

Gujarat Technological University

No.GTU/PG/Syllabus/MBA/10866

Date:-09/11/2011

To

All the Directors / Principals / Faculty Members of MBA Institutes affiliated to Gujarat Technological University

Draft Syllabus of Semester-II of MBA programme applicable from the batch of 2011-13 are uploaded herewith.

We solicit your valuable suggestions and comments in respect of syllabus enclosed. The suggestions comments are expected to be received by GTU on or before 15th Nov. 2011, so as to be considered for inclusion in syllabus by the syllabus committee. Kindly send the personal details along with suggestions to GTU through e mail: pg@gtu.edu.in

I/c Registrar

Gujarat Technological University

Proposed MBA Semester II Syllabus from the Academic Year
2011 -12

MBA I Semester II Cost & Management Accounting (CMA)

1. Course Objective: The course intends to equip students with the ability to apply cost concepts in managerial decision making. At the end of the course, they are expected to have learnt the methodology and techniques for application of cost and managerial accounting and information in the formation of policies and in the planning and control of the operations of the organization. The course covers the nature of managerial accounting, activity costing, marginal costing, standard costing etc.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3.Course Contents:

Module No:	Module Content	No. of Sessions	Marks (20% of 70)
I	Cost Concepts and Costing Methods: Overview of Cost Management Accounting, Various cost concepts, Direct expenses & Overheads, Unit Costing,	7	17
II	Costing Methods: Operating Costing, Process Costing and Joint	7	17
III	Management Applications: Marginal(variable) Costing and CVP Analysis, Decisions Involving Short Run Alternative choices Pricing Decisions	7	18
IV	Planning, Control and Decision Making: Budgeting & Budgetary Control Systems, Standard Costing and	7	18
V	Students should select a listed/unlisted company and perform cost analysis of that company, prepare a report and give the presentation in the class. Live cases/cost accounting	8	Internal Evaluation (20 marks of CEC)

4. Teaching Method: The course will use the following pedagogical tools:

- Case discussions.
- Discussion on issues and techniques
- Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition and Year of Publication
T1	Ravi kishore	Cost Management Accounting	Taxmann	Latest Edition
T2	Paresh Shah	Management Accounting	Oxford University Press	Latest Edition
T3	P CTulsiyani	Cost Accounting	S Chand	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

S. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Hilton, Maher and	Cost Management : Strategies for Business	TMH	Latest Edition
R2	Khan and Jain	Management Accounting	TMH	Latest Edition
R3	Hansen & Mowen	Cost and Management Accounting and Control	Thomson Publishers	Latest Edition
R4	Bamber, Braun, Harrison	Managerial Accountancy	Person Education	Latest Edition
R5	M. N. Arora	Cost and Management Accounting : Theory and Problem	Excel Books	Latest Edition
R6	J. Madegowda	Management Accounting	Himalaya	Latest Edition
R7	Charles T Horngren, S M Datar and Others	Cost Accounting	Pearson	Latest Edition
R8	S K Bhattacharya and John Dearden	Costing for Management	Vikas	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.: Indian Journal of Accounting, Cost and Accounts Journal

9. Session Plan:

Session	Topic
1	Overview of Cost Management Accounting
2	Various cost concepts, Direct expenses & Overheads
3-4	Unit Costing, tools and techniques
5-7	Job and Batch Costing and Activity Based Costing
8-9	Operating Costing
10-12	Process Costing
13-14	Joint and By-product Costing
15-17	Marginal(variable) Costing and CVP Analysis, Pricing Decisions
18-21	Decisions Involving Short Run Alternative choices, Pricing Decisions
22-24	Budgeting & Budgetary Control Systems
25-28	Standard Costing and Variance Analysis
29-36	Students should select a listed/unlisted company and perform cost analysis of that company, prepare a report and give the presentation in the class.

