

Master of Business Administration (MBA)

Scheme of Course/Examination (2nd Semester Examination)

MBA 2nd SEMESTER SCHEME						
Subject Code	Subject Name	Total Marks	External Marks	Internal Marks	Hrs	Credit
MBA-201	Optimization Models for Business Decisions	100	70	30	5	4
MBA -202	Business Research Methodology	100	70	30	5	4
MBA -203	Production and Operational Management	100	70	30	5	4
MBA -204	Marketing Management	100	70	30	5	4
MBA -205	Corporate Finance	100	70	30	5	4
MBA -206	Human Resource Management	100	70	30	5	4
MBA -207	Legal Environment	100	70	30	5	4
MBA - 208	Comprehensive Viva -Voce	50	50	-	-	2
	Total Marks	750				30

MBA-201: Optimization Models for Business Decisions

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision—making.

Course Contents: Management Science - Basic concepts and its role in decision- making. Linear programming, meaning, scope & assumptions. Formulation of linear programming problem and its solution by graphical and Simplex methods.

THEORY OF GAMES: Introduction – Minimax (maximin) – Criterion and optimal strategy – Solution of games with saddle points – Rectangular games without saddle points – 2 X 2 games – dominance principle – m X 2 & 2 X n games.

INVENTORY : Introduction – Single item – Deterministic models – Purchase inventory models with one price break and multiple price breaks – Stochastic models– Instantaneous production. Instantaneous demand and continuous demand and no set up cost.

Sensitivity analysis. Integer programming, goal programming, and non-linear Programming. Transportation and Assignment models including trans-shipment and routing problems

Application of Inventory management techniques in business; Role and importance of PERT/CPM in business decision making; Decision theory and decision trees.

SIMULATION: simulation models – phases of simulation– applications of simulation – Inventory and Queuing problems – Advantages and Disadvantages. **WAITING LINES:**

Introduction – Single Channel – Poisson arrivals – exponential service times, Multichannel – Poisson arrivals – exponential service times with infinite population single channel Poisson arrivals.

Suggested Reading :

1. Budnik, Frank S. Dennis Meleavey, Reichard : Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveller Bookseller, New Delhi, 1995.
2. Gould, F.J. etc. : Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Mathur, K and Solow, D. : Management Science, Englewood, New Jersey, Prentice Hall Inc. 1994.
4. Narang A.S. : Linear Programming Decision-Making. New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. : Operations Research : Theory and Applications, New Delhi, Macmillan India Ltd., 1997.
6. Taha, H.A. : Operations Research – An Introduction, New York, Macmillan, 1989.
7. Theirouf, R.J. and Klekamp, R.C. : Decision-Making Through Operations Research, New York, John Wiley, 1989.
8. N.D. Vohra : Quantitative Techniques in Management, Tata McGraw Hill, 2001

LECTURE PLAN

Subject Name Subject Code Course:- Semester:- Lecture Number		Optimization Models for Business Decisions
		CP-201
		MBA
		2nd Semester
		Topics to be Discussed
Week 1	L1	Management Science - Basic concepts
	L2	Role of Management Science in decision- making
	L3	Linear programming:Introduction & Meaning
	L4	Scope & Assumptions of L.P
	L5	Formulation of linear programming problem and its solution
Week 2	L6	Graphical Method
	L7	Simplex Method
	L8	Understanding Big-M method
	L9	Theory of Games:Introduction
	L10	MiniMax Method
Week 3	L11	MaxiMin Method
	L12	Solution of games with saddle points
	L13	Optimal Strategy
	L14	Rectangular games without saddle point
	L15	2 X 2 games
	L16	Dominance Principle
Week 4	L17	MX2 Game
	L18	2XN Game
	L19	Inventory : Introduction
	L20	Single item model
	L21	Deterministic models
Week 5	L22	Purchase inventory model with one price break
	L23	Purchase inventory model with multiple price break
	L24	Stochastic models
	L25	Sensitivity analysis- Introduction
	L26	Sensitivity analysis and its implications
	L27	Integer programming
Week 6	L28	Models of Integer Programming
	L29	Goal programming
	L30	Procedure of Goal Programming
Week 7	L31	Non-linear programming
	L32	Transportation Model

Week 8	L33	North-West Method
	L34	Stepping Stone Method
	L35	Other Methods
	L36	Assignment model
	L37	Trans-shipment
	L38	Routing problems
Week 9	L39	Networking Techniques
	L40	PERT
	L41	CPM
Week 10	L42	Applications in decision making
	L43	Decision theory and decision trees
	L44	SIMULATION: simulation models
Week 11	L45	Phases and applications of Simulation
	L46	Queuing problems – Advantages and Disadvantages
Week 12	L47	Single Channel – Poisson arrivals – exponential service times
	L48	Multiple Channel – Poisson arrivals – exponential service times

TUTORIAL SHEET – 1

1. What is the role of operation research in decision making?
2. A firm makes two product X and Y, and has a total production capacity of 9 tonnes per day and Y requiring the same production capacity. The firm has a permanent contract to supply at least 2 tonnes of X and atleast 3 tonnes of Y per day to another company. Each tone of X required 20 machine hrs. production time and each tone of Y require 50 machine hrs production time; the daily maximum possible number of machine hrs in 360. All the firm's output can be solved and the profit made is Rs. 80 per tonne of X and Rs. 120 per tonne of Y. It is required to determine the production schedule for maximum profit and to calculate this profit by using Graphical method.
3. Minimize, $Z = 3x + 8y$

Subject to constrains

 $x + y = 200$; $x \leq 80$; $y \geq 60$; $x, y \geq 0$

Solve by Simplex Method.
4. Explain the concept of Degeneracy in Simplex method with example.
5. Explain the procedure of Vogel's Approximation Method to find the initial solution of a Transportation Problem.

