

## MASTER OF BUSINESS ADMINISTRATION (M.B.A.) 2<sup>ND</sup> SEMESTER

### 201 - ORGANISATIONAL EFFECTIVENESS, CHANGE AND ORGANISATIONAL DEVELOPMENT

#### **Objective: -**

O.D. is an emerging behaviour discipline that provides a set of Methodologies for systematically bringing about organization change and improvement. It helps to understand the dynamics of changes, both inter and intra to the organization, effecting the functioning of organization and develop sensitivity to improve the effectiveness. After the study of this course, the students would be able to apply the knowledge of behavioural science in solving socio-technical problems as well as improving and maintaining the effectiveness of the organization.

#### Unit ó I: -

Management of Change:- Organization culture, socialization process, dimension of change, change process, change agent-skills and relationship with client, implementation of organizational change-strategies for change.

#### Unit ó II: -

Organizational effectiveness, concepts, approaches and its determinants, organizational diagnosis ó Methods, collection of data and identification of problems. Organizational stress ó causes, effects and coping with stress.

#### Unit ó III: -

Organizational development: - Definition, objectives, characteristics, models of OD, action research, stages of OD programme, underlying assumptions and values.

#### Unit ó IV: -

OD Interventions ó I: - Meaning, types of interventions; sensitivity training, life and career planning, role analysis technique, organizational mirroring, transactional analysis, third party peace making, counseling, learning styles and development.

#### Unit ó V: -

OD Interventions ó II : MBO, managerial grid, team building, likert systems ó four, confrontation meeting, process consultation, survey feedback, Institutional building.

#### **Suggested Readings:-**

1. Beckhard R. 1969 Organization in Development : Strategies and Models, Addison-Wesley: Reading
2. Bennis, W.G. 1969. Organization Development: Its nature, Origins and Prospects, Addison Wesley: Reading.
3. Dalton, G. Lawrence, P. & Griener, 1970 Organization Change and Development. Irwon Dorsey: Homewood.
4. Shein, E., Bennis W. , Beckhard, R. (eds.) 1969 Organization Development, Wesley : Reading
5. Kuriloff, A.H. 1972. Organisation Development for Survival, American Management Association Inc.: New York.
6. French, Wendell L. & Cecil H. Bell, 1999 Organization Development, Prentice Hall of India : New Delhi.
7. Singh, J.P. 1984. Organization Development: Concepts and Strategies. Indian Institute of Management: Ahmedabad.
8. Somnath Chattopadhyay and Udai Pareek, Managing Organizational Change, Oxford & IBH, New Delhi, 1982.

## 202 Management Science – II

**Objectives:** The objectives of this Course are to introduce the participants of MBA programme of the Quantitative School of management. This is a general course not a specialized one. The important tools, techniques and methods of Quantitative will be discussed with their business application. The mathematical rigor of the course will be comparatively low.

### Section I

**Management Science**, Executive problems, Scope for Quantification. Translating Business Problems into Mathematics, Concept of Limits, rate of Change ó Derivatives and Finite Difference (simple problems) First Differential of a Monomial,  $x+y$ ,  $x$ ,  $x y$  types. Concepts of Maxima and Minima.

### Section II

**Graphical and tabular representation** ó Concept of a Function, Role of Functional Analysis in Business, Inequalities and their representation on Graphs. Concept of Interrelation ó Continuous functions. Integration of Simple Function ó Problems, Differentiation under the Integral Signs.

### Section III

History, Development of Operations research. Characteristics of Operation Research, Systems thinking and O.R. Methods of operation Research Model Formulation and Types of Model. Prototype Problems of operation Research.

### Section IV

**Linear Programming** ó Problem ó Formulation. Graphic Method, Simplex Methods (Solving maximization problem with less than equal to constraints). Duality theory, Transportation problem, Assignment problem.

### Section V

**Competitive Strategies** – Theory of Games, Duopoly Two Person Zero Sum game, Pure and Mixed Strategies, Criteria of Choosing strategies and simple numerical problems based on these.

**Recommended Text: -**

- Ackloff R I Sasieni, M W, óFundamentals of Operations Researchö.
- Churchmen, Ackloff, Arnoff, óIntroduction to Operationö.
- Wanger, óPrinciples of Operations Researchö.
- Gupta ans Sasieni, óMathematics for Managementö.
- M Rathrachi, óMathematics for Managementö.

## MASTER OF BUSINESS ADMINISTRATION (M.B.A.) 2<sup>ND</sup> SEMESTER

### 203: - HUMAN RESOURCE MANAGEMENT.

#### OBJECTIVE OF THE COURSE:

The objective of this course is to make the students conversant with human resources management practices and role of Human Resource Management in the changing environment.