Semester II

HUMAN RESOURCES MANAGEMENT

1. Course Objective: The objective of the course is to acquaint the students with Human Resources Management and to develop in them the ability to acquaint them in the corporate world. The main purpose is to assist the students in developing skills – soft and hard, and decision making in the organizations.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3.Course contents:

Module No:	Module Content	No. of Sessions	Marks (70 marks external)
I	Introduction to Human Resource Management , Job Analysis , HR Planning and Recruiting, Employees Testing and Selection, Interviewing Candidates , Training and development	7	17
II	Performance Management and Appraisal, Establishing Strategic Pay Plans, Pay for Performance and Financial incentives,	7	17
III	Industrial Relations – Definitions and Main Aspects, Trade Union Legislations, Methods of settling Industrial Disputes, Collective Bargaining, Legislations Concerning Settlement of Industrial Disputes, Factories Act	7	18
IV	Labor Management Cooperation/Workers’ Participation in Management , Payment of Wage Legislation, Minimum Wage Legislation, The Strategic Role of Human Resources Management, Managing Global Human resources, International Labor Organization	7	18
V	Application of Module I to IV	8	20 (Internal)

4 Teaching Method: The course will use the following pedagogical tools:

- (a) Case discussions covering a cross section of decision situations.
- (b) Discussion on issues and techniques
- (c) Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Min. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Pravin Durai	Human Resource Management	HRM- Pearson Publication	Latest edition
2	Gargy Dessler and Biju Varkkery	Human Resources Management	Pearson	Latest Edition
3	P. Subba Rao	Essential of Human Resource Management and Industrial Relatives	Himalaya	Latest Edition

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Sinha, Sinha and Shekhar	Industrial Relations, Trade unions and Labour Legislations	Pearson Education	Latest Edition
2	V. S. P. Rao	Human Resource Management– Text and Cases	Excel Books	Latest Edition
3	P. Jyothi and D. N. Venkatesh	Human Resource Management	Oxford University Press	Latest Edition
4	C.B. MAMORIA & S. V Gankar	Human Resource Management	Himalaya Publishing House	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

List of Journals/Periodicals/ Magazines/ Newspapers etc.: Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

9. Session Plan:

Session Nos.	Topics to be covered
1	Introduction to Human Resource Management
2	Job Analysis
3-4	HR Planning and Recruiting
5-6	Employees Testing and Selection, Interviewing Candidates,
7	Training and development
8-9	Performance Management and Appraisal, Establishing Strategic Pay Plans
10-11	Pay for Performance and Financial incentives
12-14	Industrial Relations – Definitions and Main Aspects
15	Trade Union Legislations
16	Methods of settling Industrial Disputes
17	Collective Bargaining
18-19	Legislations Concerning Settlement of Industrial Disputes
20-21	Factories Act
22	Labor Management Cooperation/Workers' Participation in Management
23	Payment of Wage Legislation
24	Minimum Wage Legislation
25-26	The Strategic Role of Human Resources Management
27	Managing Global Human resources
28	International Labor Organization
29-36	Application & cases of Module I to IV

Semester II

Marketing Management (MM)

1. Course Objective: The objective of the course is to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field along with the practical exposure. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations. This course is intended to be a foundation course for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialize in marketing.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (20% of 70)
I	Understanding Marketing management and Marketing Environment: nature and scope of marketing management; company orientation towards the market place; value chain and value delivery process; corporate strategic planning; business unit strategic planning; gathering market information (MKiS) and scanning the environment.	7	17
II	Understanding consumer behavior & identifying market segments & dealing with competition , branding: creating customer value & satisfaction; factors influencing consumer behavior and buying process ; organizational buying ; segmenting , targeting , positioning ;dealing with competition; crafting the brand positioning; creating brand equity; branding decisions.	7	17
III	Dealing with product – life cycle , new product development, classification , service as a product , pricing product ,global market : product life cycle ; new products – need , scope and importance & new product development process ,, product mix , product line , product-brand relationship ; basics of services marketing; pricing' managing service quality; dealing with global market	7	18
IV	Distribution & integrated marketing communication : designing and managing distribution channels ; multichannel marketing ; direct marketing & e-commerce ; managing retailing , wholesaling, mass communication - advertising and sales promotion; event and experience marketing; public Relations; managing personal communications; direct and interactive marketing; word of mouth and personal selling.	7	18
V	Practical Exposure: Studying of P's of various brands, Studying	8	Internal

	distribution strategies of various sectors and companies, studying segmentation, targeting and positioning strategies, creating a new product and testing the same, Studying the product life cycle of various products/brands with strategies adopted at various levels, identifying factors influencing buying decisions in consumer and business markets		Evaluation (20 Marks of CEC)
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4. Teaching Method: The course will use the following pedagogical tools:

- (a) Case discussions covering a cross section of decision situations.
- (b) Discussion on issues and techniques
- (c) Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Min. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	"A South Asian Perspective" by Kotler, Keller, Koshy and Jha	Marketing Management	Pearson Education	Latest edition
T2	Stanton, Etzel, Walker	Fundamental of Marketing	McGraw Hill Inc.	Latest edition
T3	Ramaswami & Namakumari	Marketing Management : Indian context	Macmillan(India) Limited, New Delhi.	First Indian Print 2004(or later)

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Edition
R1	Kotler & Keller	Marketing Management	Pearson Education	Global edition (14e)
R2	Tapan panda	Marketing management	Excel Books	Latest edition
R3	Rajan Saxena	Marketing Strategies	Tata- McGraw Hill Publishing Company ,	Latest edition
R4	Panwar J.S.	Marketing in the new Era	SAGE	Latest edition
R5	Khurana & Ravihandran	Strategic Marketing Management	Global Business Press , N. Delhi	Latest edition
R6	Mazumdar Ramanuj	Marketing Strategies	Allied Publishers Ltd. New Delhi	Latest edition
R7	Kaznil	Marketing management	Excel Books	Latest edition
R8	Dhruv Grewal & Michael Levy	Marketing	Tata- McGraw Hill Publishing	Latest edition
R9	V.S. Ramaswamy &	Marketing management	Macmillian	Latest edition
R10	H.H.Kaznil	Marketing Management -Text	Excel books	Latest edition
R11	Tapan K. Panda	Marketing Management -	Excel Books	Latest edition
R12	Joel R. Evans , Barry Berman	Marketing management	Cengage Learning	Latest edition
R13	Atul nayak	Fundamentals of Marketing	Excel books	Latest edition
R14	K.Karunakaran	Marketing management – text	Himalaya	Latest edition
R15	Arunkumar, n.Meenakshi	Marketing management	Vikas	Latest edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.:

Journal of Marketing (USA), Indian Journal of Marketing, Marketing Master Mind, Etc.,

9. Session Plan:

Session Nos.	Topics to be covered
1-2	Nature, Scope, Importance and Core Concepts
3	Company Orientation towards the market place
4-5	Developing Marketing Strategies and Plans
6	Gathering Market Information(MKiS)
7	Scanning the Environment(Micro & Macro)
8	Creating Customer Value, Satisfaction and Loyalty
9	Factors influencing Consumer Behavior and Consumer Buying Process
10	Analyzing Business Market
11-12	Segmenting , Targeting , Positioning
13	Dealing with competition
14	Creating Brand Equity
15	Crafting the Brand Positioning
16	product life cycle & strategies for different PLC stages
17	Setting Product Strategy
18	Introducing New Market Offerings
19	Designing and Managing Services
20	Developing Pricing Strategies and Programs
21	Dealing with Global market
22	Designing and Managing Integrated Marketing Channels
23	Managing Retailing, Wholeselling, and Logistics
24	Designing & managing integrated marketing communications
25	Managing Mass Communication: Advertising, Sales Promotions
26	Managing Mass Communication: Event and Experience marketing , Public
27	Managing Personal Communications: Direct and Interactive Marketing
28	Managing Personal Communications: Word of Mouth and Personal Selling
29	Practical: Studying four P's of various brands
30	Practical: Studying Segmentation, Targeting and Positioning strategies
31	Practical: Studying the product life cycle of various products/brands with
32	Practical: Creating a new product and testing marketing the same
33	Practical: Identifying factors influencing buying decisions in consumer and
34	Practical: Studying Value Chain and Logistics of companies, Studying Distribution
35	Practical: studying the integrated marketing communication of various brands
36	Practical: Studying Global Marketing Strategies for Global Brands