TUTORIAL SHEET – 2

1. What is meant by non- degenerate basic feasible solution of a Transportation problem?
2. Five different machines can do any of the five required jobs, with different profits resulting from each assignment as shown in the adjoining table. Find out maximum profit possible through optimal assignment.

Jobs	Machines				
1	30	37	40	28	40
2	40	24	27	21	36
3	40	32	33	30	35
4	28	38	40	36	36
5	29	62	42	34	39

3. Solve Transportation problem by using MODI Method

Factory	Warehouse				Capacity
	w1	w2	w3	w4	
F1	21	16	25	13	11
F2	17	18	14	23	13
F3	32	27	18	41	19
Requirement(Demand)	06	10	12	15	43

4. Using the decision tree approach, determine the expected return for each alternative. Which alternative investment proposal would you recommend if the expected monetary value criterion is to be employed?

Solve the game whose pay off matrix is

$$\begin{pmatrix} -1 & -2 & 8 \\ 7 & 8 & -1 \\ 6 & 1 & 12 \end{pmatrix}$$

5. Discuss the evolution and scope of management science. Also highlight its role in business decision making

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Total Pages : 03

MMS/M-17
MANAGEMENT SCIENCE
CP-201

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Time : Three Hours]

[Maximum Marks : 70

Note : Attempt any *eight* questions from Section A (each of 5 marks) and any *three* questions from Section B (each of 10 marks).

Section A

1. Highlight the essential characteristics of Management Science.
2. Discuss the assumptions and applications of Linear Programming.
3. Solve the following LPP graphically :

$$\text{Maximise } Z = 10x_1 + 15x_2$$

Subject to :

$$2x_1 + x_2 \leq 20$$

$$2x_1 + 4x_2 \leq 50$$

$$x_1 - x_2 \geq -3$$

$$x_1, x_2 \geq 0$$

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4. Solve the following game :

		Player B			
		b_1	b_2	b_3	b_4
Player A	a_1	3	2	4	0
	a_2	3	4	2	4
	a_3	4	2	4	0
	a_4	0	4	0	8

5. Explain the motives for holding inventories and types of inventories.
6. Obtain an optimal solution for the following assignment problem :

		Time Taken (in minutes)			
		Jobs			
		A	B	C	D
Workers	P	45	40	51	67
	Q	57	42	63	55
	R	49	52	48	64
	S	41	45	60	55

7. Elaborate integer programming. Give an example each of a pure and a mixed integer linear programming problem.
8. Discuss the characteristics and limitations of PERT model.
9. Draw a network corresponding to the following information :
- Activity : 1-2 1-3 2-6 3-4 3-5 4-6 5-6 5-7 6-7
- Duration (weeks) : 4 6 8 7 4 6 5 9 10
- Also determine the critical path.
10. Discuss the advantages and limitations of simulations.

Section B

11. Solve the following LPP by Simplex Method :

$$\text{Maximise } Z = 40x_1 + 35x_2$$

Subject to

$$2x_1 + 3x_2 \leq 60$$

$$4x_1 + 3x_2 \leq 96$$

$$x_1, x_2 \geq 0$$

12. Solve the following transportation problem for maximising the total profit.

Profit (Rs. per unit)

From \ To	P	Q	R	S	Supply
A	12	10	12	13	500
B	7	11	8	14	300
C	6	16	11	7	200
Demand	180	150	350	320	

13. Discuss the methodology, scope and limitations of Management Science.
14. What is Waiting Line Theory ? What are its applications ? Discuss the general structure of a queuing system.
15. Write notes on the following:
- (a) Sensitivity analysis
 - (b) Decision trees.

Roll No.

Printed Pages : 4

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CMMS / M-18
MANAGEMENT SCIENCE
Paper-CP-201

Time allowed : 3 hours

[Maximum marks : 70

Note :- Attempt any eight questions from Section-A (each of 5 marks) and any three questions from Section - B (each of 10 marks)

Section-A

1. Highlight the role of models in management science.
2. Discuss the meaning and scope of linear programming.
3. Solve the following game:

A's Strategies	B's Strategies		
	b_1	b_2	b_3
a_1	12	-8	-2
a_2	6	7	3
a_3	-10	-6	2

4. Differentiate between integer programming and goal programming.
5. Obtain initial basic feasible solution, by least cost method, for the following transportation problem:

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(Cost in Rs. per unit)

From / to	W	X	Y	Z	Total
A	6	4	9	1	40
B	20	6	11	3	40
C	7	1	0	14	50
D	7	1	12	6	70
Total	90	30	50	30	

6. How many optimal solutions will the following assignment problem have? Solve.

	P	Q	R	S	T
A	12	0	0	7	0
B	0	10	8	10	0
C	0	8	4	2	0
D	23	1	0	0	5
E	15	5	0	0	1

7. For an item, annual requirement is 12000 units, ordering costs are Rs. 150 per order and carrying costs are Rs. 10 per unit per year. Regarding the order quantity, there are two options:
Option A - order quantity = 1000 units
Option B - order quantity = EOQ
Which option is better? Show.

