

SEMESTER - II

Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC201

Credits – 5

Contact Hours- 10 hours per credit

Course Title: Corporate Finance

Internal Assessment– 50

End Term Examination– 50

Maximum Marks – 100

Course Overview:

The purpose of this course is to enable the audience to understand the financial decision-making process and to interpret the impact that financial decisions will have on value creation. The course starts with a discussion on the valuation and proceeds to long term investment decisions. The capital structure and sources of finance are discussed next with a detailed analysis of the concept of leverage. The detailed analysis of the dividend decision of a firm and all related issues will be taken up in the subsequent classes. The course will be complete with a preliminary discussion on working capital management.

Course Learning Outcomes: By the end of this course, a student would learn:

1. Identify financial challenges faced by a business enterprise,
2. Apply Tools and techniques for making financial decisions,
3. Analyze Financial management practices in corporate sector.
4. Integrate the concept and apply the financial concepts to do the capital budgeting.

COURSE CONTENT

UNIT I: Introduction to Financial Management

Concept of Financial management, Finance functions, Goals of finance function - Profit vs. Wealth Maximization; Risk-Return tradeoff; Time Value of Money
Capital Structure vs. financial structure - Capitalization, Financial, Operating and Combined leverage. EBIT-EPS Analysis, Capital structure Theories

UNIT II: Capital Structure Decision

Capital Budgeting- significance, principles, capital budgeting proposals, methods of appraising Proposals. Sources of Funds: Short term sources, Long term sources, Factors influencing capital structure, Cost of Capital- Methods of computing cost of capital, Leverages-Types and Measurement

UNIT III: Dividend Decisions and Working Capital Management

Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy- Major theories, Working Capital Management: Meaning, Components, gross vs. net working capital, determinants, Financing of working capital.

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Course Code: MBEXC201
Credits – 5
Contact Hours- 10 hours per credit

Course Title: Corporate Finance
Internal Assessment– 50
End Term Examination– 50
Maximum Marks-100

UNIT IV and UNIT V:

With the help of these units, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Investment Analysis of ABC Company
2. A detailed analysis of Costing models of ABC company
3. An extensive report on Working Capital Management
4. A study on cash management of a company

Suggested Readings

- | | |
|--------------------------------------|--|
| 1. IM Pandey | Financial Management |
| 2. M.Y. Khan, P K Jain | Financial Management - Text and Problems |
| 3. Prasana Chandra | Financial Management Theory and Practice |
| 4. Shashi K.Gupta, R.K. Sharma | Financial Management |
| 5. Rajiv Srivastava, Anil Mishra | Financial Management |
| 6. James C Van Home, Sanjay Dhamija, | Financial Management and Policy |
| 7. Chandra & Iyer | Financial Management |

Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

The candidates will be evaluated on the basis of CCE. After completion of each UNIT in every course there shall be internal assessment of 10 marks each (total 50 marks)

Term End Exam

The Term End Exam shall have a weightage of 50 marks. The Question Paper will have three parts A, B and C. In part A, there shall be five questions of 2 marks each from the syllabus. All the questions in part A are compulsory (total 10 marks). Part B shall consist of six questions of 05 marks each with practical application of the concepts studied in the course. All the questions in part B are compulsory (total 20 marks). Part C shall consist of two long answer type/ case study questions of 10 marks each. The candidate has to attempt any one question (total 10 marks).

Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC202

Course Title: Managing Human Resource and Employee Relations

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

Internal Assessment– 50

End Term Examination– 50

Course Overview:

Human resource management (HRM) is the strategic approach to nurture and empower employees and ensure a positive workplace environment. When done correctly, HRM allows companies to grow their businesses and retain top talent. However, when done poorly, HRM can lead to decreased employee productivity and turnover. Its functions vary across different businesses and industries, but typically include recruitment, compensation and benefits, training and development, and employee relations. This course introduces the participants towards the principles and practices of human resource management. The course aims at understanding, analyzing and applying fundamental and best practices of human resource management to manage and lead people effectively in order to gain competitive advantage.

Course Learning Outcomes: On successful completion of the course, the candidates will be able to:

1. Understand the changing environment of the HRM, contemporary tools and techniques and the role of the HR managers.
2. Apply appropriate scientific methods and techniques for recruitment and selection in various organisations.
3. Develop effective performance appraisal schemes and training programmes for organisational development and employee's professional growth.
4. Understand the implications of employee relations and effective grievance handling.
5. Formulate and solve real life problems using the concepts and techniques of HRM.

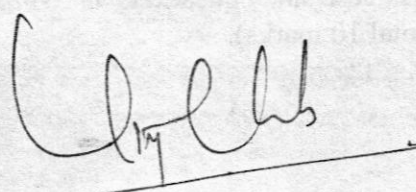
COURSE CONTENT

UNIT I

Human Resource Philosophy, Changing environment of HRM, Strategic human resource management, Trends in HRM, Organisation of HR department, any other contemporary area.