#### UNIT - I HUMAN RESOURCE MANAGEMENT:-

Human Resource Management, Evolution of Human Resource Management, Environmental Influences on HRM. Functions of Human Resource Management, Challenges to Human Resource Management, Approaches to Human Resource Management, Human Resource Planning, HRP Process, Approaches to HRP, Job Analysis, Recruitment, Selection, Interview, Induction, Promotion, Transfers.

#### UNIT-II TRAINING AND DEVELOPMENT: -

Training, Methods of Training, Evaluating Training Effectiveness, Executive Development, Performance Appraisal and Potential Appraisal.

#### UNIT-III WAGES AND SALARY ADMINISTRATION: -

Job Evaluation, Wages & Salary Admn, Wage Determination, Process, Wage Policies in India, Wage Differentials, Incentive Plans, and Fringe Benefits.

#### UNIT-IV MAINTENANCE AND DISCIPLINING THE EMPLOYEES: -

Quality of Work Life, Health & Safety Measures, Social Security & Welfare Practices in India. Employees grievance and Discipline Management, Human Resource Accounting, Talent Retention Practices, Separation Techniques.

#### UNIT-V INTERNATIONAL HUMAN RESOURCE MANAGEMENT – An Overview

International Human Resource Management, Expatriate concept, Domestic Vs. International Human Resource Management, International Human Resource Planning, Recruitment & Selection Practices, Training Programme, Compensation to host country employees and managers and expatriate employees & managers, Performance appraisal. Home Vs. Host country evaluations.

#### References: -

1. Edwin B. Flippo :-	Principles of Personnel Management
2. Keith Davis,	Human Relations at work.
3. Robert L. Mathis and John H. Jackson	Personnel Human Resource Management (4 <sup>th</sup> ed.)
4. S. Schuler	Personnel and Human Resource Management (2 <sup>nd</sup> ed.)
5. David A. De Cenzo and Stephen P. Robbins	Personnel Human Resource Management (3 <sup>rd</sup> ed.)
6. P.P. Arya and B.B. Tandon (edited)	Human Resource Development.
7. Le on C. Megginson	Personnel and Human Resources Administration
8. Dale Yoder	Personnel Management and Industrial Relations
9. Douglas Mc. Gregor	The Human Side of Enterprise
10. Juclus. M.J.	Personnel Management.
11. Scott Snell & Bohlander	HRM, Cenage Learning.
Luis R. Gomeg-Mejia, Balkin David B. & Robert L. Cardy	Managing Human Resources, Pearson Prentice Hall.
P. Subha Rao	IHRM, HPH, Delhi.

## MASTER OF BUSINESS ADMINISTRATION (M.B.A.) 2<sup>ND</sup> SEMESTER

### 204 – FINANCIAL MANAGEMENT.

#### Unit ó I: - Introduction: -

Introduction, meaning and definition of financial management, functions of financial manager, objective of the firm.

#### Unit ó II: - Investment Decision: -

- (i) Capital Budgeting: - A definition and concept of capital budgeting, importance of capital budgeting methods of appraisal ó Pay back, average rate of return, IRR and NPW methods. A comparison in IRR and NPV.
- (ii) Cost of capital, importance, definition and concept, measurement of cost of capital of a specific source and overall cost of capital.

#### Unit ó III: - Financing Decision: -

- (i) Operating and financial leverage, EBIT ó IPS analysis, combined leverage.
- (ii) Capital structure theories, NI and NOI approach, N.M. Approach, Traditional Approach, capital structure designing, stability in dividends, factors influencing, capital structure.

#### Unit ó IV: - Dividend Decisions: -

- (i) Dividend decisions: Relevance and irrelevance of dividend decision, Walter model, Gordon models.
- (ii) Dividend Policy in Practice: Dividend payout ratio, stability in dividends, legal contractual and internal constraints: Owners consideration and capital market considerations, types of dividends. Stock dividends.

#### Unit ó V: - Working Capital Management ó Overview.

#### References: -

1. Gunman & Dougle	Corporate Financial Policy.
2. James C. Van Florns	Financial Management and Policy.
3. Kuchhal S.E.	Financial Management.
4. I.M. Pandey	Financial Management.
5. Walker & Banghan	Financial Management.
6. Esra Coloman	Theory of Financial Mangement.

## MASTER OF BUSINESS ADMINISTRATION (M.B.A.) 2<sup>ND</sup> SEMESTER

### **205: MARKETING MANAGEMENT.**

#### **OBJECTIVE: -**

The objective of this course is to help the participants to understand the conceptual framework of marketing management. It also intends to expose the participants to the various decisions the marketing managers in India are required to take under various environmental conditions.