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MBA-202: Business Research Methodology

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Objective: The objective of this course is to acquaint the students with concepts and basics of research methodology.

Course Contents:

Introduction to Research Methodology: Research-Meaning, Nature. Scope Objectives and Types; Research Process. Hypothesis:- Qualities of Good Hypothesis, Scientific Method of Research. Recent Trends in Usage of Research in Indian Corporate Sector.

Research Design- Meaning and Need of a Research Design, Exploratory, Descriptive, Experimental Research Design, Qualitative Research, Observation Studies, Surveys, Experiments & Test Markets.

Sources of Data- Nature and Types, Sampling Techniques-Nature and Types, Sampling Errors. Scaling & Measurement Techniques

Data Editing, Coding and Tabulation, Analysis & Interpretation of Data Business Research Reports-Format, Criterion for Judgment of good research report

Advance Techniques of Data Analysis: Factor analysis. Conjoint Analysis, Cluster Analysis & Multidimensional Scaling. Use of SPSS & Other Software's in Research. Use of Statistical Tools such as Correlation, Regression.

Suggested Readings:

1. Malhotra, Naresh K.: Marketing Research an Applied Orientation, 5th edition, Pearson.
2. Cooper, Business Research Methods, 11 th edn McGraw Hill Education.
3. Boyd & Westfall: Marketing Research, Prentice Hall.
4. Kothari, C. R.: Research Methodology, New Age International Publishers.
5. Shekharan& Uma: Business Research Methods-A Skill- Building Approach, 7th ed., New York, John Willy, 2002.

6. Creswell, John W.: Research Design-Qualitative & Quantitative Methods, New York, John Wiley, 2002
7. Sandhi and Chawla: Research Methodology-Concepts and cases, 1st Edition, Vikas
8. Nargundkar, Marketing Research - Text and Cases 3rd edn, McGraw Hill Education

The list of cases and specific references including recent articles will be announced in the class.

LECTURE PLAN

Subject Name	Business Research Methodology
Subject Code	CP – 205
Course:-	MBA
Semester:-	2nd Semester
Lecture Number	Topics to be Discussed
L1	Introduction to Research Methodology
L2	Research - Meaning
L3	Nature, Scope and Objectives of Research
L4	Case Study
L5	Types of Research
L6	Do
L7	Meaning & Types of Hypothesis
L8	Qualities of Good Hypothesis
L9	Assignment & Doubt Session
L10	Scientific Method of Research
L11	Recent Trends in Usage of Research in Indian Corporate Sector
L12	Do
L13	Meaning of Research Design
L14	Case Study
L15	Need of Research Design
L16	Types & Applications of Research Design
L17	Do
L18	Exploratory Research Design

L19	Descriptive Research Design
L20	Experimental Research Design
L21	Assignment & Doubt Session
L22	Need of Qualitative Research
L23	Various Observational Methods used in Research
L24	Surveys, Experiments & Test Markets
L25	Do
L26	Meaning Data Collection
L27	Sources of Data Collection
L28	Meaning of Sampling
L29	Sampling Techniques
L30	Nature & Scope of Sampling
L31	Sampling Errors
L32	Scaling & Measurement Techniques
L33	Data Editing
L34	Coding and Tabulation
L35	Analysis & Interpretation of Data Business
L36	Do
L37	Research Reports - Format
L38	Criterion for Judgment of Good Research Report
L39	Advance Techniques of Data Analysis
L40	Factor analysis
L41	Conjoint Analysis
L42	Cluster Analysis

L43	Multidimensional Scaling
L44	Use of SPSS & Other Software's in Research
L45	Do
L46	Use of Statistical Tools such as Correlation, Regression.
L47	Do
L48	Case study

Tutorial Sheet- 1

- Q1. Briefly explain the advantage and limitations of observational method of primary data collection.
- Q2. Briefly describe the main function performed as administration of surveys
- Q3. Discuss the uses and advantages of statistical software packages in references to computerized data organization and analysis.
- Q4. Explain some of the scaling techniques used in business research processes.
- Q5. Describe: ANOVA, Factor Analysis.

Tutorial Sheet - 2

- Q1. Define Research. Briefly describe the steps in the process of research.
- Q2. Explain: Value and cost of information, Bayesian Decision Process.
- Q3. Describe the experimental type of research design.
- Q4. Explain the characteristics of a good questionnaire.
- Q5. What is sample design? Explain the stratified sampling method.

BUSINESS RESEARCH METHODOLOGY

Paper-CP-205

Time allowed : 3 hours]

[Maximum marks : 70

Part-A

Note : Attempt eight questions carrying five marks each.