Semester II

Management Information System (MIS)

1. Course Objective: The objective of the course is to

- Understand the role of the information systems (IS) function in an organization,
- Develop an insight as to how information systems influence business strategy and
- Develop the ability to contribute meaningfully towards information system selection.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (20% of 70)
I	Organization and Information Systems, Changing Environment and its impact on Business - The IT/IS and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.	7	17
II	KINDS OF INFORMATION SYSTEMS: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS),	7	17
III	Telecommunication and Networks: Communication, Media, Modems & Channels - LAN, MAN & WAN - Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth.	7	18
IV	Enterprise System: Enterprise Resources Planning (ERP)- Features, selection criteria, merits, issues and challenges in Implementation Security and Ethical Challenges: Ethical responsibilities of Business Professionals – Business, technology. Computer crime – Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property. Privacy – Issues and the Internet Privacy. Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism	7	18
V	Practical Module (Projects, assignment, presentation etc.) Obtain a bird’s eye view of contemporary technologies and infrastructure required to implement an IS. IT infrastructure and platforms, managing data, networks and the internet, wireless networks. Understanding Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions in any organization.	8	Internal Evaluation (20 Marks of CEC)

4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues on Management Information Systems. (b) Case discussion covering a cross section of Information systems.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	O'Brien	J., Management Information Systems – Managing Information Technology in the Business Enterprise	Tata McGraw Hill	Latest Edition
T2	Laudon, Kenneth C. and Laudon, Jane P	Management Information Systems: Managing the Digital Firm	Pearson Education	Latest Edition
T3	Stephen Haag, Maeve Cummings, Amy Philips	Management Information Systems: For the information age	Tata McGraw Hill	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Jawadekar, W. S	Management Information Systems	Tata McGraw Hill	Latest Edition
R2	McLeod, Raymond and Schell, George P	Management Information Systems	Pearson Education	10th edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Computer Express, Digichip, PC World, Computer Shopper, Dataquest etc.

9. Session Plan:

Session Nos.	Topics to be covered
1-3	Organization and Information Systems, Changing Environment and its impact on Business - The IT/IS and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes
4-6	The level of people and their information needs. Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics
7-8	Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) -
9-11	Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS),
11-12	Communication, Media, Modems & Channels - LAN, MAN & WAN
13-15	Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth
16-18	Enterprise Resources Planning (ERP)-Features, selection criteria, merits, issues and challenges in Implementation
19-20	Ethical responsibilities of Business Professionals – Business, technology.
21	Computer crime – Hacking, cyber theft, unauthorized use at work.
22-24	Piracy – software and intellectual property.
25	Privacy – Issues and the Internet Privacy.
26-28	Challenges – working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism
28-36	Practical Module : Telecommunications and Networks, Internet and New IT Infrastructure, Managing Hardware and Software Assets

Semester II

Financial Management (FM)

1. Course Objective: the objective of this course is to equip the students with conceptual understanding of finance and its practical application. It is expected that the students possess a sound base in accounting principles and practices including financial analysis. Therefore, it would begin with the framework of financial management linking various functional subjects. Important decisions that come under corporate finance, namely, setting up of projects covering investment in fixed and current assets, raising funds and allocation of profits are taken within the framework of risk and return. Students are expected to learn these decision making skills with the help of few cases. The course also intends to make students gain the mechanical part of various decisions with the help of selected numerical problems available in various suggested text books.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (20% of 70)
I	Understanding the Meaning of Financial Management, Financial System, Time value of Money, Basics of Risks and Returns, Concepts of time value, Compounding and Discounting, Annuities, Valuation of Bonds and Shares. Understanding Working Capital Management as a Decision to Create Value for Business: Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of	7	17
II	Understanding Investment Decision and Various Steps Involved: Nature of Investment Decision, Techniques of Investment Decisions; Discounted and Non-Discounted Techniques, Estimation of Discount Rate (Cost of	7	17
III	Understanding Financing Decisions and Various Sources of Finance: Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long Term and Short Term Finance; Shares, Debentures and	7	18

