modern retail formats, E-tailing, Importance of retailing, Retail Marketing Mix, Retail Communication Mix, Challenges in retailing.
- Changing trends in retailing, Socio economic and technological Influences on retail management, Retail Industry in India, Government initiatives towards retailing.

UNIT II

- Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consumer, Customer service and retention.
- Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective market segmentation, Strategies for penetration of new markets, Growth strategies, Retail value chain.

UNIT III

- Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location.
- Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing- Merchandise performance, Visual Merchandising.

UNIT IV

- Store administration, Premises management, Inventory Management, Store Management, Receipt Management.
- Retail Pricing, Factors influencing retail prices, Pricing strategies, Controlling costs.

UNIT V

- Definition of Space Management, Store layout and Design, POP Displays, Logistics Management, Relationship Marketing Strategies, Credit Management, Crisis Management.
- Customer Relationship Management: Concept, history, purpose, phases, process, benefits and disadvantages.

Internal Assessment **Total Marks30**

- **Attendance** **10 Marks**
- **Test** **10 Marks**
- **Seminars/Cases analysis/Presentations**: **10 Marks**

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REFERENCE BOOKS

Retailing Management	Levy (McGraw-Hill)
Retailing Management: Text and Cases (McGraw-Hill)	Pradhan and Swapna
Retail Management A Strategic Approach	Berman and Evans
Retail Marketing Management	Gilbert