1. Briefly describe business research process. 5
2. What are qualities of good hypothesis? Explain. 5
3. What do you understand by 'observation' studies? Describe. 5
4. What is criteria of judging good research report? Explain. 5
5. What do you understand by multi-dimensional scaling? 5
6. Illustrate application of conjoint analysis in business research. 5
7. What is data editing? What precautions are needed in this regard? Explain. 5
8. What do you mean by sampling errors? What is its significance in research? 5
9. What are sources of primary data? Explain. 5
10. What is data credibility and integrity? Describe and illustrate briefly. 5

Note : Attempt three questions carrying 10 marks each.

11. Identify recent trends and describe how is research adopted and assimilated in the Indian corporate sector. 10
12. Distinguish between the following :
(a) Experimental and ex-post facto research designs.
(b) Descriptive and causal studies. 5+5
13. Discuss the relative merits of the following :
(a) Rating and ranking scales.
(b) Likert and differential scales. 5+5
14. Sales of a product is influenced by the salesperson's level of education and gender, as well as consumer income, ethnicity, and wealth.
(a) Formulate this statement as regression model (form only), without parameter estimation).
(b) If the effects of consumer income and wealth are not additive alone, and on interaction is expected, specify a new variable to test for the interaction. 5+5
15. Write a comprehensive note on the use of SPSS in research data analysis. 10

MBA -203: Production and Operations Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: 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 operation through layout engineering and quality management etc.: Effective and effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organization.

Course Contents:

Operations as a source of competitive advantage; Trade-offs and combinations, Difference between Manufacturing and Service Operations Product Process Matrix, capacity planning- Process Selection and Facility layout: Designing product and process layouts and line balancing, Forecasting and its types, Inventory Management: Deterministic demand model–EOQ- Continuous and Periodic review Inventory models; Supply chain management; Lean vs Agile supply chains; Aggregate Production Planning; Master Production Schedule and MRP, Project Management, Quality management and Sustainable Operations Management

Suggested Readings:

1. Admn, E. E. & Ebert, R.J. : Production and Operations Management, 6th ed., New Delhi, Prentice Hall of India 1995.
2. Chary, S.N. : Production and Operations Management, New Delhi, Tata McGraw Hill, 2ndEdition.
3. Ashwathapa: Production and Operations Management, Himalaya Publishing House.
4. Dobler, Conald W and Lee, Lamar : Pruchasing and Materials Management, New York, McGraw Hill, 1984.
5. Chunawalla & Patel : Production and Operations Management, Himalaya Publishing House, Nair: Production and Operations Management, TMH
6. Chary, Production and Operations Management 5 th edn, McGraw Hill Education
7. Stevenson, Operations Management, 12 edn McGraw Hill Education.

LECTURE PLAN

Subject Name	Production and Operations Management
Subject Code	CP - 206
Course:-	MBA
Semester:-	2nd Semester
Lecture Number	Topics to be Discussed
L1	Operations as a source of competitive advantage
L2	Trade-offs and combinations
L3	Doubt Session
L4	Difference between Manufacturing and Service Operations
L5	Product Process Matrix
L6	Doubt Session
L7	Capacity planning
L8	Process Selection
L9	Assignment
L10	Facility Layout Meaning
L11	Facility Layout - Objectives & Advantages
L12	Do
L13	Facility Layout Types
L14	Video Session
L15	Assignment & Doubt Session
L16	Line Balancing
L17	Do
L18	Material Handling
L19	Principles & Equipments
L20	Do
L21	Line Balancing
L22	Forecasting :Introduction & Meaning
L23	Do
L24	Types of forecasting
L25	Inventory Management
L26	Deterministic demand model
L27	EOQ
L28	Do
L29	Assignment & Doubt Session
L30	Do
L31	Capacity Planning

L32	Continuous Inventory models
L33	Video Session
L34	Periodic review Inventory models
L35	Do
L36	Lean vs Agile supply chains
L37	Case Study
L38	Video Session
L39	Aggregate Production Planning
L40	Master Production Schedule
L41	MRP
L42	Do
L43	Quality management
L44	Project Management
L45	Assignment & Doubt Session
L46	Material Management Meaning & Objectives
L47	Inventory Management
L48	Sustainable Operations Management

Tutorial Sheet - 1

- Q1. What are the objectives of an ideal plant layout?
- Q2. Discuss various Inventory Models in Detail.
- Q3. What do you mean by Production and Operation Management? Give its scope and describe the use of its study.
- Q4. Define Material Handling. Outline its Objectives
- Q5. Write a short note on Line balancing and MRP.

Tutorial Sheet - 2

- Q1. What do you mean by capacity planning? Discuss various factors influencing it.
- Q2. Differentiate between aggregate planning and MPS.
- Q3. What are various forecasting techniques to be followed by production managers?
- Q4. Sustainable Operations Management is the heart of Production and Operations.
- Q5. Quality Management is the key role of Production manager. Discuss

Roll No.

Total Pages : 02

MMS/M-17

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PRODUCTION AND OPERATIONS
MANAGEMENT
CP-206

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt any *eight* questions from Part A of 5 marks each and *three* questions of 10 marks each from Part B.

