

MBA (Distance Education) Part-I Semester-II

MBA (Distance Education) Part-I, Semester-II
201- Business Statistics & Research Methodology/MBCM1201T

Program Name: M.B.A. (DE) Part-I (Semester-II)

Course Name: - Business Statistics & Research Methodology

Course Outcomes: Course Outcome

This course intends to equip the students with the knowledge, skills, tools and techniques involved in carrying out research related activities. Broadly the outcomes will include:

CO1	Learning of research methodology including research process, sampling design, scaling techniques, sampling, and data collection
CO2	Application of various statistical techniques to analyse and interpret data for decision making

Course Overview

The objective of this course is to have a good understanding of inferential Statistics and Research Methodology as applicable in real life business management. The main objective of the course to develop a set of skills among the students to use the statistical tools at the workplace to solve business related and general decision problems. At the end of the course, the students should be able to - (1) To develop the skills to identify the appropriate statistical techniques for the analysis of data; (2) To analyse the data using appropriate statistical tool, and (3) To learn how to collect, analyze, present and interpret research data.

Course Content

Group-I:

Introduction of Research Methodology: Research Methodology: Role of Research in Decision Making; Process of Research;

Concepts of Research Design: Research Designs: Exploratory, Descriptive & Experimental Research Designs and their Applications;

Sampling Design: Concepts, Probability and non-probability sampling techniques and their applicability;

Data Collection: Questionnaire construction; Qualitative methods: Focus group, Projective techniques.

Group-II:

Introduction to Statistics: Measures of Central Tendency: Mean, Median and Mode; Measures of Dispersion, Skewness and Kurtosis;

Correlation and Regression Analysis: Concept & Measures, Linear Regression

Probability Distributions: Binomial, Poisson and Normal Distributions.

Testing of Hypothesis: Procedure of testing hypothesis.

Statistical Tests: t test: Independent and paired samples; One-way analysis of variance, Chi-Square test.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation:

Attendance will be taken at each class. Class participation is scored for each student for each class.

Texts and Readings:

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Amir D. Aczel&Jayavel S.(2006). Business Statistics.Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6th Edition.
- Black, K. (2015). Applied Business Statistics. New Delhi: Wiley.
- Black, K. (2013). Business Statistics For Contemporary Decision Making. Fifth Edition, Wiley India,
- Keller, G.(2009) Statistics for Management, First India Reprint . Cengage Learning India Private Limited.
- Levine, D. M., Stephan, D. F., Krehbiel, T. C., & Berenson, M. L. (2014). Statistics for Managers. New Delhi: PHI Learning Private Limited.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 13 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 18 marks (4.5 marks for each question).”

MBA (Distance Education)Part-I, Semester-II
202- Financial Management/MBCM1202T

Program Name: M.B.A.(DE) Part-I (Semester-II)		Program Code: MBCM2PUP
Course Name: Financial Management		Course Code: MBCM1202T
Course Outcomes: Upon successful completion of course, the student will be able to:		
CO1	Explain the overall role and importance of the finance function.	
CO2	Evaluate investments in working capital and long-term assets.	
CO3	Apply time value, risk, and return concepts.	
CO4	Identify appropriate cash flows for capital investments and evaluating various methods to analyse capital investments.	
CO5	Identify appropriate cash flows for capital investments and evaluating various methods to analyse capital investments.	
CO6	Apply techniques for estimating the cost of each element of the cost of capital and understand how to pull together this information to calculate overall cost of capital .	
CO7	Explain the concept of leverage and the advantages and costs associated with debt financing in comparison to financing through equity and preference capital.	
CO8	Describe the important factors influencing dividend policy of a firm.	

Course Overview

The overall objective of this course is to familiarize the students with financial management. At the end of the course, the students should be able to - (1) develops the skills to identify the appropriate financial decisions; (2) analyse the financial problems, and (3) learn about financial tools and management of finance, inter-linked business finance problems, weaknesses of the finance related decisions.