UNIT II

Human Resource Planning and forecasting, Recruitment & Selection, Job Analysis, Writing job specification, work samples & simulation, Interview - common interviewing mistakes, designing & conducting the effective interview, building employee commitment, training & development, executive development, performance appraisal, career planning and development, any other contemporary area.



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Course Code: MBEXC202

Course Title: Managing Human Resource and Employee Relations

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

Internal Assessment– 50

End Term Examination– 50

UNIT III

Compensation, current trends in compensation, incentive system, welfare measures, industrial relations, trade union, collective bargaining, discipline administration, grievances handling, managing dismissals and separation, employee health, future of HRM, any other contemporary area.

UNIT IV and UNIT V:

With the help of these UNITS, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

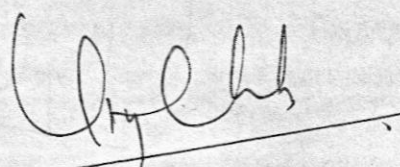
The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. An appraisal of Recruitment and Selection
2. Collective Bargaining and its impact on organisational performance
3. Analysis of Executive Development Programs w.r.t Talent Retention and development
4. Analysis of best practices of HRM in select organisations

Suggested Readings

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice Hall of India P. Ltd., Pearson.
2. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
3. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R. Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L. Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005. Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides Preferable Method of Teaching: Lectures and Case Study.
6. P.R.N. Sinha & Indu Bala Sinha, Industrial Relations, Trade Unions and Labour Legislation.



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Course Code: MBEXC202

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Credits – 5

Contact Hours- 10 hours per credit

Maximum Marks – 100

Internal Assessment– 50

End Term Examination– 50

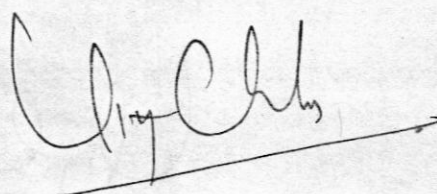
Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

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Term End Exam

The Term End Exam shall have a weightage of 50 marks. The Question Paper will have three parts A, B and C. In part A, there shall be five questions of 2 marks each from the syllabus. All the questions in part A are compulsory (total 10 marks). Part B shall consist of six questions of 05 marks each with practical application of the concepts studied in the course. All the questions in part B are compulsory (total 20 marks). Part C shall consist of two long answer type/ case study questions of 10 marks each. The candidate has to attempt any one question (total 10 marks).



Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC203
Credits – 5
Contact Hours- 10 hours per credit

Course Title: Consumer Behaviour
Maximum Marks – 100
Internal Assessment– 50
End Term Examination– 50

Course Overview

Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion. Consumers and customers subjected to these decisions with an aim to extract desired response. Marketing effectiveness can be significantly improved if these decisions based on consumer insights. Marketing success depends on a thorough understanding of why do consumers behave the way they do to marketing stimuli? This course is designed to provide insight into consumer psychology with special focus on how consumers think, feel and respond to marketing stimuli. The course aims to equip the participants to view marketing phenomena from a customer's perspective.

Course Learning Outcomes: On successful completion of the course, the candidates will be able to:

1. Develop an understanding of factors that influence consumer buying behavior
2. Appreciate mental processes that precede the act of purchase
3. Learn models that map and explain consumer buying processes
4. Learn how to base marketing decisions on consumer insights
5. Understand the influence of socio-cultural factors on consumer behavior

COURSE CONTENT

UNIT I

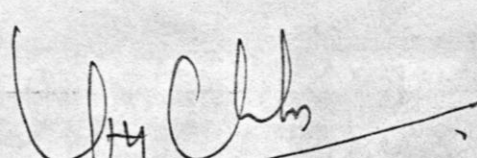
Consumer Behaviour Fundamentals, Application of consumer behaviour: manager and consumer perspectives, Theories, models and its implications for consumer buying behavior

UNIT II

Individual Determinants of Consumer Behaviour, Perception Consumer Motivation, Personality, Self-Concept, Learning, Attitude formation and Change

UNIT III

External Influences in Consumer Decision Making; Culture, Social Class and Group Dynamics, Opinion Leadership, Adoption and Diffusion, Cognitive Dissonance



Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC203
Credits – 5
Contact Hours- 10 hours per credit

Course Title: Consumer Behaviour
Maximum Marks – 100
Internal Assessment– 50
End Term Examination– 50

UNIT IV and UNIT V:

With the help of these units, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Role of emotions in Consumer Decision Making
2. Compulsive consumption in response to a product category
3. Attitude of Consumers towards online shopping
4. Buying Motivation to use foreign brands