Part A

1. Explain the role of inventory management in start-up businesses.
2. Explain in brief line of balance.
3. What are the objectives of an ideal plant layout ?
4. What are the factors considered for evaluating a vendor ?
5. Enumerate the essential features of a good product design.
6. Explain the factors to be considered while selecting a materials handling equipment.
7. What is the importance of work measurement ?

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8. Explain the role of TQM in service sector.
9. What is Economic Order quantity ?
10. What is Acceptance Sampling ? Explain its techniques.

Part B

11. Distinguish Production Management with Operations Management. Outline the scope of production and operations management.
12. Discuss the role of production planning and control under different production systems.
13. When does plant location need consideration ? What are the factors influencing the location of a manufacturing plant ?
14. What do you mean by Materials Management ? Write briefly the importance of materials management for the present day organizations.
15. Write an essay on ISO-9000 standard. What are the its advantages ? What are the procedures to obtain an ISO standard ?

MBA-204: Marketing Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents:

Marketing: Meaning, Nature, Scope, Evolution and Importance. Modern concept of marketing. Holistic Marketing, Ethics in marketing. Role of Information Technology in marketing. The dynamic marketing Environment. Marketing Mix and STP (Segmentation, Targeting and Positioning) Marketing Information System: Concept and Components of a marketing information system. Marketing Research: meaning, scope and techniques. Consumer Behaviour: meaning and importance, buying motives, buying process, factors influencing consumer behaviour. Product decisions: concept, classification, product-line decisions. New product development process, product life cycle, Packaging and Branding decisions. Pricing Concepts: objectives, policies and procedures, factors affecting pricing, pricing strategy and product life cycle, price changes and organizational strategies, product line pricing. Integrated Marketing Communication: Promotion-Mix; Advertising, sales promotion, public relations, personal selling and direct marketing. Channels of distributions: Concept, types and factors affecting channel selection. Recent developments in marketing.

Suggested Readings:

- 1 Michael J. Etzel : Marketing Concepts and Cases, Tata
Bruce J. Walker McGraw-Hill Publishing Company Limited.
William J. Stanton
Ajay Pandit
- 2 Michael R.Czinkota : Marketing Management, Thomson, South Western.
Masaaki Kotabe

- 3 Philip Kotler : Marketing Management, Pearson Prentice-Hall.
Kevin lane Keller
- 4 DhruGreqal : Marketing, Tata McGraw Hill Publishing
Michael Levy Company Limited.
5. V.S. Ramaswamy : Marketing Management, Macmillan Publisher
S. NamaKumari India Ltd.
6. Rajan Sexena : Marketing Management, Tata McGraw Hill
Publishing Company Limited.

The list of cases and specific references including recent articles will be announced in the class

LECTURE PLAN

Lecture Number	Topics to be Discussed
L1	Introduction to legal aspects of Business
L2	Introduction to Business Laws
L3	Business Management and Jurisprudence
L4	Structure of the Indian Legal Systems
L5	Sources of Law
L6	Do
L7	Manager and Legal System
L8	Fundamentals of Contract Laws
L9	Formation of Contracts
L10	Principles of Contract Laws
L11	Do
L12	Do
L13	Legality of Object Consideration
L14	Case Study
L15	Performance of Contract
L16	Do
L17	Discharge of Contract
L18	Breach of Contract
L19	Quasi Contract
L20	Contract Management
L21	Case Study
L22	Special Contract
L23	Laws of Agency
L24	Principal Agent Problem-Bailment
L25	Pledge
L26	Do
L27	Case Study
L28	Guarantee and Indemnity
L29	Sales of Goods
L30	Do
L31	Do
L32	Principle of sales of Goods
L33	Transfer of ownership & property
L34	Do
L35	Do

L36	Performance of Contract
L37	Contract protection laws
L38	Laws relating to Business Organization
L39	Partnership
L40	Trusts
L41	Company Form of Organization
L42	Case Study
L43	Protecting the property of Business
L44	Copyright
L45	Trademark
L46	Case Study
L47	Secret, geographical indications
L48	Alternate Dispute Resolution

TUTORIAL SHEET-1

1. What is the role of Promotion in Marketing? Describe the main characteristics of various components of promotion mix.
2. Explain various methods of pricing products. Describe various pricing strategies that may be followed by a Business Firm.
3. What is the importance of understanding marketing environment? Explain various techniques of environmental scanning?
4. Explain the concept of Product Life cycle. Describe the stages of of Life cycle through which a product passes. Explain the features of various stages of Product Life Cycle.
5. Explain the societal concept of marketing. Distinguish between pull strategy and push strategy.

TUTORIAL SHEET-2

1. Define marketing environment. Briefly explain the nature of dynamic marketing environment.
2. Write a short note on: Marketing Information System. Discuss the buying motives of buyers.
3. What is meant by marketing mix? Discuss the forces which affect the marketing mix.
4. “Money spent on Advertising is an investment not a waste”. Comment.
5. What is market segmentation? What criteria are used for segmenting a market.

Roll No.