Course Content

Group-I:

Financial Management: An Overview, Goals and Functions of Finance, Financial System: Assets, Markets, Intermediaries and Regulatory Framework. Capital Market and Money Market, Concepts in Valuation: Time value of money, Present Values, IRR, Bond returns, Return from Stock Market Investments.

Capital Investment Decision making: Principles of Cash Flows, Discounted and Non-Discounted Cash Flow Techniques for appraising capital investments, Risk Analysis in Capital Budgeting.

Group-II:

Working Capital Management: An Overview, Determinants, Working Capital Cycle, Management of Cash, Receivables and Inventories. Financing Working Capital needs.

Leverage: Operating Leverage and Financial Leverage. Cost of Capital. Capital Structure and firm's value: Theories, MM Hypothesis, Optimization of Capital Structure, Capital Structure Planning. Dividend Policy and firm's value, Dividend Policy in practice. Corporate Restructuring: Mergers and Acquisitions, motives, considerations and regulations.

Pedagogy:

The Instructor is expected to use leading pedagogical approaches in the class room situation, innovative instructional methods, extensive use of technology in the class room, online

modules of MOOCS, and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The Instructor of class will engage in a combination of academic reading, analyzing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions, and live project based learning.

Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Text and Readings:

- Khan and Jain (2018) *Financial Management-Text, Problems and Cases*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 8thEdition.
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe (2017)*Corporate Finance*, McGraw-Hill Education, New Delhi, 11thEdition.
- Richard A. Brealey, Stewart C. Myers, Franklin Allen , PitabasMohanty(2018) *Principles of Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 12thEdition.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on the three assignments (10 Mark each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 13 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-I, Semester-II
203- Marketing Management/MBCM1203T

Program Name: M.B.A. (DE)Part-I (Semester-II)	Program Code: MBCM2PUP
--	-------------------------------

Course Name: - Marketing Management	Course Code: MBCM1203T
--	-------------------------------

Course Outcomes: Upon successful completion of course, the student will be able to:

CO1	Explain the overall role and importance of the finance function.
CO2	Evaluate investments in working capital and long-term assets.
CO3	Apply time value, risk, and return concepts.
CO4	Identify appropriate cash flows for capital investments and evaluating various methods to analyse capital investments.
CO5	Apply techniques for estimating the cost of each element of the cost of capital and understand how to pull together this information to calculate overall cost of capital

Course Overview

The objective of this course is to develop the ability in the students to define and analyze the marketing problems through the formulation of marketing objectives, policies, programmes and strategies. At the end of the course, the students should be able to - (1) To develop the skills to identify the marketing concepts (2) To understand the pestle Environment. (3) To learn consumer buying behaviour.

Course Content

Group-I:

Introduction to Marketing Concepts:Nature, Scope and Concepts and Orientations of Marketing, Marketing Tasks, Modern Concepts of Marketing, Marketing Environment and Environment Scanning, Marketing Information Systems and Marketing Research, Strategic Planning in Marketing Management.

Concepts of Consumer Behaviour: Understanding Consumer and Industrial Markets, Consumer Behaviour: Factors Influencing Consumer Buying Behaviour, Impulsive and Compulsive buying behaviour, Buying Process.

Group-II:

Market Segmentation, Targeting and Positioning.

Product Decisions: Product Mix, Product Life Cycle, New Product Developments. Branding and Packaging Decisions. Pricing Methods and Strategies.

Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations, Personal Selling, Direct Marketing.

Managing the Sales Force. Marketing Organisation. Channel Management: Types & Functions, Selection, Cooperation,

Conflict Management, Vertical Marketing Implementations and Systems, Marketing Logistics,

Emerging Issues in Marketing: Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing, Viral Marketing.

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Discussion Assignments:

Students will work in groups of up to four to prepare a brief write-up die before the start of each class covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problem facing the decision-maker in the case.

Class Participation:

Attendance will be taken at each class. Class participation is scored for each student for each class.