Suggested Readings

1. Schiffman, L.G. and Kanuk, L.L. (2011) Consumer Behavior, 9th Ed., Prentice Hall. ISBN:9780131869608
2. Batra, S.K. and Kazmi, S.H.H. (2009) Consumer Behavior Text and Cases 2nd Eds, Excel Books. ISBN: 978-8174466440
3. Majumdar, Ramanuj. (2011) Consumer Behavior. Prentice Hall India. ISBN: 978-8120339637
4. Loudon, D.L. and Bitta, A.J.D. (2005) Consumer Behavior Concepts and Applications, TMH. ISBN: 978-0070387676
5. Solomon, Michael R. (2013) Consumer Behavior 10th Ed., Prentice Hall. ISBN: 978-0132672146
6. Blackwell, R.D, Miniard, P.W, and Engel, J.F. (2006) Consumer Behaviour, Cengage. ISBN: 9780030211089

Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

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Term End Exam

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Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC204

**Course Title: Production and Operations
Management**

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

Internal Assessment– 50

End Term Examination– 50

Course Overview:

The Course is designed to acquaint the students with decision making in Planning, scheduling and control of Production and Operation functions in both manufacturing and services, Productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Learning Outcome: On completion of this course, participants will be able to:

1. To analyse the basics of production management and the related concepts.
2. To apply the various types of production processes, the essentialities of a product such as its selection, various procedures.
3. To facilitate the various activities related to scheduling and measuring of production and how control can be obtained on both product and quality.
4. To develop various models that deal with the inventory, control, safety and security management in the production process.

COURSE CONTENT

UNIT I: Introduction to Production Systems and Related Concepts

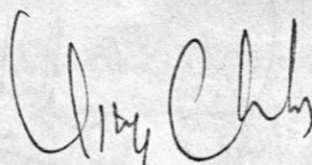
Concept of Production/Operations Management, Production and Operations Management Relationship with other Systems in the Organisation, Types of Production Systems, Plant Location: Choice and Selection of Plant Location, Plant Design, Plant Layout: Product Layout and Process Layout, Criteria for a Good Layout.

UNIT II: Production Planning, Scheduling and Control

Aggregate Capacity Planning - Approaches to Aggregate planning, Scheduling, Loading & Sequencing, Work Study: Method Study, Motion Study, Work measurement, Performance rating, Work Sampling, Time Study.

UNIT III: Material and Inventory Management

An Overview of Material Management, Integrated System of Materials Management, Materials Requirement Planning, Purchasing Systems, Vendor Analysis & Control, Materials Management in Other Areas of Management Functions. Concept and Importance of Inventory Management, Inventory Models, Inventory control techniques.



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Course Code: MBEXC204

Credits – 5

Contact Hours- 10 hours per credit

Course Title: Production and Operations
Management

Maximum Marks – 100

Internal Assessment– 50

End Term Examination– 50

UNIT IV and UNIT V:

With the help of these UNITs, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.

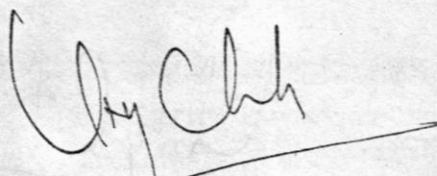
The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Inventory Control techniques in Business Organisations
2. Analysis of Supply Chain Management of any virtual company
3. Analysis of Facility layout and location of a select organisation
4. Recent trends in Production and Material Management

Suggested Readings

1. Adam, E & Ebert, R.J. 'Production and Operations Management', 6th ed. New Delhi, Prentice Hall of India.
2. Buffa, E.S., 'Modern Production Management', New York, John Wiley.
3. Chary, S.N. 'Production and Operations Management', New Delhi, Tata McGraw Hill.
4. Chary, S.N., "Production and Operations Management". Tata McGraw Hill
5. Chunawalla & Patel 'Production and Operations Management', Himalaya Publication.
6. Dr. K. Aswathappa, 'Production Management', Himalaya Publication.
7. E. S. Buffa & R. K. Sarin: Modern Production/Operations Management, John Wiley.
8. Muhlemann, J. Oakland & K. Lockyer 'Production and Operations Management', McMillan.
9. N. G. Nair 'Production and Operations Management', Tata McGraw Hill
10. Panneerselvam 'Production and Operations Management', Publisher Prentice Hall India Learning Private Limited
11. R. B. Chase & N. J. Aquilano: Production and Operations Management: Irwin.



Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXC204

Course Title: Production and Operations
Management

Credits – 5

Maximum Marks – 100

Contact Hours- 10 hours per credit

Internal Assessment– 50

End Term Examination– 50

Evaluation Criteria

Continuous Comprehensive Evaluation (CCE)

The candidates will be evaluated on the basis of CCE. After completion of each UNIT in every course there shall be internal assessment of 10 marks each (total 50 marks)

Term End Exam

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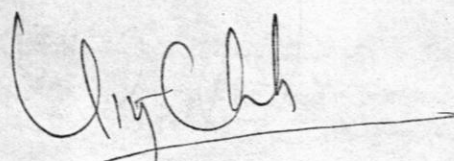
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Semester -II
(Examinations to be held in May 2024, 2025 and 2026)

Course Code: MBEXV 205
Credits – 2

Course Title Viva-Voce
Maximum Marks – 50

MBEXV 205 : The Code represents viva-voce examination of MBA Executive semester –II. The viva-voce shall be held for 50 marks (2 credits) & two external examiners (one Academic & one Corporate and one internal examiner. The Viva shall examine the candidates for their understanding of management concepts covering the entire second semester syllabus.



Semester-II
(Examinations to be held in 2023, 2024 and 2025)

Course Code: MBEXC206 Course Title: Optimisation Techniques for Decision Making
Credits – 3 (10 hours per credit)
Maximum Marks – 50
Internal Assessment– 25
End Term Examination– 25

Course Objectives:

Data collection, presentation and analysis are important for objective decision making. Organizations today value the significance of data. Managers should possess the skills to extract actionable information from data and apply them. This introductory course will equip participants with such skills. The course has two components. In the first, basic statistical tools would be introduced. With the second component, participants would learn how to build decision models. Use of spreadsheet and package software will be extensive. On successful completion, participants would feel encouraged to use quantitative analysis in their work.

Course Learning Outcomes: On completion of this course, participants will be able to:

1. Know different sources of data
2. Ability to summarize and present data to a diverse audience
3. Understand and use Descriptive Statistics
4. Ability to use spreadsheet software for data analysis and statistical model building
5. Learn management science tools critical for decision making
6. Identify opportunities for application of management science tools
7. Ability to build and solve linear programming models using spreadsheet software.
8. Develop critical thinking and problem-solving skills.

COURSE CONTENT

UNIT I:

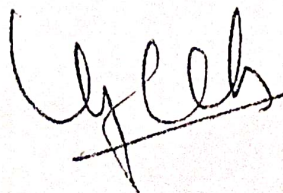
Introduction to Linear Programming (LP): Quantitative analysis and decision making, Formulation of LP models, Meaning of solution and solving LP problems, Applications of LP in Marketing, Finance, Operations management, Decision making under Certainty, Risk and Uncertainty.

UNIT II:

Working on optimizing Transportation and Assignment Cost under different conditions using Transportation problem and trans-shipment problem. Assignment problem.

UNIT III:

With the help of these units, participants are expected to incorporate concepts from the course into a real-world project. The objective of the project work is to provide a thorough understanding of how the theoretical knowledge learnt during the course can be applied in the decision-making process.



Semester-II
(Examinations to be held in 2023, 2024 and 2025)

Course Code: MBEXC206 Course Title: Optimisation Techniques for Decision Making
Credits – 3 (10 hours per credit)
Maximum Marks – 50
Internal Assessment– 25
End Term Examination– 25

The project can be comprehensive case study (covering single organisation/multifunctional area problem formulation, analysis and recommendations)/ inter-organisational study (aimed at comparison/validation of theory/survey of management practices)/ field-based projects (empirical study) etc.

Some Indicative topics for the project work in this course are:

1. Optimising Supply Chain Decisions using Transportation Algorithm
2. Optimising product/marketing decisions using Linear Programming
3. Optimising logistics and Supply Chain Decisions
4. Optimising Assignment decisions for efficient man power allocation and shift planning.

Suggested Readings:

1. Aczel, Amir D., Sounderpandian, J., & Saravanan P. (2012). Complete Business Statistics (7th ed.). India: McGraw Hill Education India Private Limited.
2. Albright, S.C., & Winston, W.L. (2015). Business Analytics: Data Analysis and Decision Making (5th ed.). Cengage Publications.
3. Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2014). Statistics for Business & Economics (12th ed.). India: Cengage Learning.
4. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). An Introduction to Management Science: Quantitative Approaches to Decision Making (13th ed.). India: Cengage Learning.
5. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). Managerial decision modeling. Upper Saddle River, Pearson Education.
6. Powell, S. G., & Baker, K. R. (2017). Business analytics: The art of modeling with spreadsheets. Wiley.
7. Stine, R.E., & Foster, D. (2013). Statistics for Business: Decision Making and Analysis (2nd ed.). India: Pearson Education.

Evaluation Criteria

There shall be internal evaluation of all the VAC Courses on a total of 50 marks. The internal evaluation components will consist of Presentations, case study analysis, assignments, MST, snap test etc. spread over 25 marks and a final written exam of 25 marks