Printed Pages : 2

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CMMS / M-18
MARKETING MANAGEMENT
Paper-CP 202

Time allowed : 3 hours]

[Maximum marks : 70

Note :- Attempt 8 questions from part A (5 marks each) and 3 questions from part B (10 Marks each).

Part-A

1. Giving suitable examples differentiate between niche and local marketing.
2. Discuss the relevance of Marketing Intelligence System for any organization.
3. How can public relations be instrumental in reaping the advantage of positive publicity and negating negative publicity?
4. Citing suitable examples, explain the concept of captive product pricing.
5. Citing suitable examples, discuss various positioning planks.
6. With the help of any hypothetical example, discuss various levels of a product.
7. How is modern concept of marketing different to earlier concepts? Is the same practiced in letter and spirits?
8. Explain the role of Marketing Decision Support System in marketing decision making.

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9. Take any new product idea and develop a practicable concept from it.
10. Discuss some consumer promotion tools which you feel are most relevant in aviation industry.

Part-B

11. Discuss the exceptions to the concept of Product Life Cycle. Also elaborate most suitable marketing strategies applicable for various stages of product life cycle.
12. What kind of distribution arrangement is most suitable for the sale of passenger cars? Discuss the prominent factors that would play a role in this regard.
13. Discuss the prominent consumer motives. What inferences can be drawn by the marketers from them?
14. Discuss the step by step procedure for setting the final price of a product or a service. What are the most crucial factors that should be taken note of in this regard?
15. Field of marketing has seen glaring changes in the recent times. Comment. Discuss the most relevant recent trends in this regard.

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MARKETING MANAGEMENT

CP-202

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt any *eight* questions of 5 marks each from—
Part A and *three* questions of 10 marks each from
Part B.

Part A

1. Why is marketing important for organization ? 5
2. Briefly discuss the various components of Micro-environment. 5
3. Identify the common ethical issues associated with products. 5
4. How the marketing decision makers are benefited with information technology ? 5
5. MIS enables organizations to make sound decisions by providing decision makers with information. 5
6. Discuss the relevance of studying consumer behaviour for marketers. 5

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7. Explain the role of branding in modern marketing. 5
8. What are the advantages of direct marketing to the consumers? 5
9. Discuss the conditions under which penetration pricing strategy makes sense for marketers. 5
10. Elaborate the concept of social media marketing. 5

Part B

11. "An ideal marketing mix can be a game changer for marketers." Discuss and also comment on its elements. 10
12. Explain the major variables used to segment passenger car market with suitable example. 10
13. Explain the stages of the product life-cycle using a diagram. 10
14. Discuss the importance of promotion mix in marketing. Explain its components. 10
15. Discuss the role of channel members in the context of consumer oriented and highly competitive marketing environment. 10

MBA-205: Corporate Finance

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objectives: The purpose of this course is to acquaint the students with the broad framework of financial decision—making in a business unit.

Course Contents

Introduction to financial management Objectives of financial management; Time value of money, sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting Risk analysis : Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital; Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital - Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy. Financial Modelling, essentials and financial modeling framework.

Suggested Readings:

1. Hamton, John; Financial Decision-Making, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
2. Khan, M.Y. and Jam, P.K. : Financial Management, McGraw Hill, 2001.
3. Pandey, IM. : Financial Management, Vikas Publication House, 2000.
4. Van Home, James C. : Financial Management and Policy, 10th ed., New Delhi, Prentice Hall of India, 1997.
5. Winger, Bernard and Mohan, Nancy: Principles of Financial Management, New York, Macmillan Publishing
6. Company, 1991.
7. Kishore, Ravi M. : Financial Management, Taxmann Publishers, New Delhi.

8. Chandra, Financial Management 9th edn McGraw Hill Education.
9. Ross, Corporate Finance 11 th edn McGraw Hill Education

Subject Code		MBA-205
Subject Name		Corporate Finance
Course:-		MBA
Semester:-		2nd Semester
Lecture Number		Topics to be Discussed
Week 1	L1	Introduction to financial management
	L2	Objectives of financial management
	L3	Types of financial decisions
Week 2	L4	Time value of Money: Introduction
	L5	Discounting Techniques
	L6	Compounding Techniques
Week 3	L7	Sources of finance: Short & long term
	L8	Class Test
	L9	Investment decisions- introduction
Week 4	L10	Importance of Investment Decisions
	L11	Methods of capital budgeting Risk analysis
	L12	Traditional methods
	L13	Class Test
Week 5	L14	NPV vs IRR
	L15	Discounted cash flow methods
	L16	Difficulties determining cash flows
	L17	Cost of capital: Concept
Week 6	L18	Importance of Cost of Capital
	L19	Computation: Cost of Debt

	L20	Case Study 1
	L21	Cost of equity
Week 7	L22	Cost of retained earnings
	L23	CAPM
	L24	Weighted Average Cost of Capital
Week 8	L26	Class Test
	L26	Capital Structure decisions
	L27	Optimum capital structure
Week 9	L28	Theories of capital structure - Net Income Approach & Net operating Income Approach
	L29	Traditional Approach & Modigliani & Millar approach
	L30	Class Test
	L31	Factors determining capital structure
Week 10	L33	Management of working capital: Meaning & kinds
	L34	Factors determining working capital requirements
	L35	Excess or inadequate working capital
	L33	Approaches for financial mix of working capital
	L36	Cash Management
	L37	Receivables Management
	L38	Credit policy determination
Week 11	L39	Case Study 2
	L40	Inventory Management: Introduction
	L41	Techniques of inventory management
Week 12	L42	Internal financing
	L43	Dividend Decisions: Introduction

L44	Determinants of dividend decisions
L45	Theories of dividend decision-Walter's Model
L46	Gordon's Model & Modigliani & Millar Model
L47	Financial Modelling
L48	do

Tutorial Sheet -1

Q1: What are the different types of dividends? Discuss the factors affecting dividend policy of a company?