IV	Understanding Dividend Decisions, Theory, and Practices; Contemporary Issues and Projects by Students: Various Models of Relevance and Irrelevance Approaches Towards Dividend theory.	7	18
V	Practical: Select a company and perform financial analysis, prepare a report and make presentation in the class.	8	Internal Evaluation (20 Marks)

4. Teaching Method: The course will use the following pedagogical tools:

- (a) Selected Cases Covering Major Financial Management Decisions.
- (b) Solving of selected numerical
- (c) Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

A	Projects/Assignments/Quiz/Class Participation, etc.	Weightage (50%) (Internal Assessment)
B	Mid-Semester Examination	Weightage (30%) (Internal Assessment)
C	End-Semester Examination (Min. 30% Theory and Mon. 70% Practical)	Weightage (70%) (External Assessment)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Edition and Year of Publication
T1	Chandra, Prasanna	Financial Management, theory and Practice	Tata McGraw Hill	Latest Edition
T2	I M Pandey	Financial Management	Vikas Publication	Latest Edition
T3	R P Rastogi	Financial Management	Taxmann	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	P C Tulasi	Financial Management	S. Chand	Latest Edition
R2	Srivastava and Misra	Financial Management	Oxford University Press	Latest Edition
R3	Briham & Houston	Fundamentals of Financial Management	Sotuh-Western Thomson Business Information India (P) Ltd.	Latest Edition
R4	Brealey & Myers	Principles of Corporate Finance	Tata McGraw Hill	Latest Edition
R5	Reddy, Sudarshan	Financial Management – Principles and Practice	Himalaya Publication	Latest Edition
R6	Damodaran	Corporate Finance	Wiley	
R7	Chandra Bose	Financial Management	PHI	Latest Edition
R8	P. V. Kulakarni	Financial Management	Himalaya	Latest Edition
R9	Vyuptakesh Sharan	Foundations of Financial Management	Pearson	Latest Edition
R10	Ravi Kishore	Financial Management – Problems and Solutions	Taxmann	Latest Edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc. : Chartered Financial Analyst, Journal of Financial Management, Economic Times, Business Standard, Financial Express, etc.

9. Session Plan:

Session	Topic
1-2	Concepts of Time Value, Compounding and Discompounding, annuities Sinking and Capital Recovery Factors Expected: Discussing and Solving Numerical Examples
3	Valuation of Bonds and Shares Expected: Discussing and Solving Numerical Examples
4	Principles of Working Capital Management and Formulating Working Capital
5	Estimation of Working Capital Requirements and Operating Cycles
6	Components of Working Capital; Cash Management and Tools of Managing Cash Case: Bright Paints Ltd., pp 656 of IMP
7	Components of Working Capital; Receivables Management Case: Relax Pharmaceuticals Ltd. Pp 623 of IMP Components of Working Capital; Inventory Management
8-9	Sources of Working Capital Finance; Regulation of Bank Finance, Committees, Maximum Permissible Bank Finance Case: Reliable Texamill Limited, pp 597 of IMP
10-11	Investment Decisions; Introduction and Techniques of Investment Selection, DCF and non DCF methods Expected: Discussing and Solving Numerical Examples
12-13	Cost of Capital Reading: Chapter 9 of IMP
14	Estimation of Cash Flows Case: Hind Petrochemicals Company, pp 227 of IMP Expected: Discussing and Solving Numerical Examples
15-16	Concepts of Leverage, Operating and Financial Leverages, Risk Return Analysis Expected: Discussing and Solving Numerical Examples Case: Central Equipment Company, pp 310-312 of IMP
17-19	Capital Structure Theories Relevance and Irrelevance of Capital Structure, and Arbitraging Expected: Discussing and Solving Numerical Examples
20-22	Sources of Long term and Short term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital
23-25	Dividend Theory; Various Models of Relevance and Irrelevance Approaches Towards Dividend Theory.
26-28	Formulation of Dividend Policy and Practice, Methods of Payments and Other Considerations
29-36	Students' Assigned Projects' , Presentations and Discussion, Topics are to be Related to Studies on major Decisions made by the companies such as Acquisition, Take-Over, Dividend Practices and Working Capital Management, etc.