Texts and Readings:

- Philip Kotler, Keven Lane Keller (2017), Marketing Management marketing cases in the Indian context, Fifteenth Edition Pearson.
- Philip T. Kotler, Gary Armstrong, PrafullaAgnihotri (2018), Principles of Marketing-basic concepts of marketing Pearson.
- RajanSaxena (2019), Marketing Management 6th Edition, McGraw-Hill.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 13 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 18 marks (4.5 marks for each question).”

MBA(Distance Education)- Part-I Semester-II
204(a) – Human Resource Management/MBCM1204AT

Program Name: M.B.A. (DE)Part-I (Semester-II)	Program Code: MBCM2PUP
--	-------------------------------

Course Name: – Human Resource Management	Course Code: MBCM1204 T
---	--------------------------------

Course Outcomes: Upon completion of this course, the student will be able to:

CO1	Understand HRM and the role of HRM in effective business administration.
CO2	Understand the role that HRM has to play in manpower planning, job analysis and forecast the human resource requirements.
CO3	Develop necessary skill set for application of various HR issues.
CO4	Integrate the knowledge of HR concepts to take correct business decisions.
CO5	Ability to handle employee issues and evaluate the new trends in HRM

Course Overview

The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions. At the end of the course, the students should be able to - (1) understand the Concept of human resource management and human resource planning (2) Know about the methods and techniques of performance appraisal and potential evaluation.

Course Content

Group-I:

Human Resource Management (HRM): Concept, Scope, Functions, Importance of Personnel Management, Environment Scanning, Building up Skills for Effective HR manager. Global HRM. Organization of Personnel Department and its Relationships with Other Departments. HR In: Information Technology Firms, Mergers and Acquisitions. Integrating HR strategy with Business Strategy, Personnel Policies.

Human Resource Planning: Concept, Need and Importance of HRP, Factors Affecting HRP, Human Resource Planning Process.

Job Analysis: Meaning and Objectives, Analyzing Work and Designing Jobs.

Recruitment and Selection: Methods of Manpower Search and Selection of Human Resources. Induction, Placement, Socializing, Promotion and Succession. Managing Separations and Right-sizing.

Group-II:

HR Training and Development: Executive Development and Training Manpower.

Employee Retention: Meaning, Factors Responsible for High Turnover, Employee Retention Strategies.

Performance Appraisal: Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal. Methods and Techniques of Performance Appraisal and Potential Evaluation.

Motivation in Action: Empowerment, Quality of Work Life, Problem Employees.

Incentives: Concept and Importance, Sharing Productivity Gains and Profits, Employee Stock Option Plans.

Grievance: Concept of grievance handling, how to handle grievances. Disciplining and Counseling of Employees.

Industrial Relations: Concept and Present State of Industrial Relations. A brief idea of Trade Unionism. Industrial Unrest and Remedial Measures.

Pedagogy:

The instructor is expected to use leading pedagogical approaches in the class room situation, innovative instructional methods, extensive use of technology in the class room, online modules of MOOCS and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.

The instructor of the class will engage in a combination of academic reading, analysing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions and live project-based learning.

Case/Class Discussion Assignments:

- Students will work in groups of up to four to prepare a brief write-up, due before the start of each class, covering the case study or class material to be discussed in the next session.
- **Text and Readings:**

students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

Recommended Texts:

- Noe, R., Wright, Gerhart, & Hollenback. (2021). *Human Resource Management – Gaining A Competitive Advantage* (12th ed.). New Delhi, India: Tata McGraw –Hill Publishing Company Ltd.
- Dessler, G., & Varrkey, B. (2020). *Human Resource Management* (16th ed.). New Delhi: Pearson Education.
- Flippo, E. B. *Personnel Management* (6th ed.). McGraw-Hill Book Company.
- Hook, C., & Jenkins, A. (2019). *Introducing Human Resource management* (8th ed.). Pearson Education.
- Aswathappa , K. (2017). *Human Resource Management* (8th ed.). Mc Graw Hill India.
- DeCenzo, D. A., & Robbins, S. P. (2015). *Human Resource Management* (11th ed.). John Wiley.