Q2: Critically evaluate the various methods of Capital Budgeting . Which methods of capital Budgeting do you consider to see the best and why?

Q3: What are the objectives of financial management? Also discuss the various decision making areas of a financial manager?

Q4: As a financial manager which sources of long term finance would you adopt to meet the financial requirement of a large sized manufacturing company?

Q5: Receivables forecasting is important for the proper management of receivables? In the light of the statement , discuss the factors?

Tutorial Sheet-2

Q1: “Financial Management has changed substantially in scope and complexity in recent decades”. Explain this and show the interrelationship between the different financial areas of Finance?

Q2: Why is it in appropriate to seek profit maximization as the goal of financial decision making? How do you justify the adoption of present value maximization as an apt substitute for it? State arguments in support of your answer?

Q3: “The basic problem in financial enterprise is to maintain sound capital structure”. Examine this statement and suggest the factors you would bear in mind while planning capital structure of a large sized manufacturing company?

Q4: What factors determine the dividend policy of a company? Do you believe it will be justice for a company to obtain short term loan from a bank to allow payment of a dividend?

Q5: Write short notes on:

- ❖ Financial Modeling
- ❖ Economic order quantity
- ❖ Techniques of time value of money

MBA-206: Human Resource Management

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Objective: The content of the course aims at increasing acquaintance of the students with basic as well as advanced HR concepts. In addition to this the course attempts to raise their level of understanding with respect to people dynamics in modern organisations and their subsequent significant impact on Organisational effectiveness and efficiency.

Course Contents:

Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM: HR Philosophy, HR Policies.; Theoretical Perspectives; HR Models; HR Challenges in a changing business environment. Human Resource Planning and Forecasting; Job Analysis; Recruitment, Selection and Retention of human resources; Placement, Induction and Socialisation; Learning, Training and Development, Performance Appraisal, Performance Management and Potential Appraisal; Career Management ; Job Evaluation; Compensation Management, Rewards and Recognition Programs; Employee Separations Practices; Industrial Relations and Trade Unions; Industrial Dispute/Conflict Resolution and Grievance Management; Occupational Safety and Health ;HR Ethics;

Advance Concepts and Recent Trends in HRM (To be discussed Briefly)

Talent Management, E-HRM; High Performance Work Systems; High Performance HR Practices; HR Analytics; HRIS, Competency Based HRM; Six Sigma in HR; Employee Counselling, Assessment Centers, Virtual Workspaces; Employee Engagement; Measurement of HR Function: HR Metrics, HR Accounting, HR Scorecard; Social Media and HR; HR Issues in Mergers and Acquisitions; HRM in Service Sector.

Suggesting Readings

1. Dessler&Varakkey, Human Resource Management, Pearson Education
2. K.Aswathapa , Human Resource Management: Text and Cases, 6th Ed., Tata McGraw Hill, New Delhi.
3. SeemaSanghi , Human Resource Management, Macmillan India Publication.2012
4. Aggarwala, Tanuja ,Strategic HRM, Oxford University Press.2010
5. Armstrong, Michael Handbook of HRM Practice, Kogan Page,
6. P. Jyothi , Human Resource Management, Oxford University Press.2012
7. Lepak&Gowan, Human Resource Management, Pearson Education. 2011
8. V.S.P.Rao , Human Resource Management, Himalaya Publication House.

LECTURE PLAN

Lecture Number	Topics to be Discussed	
Week 1	L1	Human Resource Management - Concept & Scope
	L2	Evolution of HRM
	L3	Theoretical perspectives on HRM
	L4	HR Models
	L5	Role of HRM in Business Strategy
Week 2	L6	Emerging Trends in shaping HRM Environment
	L7	Human Resource Planning & Forecasting
	L8	Business and HRP
	L9	Significance & Process
	L10	Job Analysis
Week 3	L11	Job Description
	L12	Job Specification
	L13	Competency based Job Analysis
	L14	Job Design: Approaches and Methods
Week 4	L15	Case Study Discussion
	L16	Concept & Sources of Recruitment
	L17	Recruitment Process
	L18	Selection Meaning & Process
Week 5	L19	Selection Tests & their types
	L20	Interview & its types
	L21	Selection Audit
	L22	Placement, Induction and Socialization
Week 6	L23	Training and Development
	L24	Performance Management and Appraisal
	L25	Potential Appraisal and Development
	L26	Career Management - Basic Concepts & Methods
Week 7	L27	Designing and Developing Career Management Systems in an organisation
	L28	Case Study Discussion
	L29	Talent Management: Concept and Related Practices
Week 8	L30	Job Evaluation Meaning & Methods
	L31	Evolving Job Evaluation Programme
	L32	Employee compensation: Basic concepts
	L33	New Trends in Compensations and Rewards Management
Week 9	L34	Industrial Relations and Trade Unions
	L35	Dispute Resolution and Grievance Management