Semester II

Production and Operations Management (POM)

1. **Course Objective:** The objective of the course is to:

- a) Understand the role of the operations management (OM) function in the functioning of an organization and
- b) Offer a broad survey of the concepts and tools used in operations management.

2. **Course Duration:** The course duration is of 36 sessions of 75 minutes each, i.e. 45 hours.

3. **Course Contents:**

Module No.	Modules / Sub-Modules	Sessions	Marks (20% of 70 each)
I	Nature and Scope of Production and Operations Management; Types of Manufacturing Systems (production Processes), Facility Location with examples; Facility Layouts; Layout Planning and Analysis; Line Balancing—Problems.	7	17
II	Understand the basis of inventory management decisions, the hierarchical approach to planning and various methods of inventory management. Capacity and aggregate production planning. Material Handling –Principles- Equipments.	7	17
III	Production Planning and Control, project management and operations scheduling (Gantt chart, CPM and PERT methods), Project crashing, Job sequencing (n-jobs on one machine and n-jobs on m-machines)	7	18
IV	Quality management, JIT and Lean manufacturing systems, TQM and Six-sigma, ISO 9000 and other ISO series, Statistical quality control, Acceptance Sampling, Industrial Safety and safety management.	7	18
V	Practical: Visit any industrial unit and understand the processes performed in the unit. Use the theoretical knowledge to understanding the operations. Prepare a report on how the above concepts used in selected industrial unit under the guidance of your subject teacher.	8	Internal Evaluation (20 Marks of CEC)

4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues in Operations management.
- (b) Case discussion covering a cross functional work of production with other functional areas in both manufacturing and service industry.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment-50 Marks)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Russell, Roberta S. and Taylor, Bernard W.	Operations Management Along the Supply Chain,	John Wiley and Sons (Wiley India)	Latest Edition
T2	Chase R. B., Jacobs, F. R., Aquilano, N. J. and Agarwal N. K.,	Operations Management for Competitive Advantage	Tata McGraw Hill	Latest Edition
T3	Kanishka Bedi	Production and Operation Management	Oxford University Press	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Kachru Upendra	Production and Operations Management	Excel Books.	Latest Edition
R2	K. Aswathappa and K. Shridhara Bhat	Production and Operations Management	Himalaya Publications	Latest Edition
R3	Heizer, Jay and Render, Barry	Operations Management	Pearson Education	8th edition
R4	S. A. Chunawala,	Production and	Himalaya	Latest Edition
	Dr. Patel	Operation Management	Publications	
R5	Martin K. Starr	Production and Operation Management	Cenagage Learning	Latest Edition
R6	Evans / Collier	Operation Management	Cenagage Learning	Latest Edition
R7	Buffa, Elwood S. and Sarin, Rakesh K	Modern Production and Operations Management	John Wiley	8th edition

8. List of Journals/Periodicals/Magazines/Newspapers, etc.

Productivity Journal, Indian Management, Business India, Supply Chain, etc.

9. Session Plan:

Session Nos.	Topics to be covered
1-3	Introduction to POM, Nature and Scope of Production and Operations Management, Production as transformation process, History of operations management, Production processes.
4-7	Facility Location with examples, Facility Layouts, Layout Planning and Analysis, Line Balancing—Problems.
8-11	Understand the basis of inventory management decisions, the hierarchical approach to planning and various methods of inventory management.
12-13	Capacity and aggregate production planning.
14	Material Handling –Principles-Equipments.
15	Production Planning and Control
16-19	Project management and operations scheduling (Gantt chart, CPM and PERT methods), Project crashing,
20-21	Job sequencing (n-jobs on one machine and n-jobs on m-machines)
22-24	Quality management, JIT and Lean manufacturing systems, TQM and Six-sigma, ISO 9000 and other ISO series
25-27	Statistical quality control, Acceptance Sampling, Control Charts for variables and attributes
28	Industrial Safety and safety management
29-30	Practical: Visit an industrial unit and correlate the concepts of module-I with operations performed in the unit
31-35	Practical: Correlate the concepts of other modules with the operations performed in the industrial unit
36	Practical: Visit any industrial unit and understand the processes performed in the unit. Use the theoretical knowledge to understanding the operations. Prepare a report on how the above concepts used in selected industrial unit under the guidance of your subject teacher