#### **COURSE CONTENTS: -**

##### UNIT ó I: -

Nature and scope of marketing. Corporate orientations towards the marketplace. The marketing environment and environment scanning. Marketing Information System and Marketing Research.

##### UNIT ó II: -

Understanding Consumer and Industrial Markets, Market Segmentation, Targeting and Positioning.

##### UNIT ó III: -

Product decisions ó product mix, product life cycle, new product development, branding and packaging decisions. Pricing methods and strategies.

##### UNIT ó IV: -

Promotion decisions ó promotion mix, advertising, sales promotion, publicity and personal selling. Channel management ó selection, cooperation and conflict management, vertical marketing ó implementation and systems.

##### UNIT ó V: -

Organizing and implementing marketing in the organization. Evaluation and control of marketing efforts. New issues in marketing ó Globalization, Consumerism, Green marketing, Legal issues.

#### **SUGGESTED READINGS :-**

1. Enis, B.M. Marketing Classics : A Selection of Influential Articles. New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip. Marketing Management : Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, V S and Namakumari, S. Marketing Management : Planning, Control. New Delhi, Prentice Hall of India, 1994.
5. Ramaswamy, V.S. and Namakumari, S. Marketing Management : Planning, Control. New Delhi, MacMillan, 1990.
6. Stanton, William,J. Fundamentals of Marketing,. New York, McGraw Hill, 1994.
7. Neelamegham, S. Marketing In India : Cases and Readings. New Delhi, Vikas, 1988.

## MASTER OF BUSINESS ADMINISTRATION (M.B.A.) 2<sup>ND</sup> SEMESTER

### 206 – OPERATIONS MANAGEMENT: -

#### OBJECTIVE: -

This Course is oriented towards the exposition to the various operational problems in the area of Production. The Stress in the Course is on various techniques available for discharging the responsibilities as operations manager.

#### Unit ó I: -

The Operations Management System, Responsibilities of operations personnel, Basic Manufacturing Process ó Continuous Intermittent and Repetitive flows of processing.

#### Unit ó II: -

Methods of forecasting demand ó Opinion Method, Time Series Analysis, Economic Indicators. Inventory Control ó Costs associated with inventory control systems, Economic Order Quantity. Purchasing function, Source selection, Vendor rating, Value analysis.

#### Unit ó III: -

The Production Control System for intermittent and continuous flow processes. Project Scheduling PERT / CPM Method ó Network analysis, earliest and latest time analysis. Gantt Charts.

#### Unit ó IV: -

Acceptance Sampling by Attributes ó Single Sample, double sample and multiple sample plans with stated risk. Control Charts for variables ó averages and ranges. Control charts for defectives ó fraction defective and numbers defective.

#### Unit ó V: -

Work Study, Method study and motivation study. Plant Layout concepts. Developing the process layout and the product layout. Facility location planning.

#### References :-

1. M.K. Star	Production Management System & Synthesis.
2. E.S. Buffa	Modern Production Management.
3. Mayer	Production and Operations Management.
4. Lamar Le & D.W. Dobler	Purchasing and Materials Management.

# MASTER OF BUSINESS ADMINISTRATION (M.B.A.) 2<sup>ND</sup> SEMESTER

## 207: RESEARCH METHODOLOGY.

### Research Methodology

#### Objective:

To equip the students with the basic understanding of the research methodology and to provide an insight into the modern analytical tools and techniques for the purpose of management decision making.

#### Unit I

Introduction: Meaning of research; Objectives of Research, types of research; Research process. Business Research Definition, Meaning of Research Methodology, Scientific Methods. Problem Formulation.

#### Unit II

Research Design: Features of Good Research Design. Different Research Design, Experimental, Exploratory and Descriptive. Sampling Design: Steps in Sampling Design. Types of Sample Designs . Profitability and Non-Profitability Sampling, Sampling Bias and Errors.

#### Unit III

Data Collection: Primary vs Secondary data. Questionnaire Design, Guidelines for Constructing Questionnaire. Case Study Method. Attitude Measurement and Scaling Techniques.

#### Unit IV

Analysis of Data: Use of Computer Software in Data Analysis . ANOVA, Regression Analysis, Factor Analysis, Discriminant Analysis.

#### Unit V

Report Writing and Presentation: Graphs, Charts, Diagrams or Presentations. Layout of Research Report Types of Reports, Precautions for writing Report.

#### Recommended Text:

- Zikmund William, %Business research Methodology,+Thomson.
- Paneer Selvam R, %Research Methodology,+PHI.
- Copper & Schinder, %Business Research Methodology,+THM.
- Murthy S. N & Bhojanna. U, %Business Research Methodology,+Excel Books.
- Bhattacharya Deepak Kumar, %Research Methodology,+Excel Books.
- Kothari CR, %Research Methodology,+Vishwa Prakshan.