Scheme of Examination:

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on the written assignments which will be of 30 marks.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 13 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 18 marks (4.5 marks for each question).”

MBA (Distance Education) Part-I Semester-II
204(b)- Operations Management /MBCM1204BT

Program Name: M.B.A.(DE)Part-I (Semester-II)

Program Code: MBCM2PUP

Course Name: – Operations Management

Course Code: MBCM1205T

Course Outcomes: This course intends to equip the students with the knowledge, skills, tools and techniques involved in carrying out operations management related activities. Broadly the outcomes will include: Application of various methods to forecast demand, layout analysis, inventory management, manufacturing, quality control and project management.

CO1 Learning of operations concepts, systems, and strategies.

CO2 Application of various methods to forecast demand, layout analysis, inventory management, manufacturing, quality control and project management.

Course Overview

The objective of this course is to have an understanding of Operational issues in Manufacturing & Service Sector Organizations that include making competitive decisions regarding operation systems, forecasting, location, layout and inventory. At the end of the course, the students should be able to – (1) develop the skills to understand the concept of operations management and manufacturing system (2) knowledge about project planning and statistical process control methods as well as statistical quality control.

Course Syllabus

Group-I:

Operations Management: Various strategies and operations as a competitive tool, Developing missions and strategies, achieving competitive advantage through operations. **Design of Goods and Services:** Goods and service selection, product development, Quality Function Deployment, types and characteristics of manufacturing systems. **Plant Location:** Factors & Quantitative Models. **Plant Layout:** Models & Techniques, Assembly Line Balancing. **Process Strategy:** Process strategies, selection of equipment, process analysis and Design.

Group-II:

Capacity and Constraint Management: Capacity design strategies, bottleneck analysis, theory of constraints, break-even analysis, reducing risk with incremental changes. aggregate planning methods and strategies, sales and operations planning (S&OP). **Statistical Process Control Methods:** Control Charts for Variables and Attributes **Statistical Quality Control:** Acceptance Sampling **Inventory Management:** Inventory Costs, Types of Inventory. **Inventory Models:** Instantaneous Replenishment, Non-Instantaneous Replenishment, Price-break Model **Inventory Control Systems:** Continuous Review System, Periodic Review System

Pedagogy:

The instructor is expected to use leading teaching approaches by applying various techniques such as simulations, resource material from various quality international journals and magazines. Instructor should adopt periodic evaluation of students through objective tests, presentations, case studies etc. Emphasis should be on providing real time industry illustrations and combine them with appropriate theory.

Case/Class Assignment:

Every student is required to undertake a case study or an assignment. The student should choose a topic from the course contents on which he/she will prepare a report which will be evaluated by the teacher.

Class Participation:

75% attendance is compulsory in PCP. Attendance will be taken at each class.

Text and Readings:

Focus should be on class room teaching supported by material from various recommended books in addition to material provided by the instructor. Some of the recommended books for the course is:

Recommended Texts

- James R. Evans, David R. Anderson, Dennis J. (2nd Revised Edition) Sweeney and Thomas A. Williams, Applied Production and Operations Management, West Publishing Company, International Edition, Minnesota.
- Jay Heizer and Barry Render, Operations Management, Pearson, 11th Edition, 2016.
- Lee J. Krajewski (8th Edition). Operations Management, Prentice-Hall of India, New Delhi,
- Chase, B.R., Shankar, R. (12th Edition) Jacobs, F.R. and Aquilano, N.J., Operations & Supply Chain Management, , McGraw Hill.
- Stevenson, W.J. (9th Edition). Operations Management, Tata McGraw Hill.

Scheme of Examination

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each Semester as per the AcademicCalendar notified in advance.
- This course carries 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The Internal assessment marks shall be based on the three assignments (10 Marks each) to be submitted by the students as per the given schedule by the department.
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject during PCP Instructions to the External Paper Setter The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions three from each in group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

The instructions for external examiners would be as follows:-

- “The external paper will carry 70 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 13 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question carrying 4 short answer questions (2 from each group) and will carry 18 marks (4.5 marks for each question).”