Semester-II

Quantitative Analysis – II (QA-II)

1. Course Objective:

- To familiarize students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of operations research and methodology aimed at solving business problems.
- To help students develop skills in structuring and analyzing various Operations Research problems for managerial decision making by using basic OR tools and techniques.
- To learn to implement various management science software packages.

2. Course Duration: The course duration is of 36 sessions of 75 minutes each i.e. 45 hours.

3. Course Contents:

Module No:	Module Content	No. of Sessions	Marks (20% of 70)
I	Introduction to Quantitative Analysis: Basic concepts and its role in decision making, Nature of OR problem, steps in OR problem, Formulation of LP problems, Solution of L.P.P. by Graphical Method, Computer Output	7	17
II	Duality and its implications, Sensitivity analysis, Introduction to Integer programming, Goal programming problems (Only formulation and solution of two variable case)	7	17
III	Transportation Models, Initial Basic Feasible Solution and Optimal Solution, Assignment Problem and Travelling Salesman Problem, Network Models: Minimum Spanning Tree Problems, Shortest Route and Maximal Flow Technique.	7	18
IV	Queuing theory: Single Channel Queuing Model with Poisson arrivals and Exponential Service Times (M/M/1) , Simulation Modeling, Markov Analysis	7	18
V	Practical: Use of Excel Solver/TORA software to solve above problems and teaching the above concepts using at least one case in each topic	8	Internal Evaluation (20 Marks of CEC)

4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on concepts and issues in Operations research.
- (b) Case discussion covering a cross functional work within manufacturing or service industry.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc.

5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

A	Projects/ Assignments/ Quizzes/ Class participation etc	Weightage 50% (Internal Assessment- 50 Marks)
B	Mid-Semester examination	Weightage 30 % (Internal Assessment-30 Marks)
C	End –Semester Examination	Weightage 70% (External Assessment-70 Marks)

6. Basic Text Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
T1	Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, T N Badri	Quantitative Analysis for Management	Pearson	Latest Edition (eleventh)
T2	Vohra N. D.	Quantitative Techniques in Management	Tata McGraw Hill	3rd or Higher Edition
T3	J. K. Sharma	Operation Research – Theory & Applications	MACMILLAN	4th Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
R1	Hamdy TAHA	Operations Research	Pearson Education	8th Edition or Later edition
R2	Hiller and Liebermann	Introduction to Operational Research	Tata McGraw Hill	Latest Edition
R3	G. Srinivasan	Operations Research	Prentice-Hall	Latest Edition
R4	Ravindran, Phillips, Solberg	Operations Research	Wiley-India Edition	Latest Edition
R5	Sharma Anand	Operations Research	Himalaya Publishing House	Latest Edition

8. Session Plan:

Session Nos.	Topics to be covered
1-2	Introduction to Quantitative Analysis: Basic concepts and its role in decision making.
3-5	Nature of OR problem, steps in OR problem, Formulation of LP problems
6-7	Solution of L.P.P. by Graphical Method, Computer Output
8-11	Duality and its implications, Sensitivity analysis,
12-14	Introduction to Integer programming, Goal programming problems (Only formulation and solution of two variable case)
15-17	Transportation Models, Initial Basic Feasible Solution and Optimal Solution,
18-19	Assignment Problem and Travelling Salesman Problem
20 -21	Network Models: Minimum Spanning Tree Problems, Shortest Route and Maximal Flow Technique.
22-23	Queuing theory: Single Channel Queuing Model with Poisson arrivals and Exponential Service Times (M/M/1)
24-26	Simulation Modeling
27-28	Introduction to Markov Analysis
29-36	Practical : Use of Excel Solver/TORA software to solve above problems and teaching the above concepts using at least one case in each topic