	L36	Equal Employment Opportunity (EEO)
Week 10	L37	Affirmative Action (AA)
	L38	High Performance Work Systems (HPWS)
	L39	High Performance HR Policies and Practices (HPHRP)
	L40	HR Ethics and Fair Treatment at Work
Week 11	L41	Methods to promote ethics and fair treatment
	L42	Employee Safety, Security and Health
	L43	Occupational Safety and Health (OSHA) in India
	L44	Workplace Health Hazards and its Remedies
Week 12	L45	E-HRM: Role and Applications
	L46	HRM and Globalization of Business
	L47	Discussion of Last Year Question papers

TUTORIAL SHEET-1

1. What the increase in the level of education of nation's work force, what problems and opportunities are created for Human Resource Manager?
2. In order to understand the role of HR in today's organizations, it is useful to understand how companies themselves are changing and the trends that are causing these changes to occur. In the light of this statement discuss the major environmental challenges faced by Human Resource Management.
3. What do you mean by job analysis? How the process of Analysis can be called out in the organization?
4. The purpose of Human Resource Planning is to assure that a create desired number of persons with the requisite skills will be available at some specified time in the future. In the light of this statement explain the process of Human Resource Planning.
5. Explain the objective of performance appraisal in detail.

TUTORIAL SHEET-II

1. Briefly explain the concept of selection. Outline the modern selection techniques and methods followed by HR Managers while hiring sales personnel for a Insurance Company. Defend your opinion with adequate reasoning.
2. What is Employee Training? Elucidate the common major steps followed by HR Managers' in the development of Training Programme for a Service Sector organization. Describe the steps in detail with justification.
3. What is Succession Planning? How do the organizations plan for the succession of the employees? Discuss the Indian perspective with respect to modern concept of Managerial Succession Planning.
4. What is Industrial Dispute? Explain the machinery for the settlement of industrial dispute stipulated in Industrial Disputes Act, 1947. Also throw light on the weaknesses of the settlement machinery to derive justice.
5. What is the difference between potential Appraisal and Performance Appraisal? Explain the various modern methods of performance Appraisal being widely followed by the Indian Corporate Houses with their suitability pros and cons.

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HUMAN RESOURCE MANAGEMENT

Paper-CP 203

Time allowed : 3 hours]

[Maximum marks : 70

*Note :- Attempt any **Eight** Questions from Part-A and any **three** questions from Part-B.*

Part-A

1. Identify the key determinants of compensation.
2. Differentiate between Induction, Orientation and Socialisation. Use examples.
3. Is HRM different from Talent Management? Justify your viewpoint.
4. Throw light on various sources of procuring manpower. Why internal sources are preferred over external while recruitment?
5. Explain the HR Model given by David Guest.
6. Elucidate the process of conducting Job Analysis.
7. How HRP and Strategic Planning are linked? Explain.
8. Elaborate the concepts of Affirmative Action and Equal Employment Opportunity and their relevance in HR discipline.
9. What is Selection Audit? On what parameters an audit of selection process is performed?

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10. Discuss the range of activities covered under Occupational Safety and Health in India.

Part-B

11. What is Training Need Analysis? Why it is important? Throw light on the widely used methods of analyzing Training needs of Individuals, Groups and the whole organisation.
12. In the modern organisations work in workplace is accomplished through greater use of technology and gadgets for achieving efficiency. In the light of the statement figure out some of the common health hazards from which employees of the present times suffers the most and also suggest appropriate remedies.
13. Elaborate the most relevant and widely used methods of appraising and managing the performance of employees. Briefly mention their suitability, pros and cons also.
14. Identify the methods for performing demand forecasting of manpower while doing HRP. Also mention the key factors which influence the demand of manpower in modern times.
15. Define the phenomena of Fair Treatment at work. Also elaborate the mechanisms and methods employed to promote ethics and fair treatment at workplaces in present time.

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Total Pages : 03

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HUMAN RESOURCE MANAGEMENT

CP-203

Time : Three Hours

[Maximum Marks : 70

Note : Part A will comprise of 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. Attempt any *eight* questions from Part A and any *three* questions from Part B.

Part A

1. Distinguish between the terms Job Analysis, Job Evaluation and Job Design.
2. Figure out the emerging trends in business environment which are influencing HRM function.
3. What factors in your opinion need to be taken care of while designing a compensation package ?
4. Discuss various approaches to Industrial Relations. Which one is more relevant in competitive business environment ?
5. Throw light on the statutory mechanisms available for resolution of industrial disputes.

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6. Examine the classification of tests used for selection of candidates.
7. Explain the widely observed methods of job evaluation.
8. Mention the variety of errors committed and problem faced by raters/appraisers during the process of performance appraisal.
9. How do you characterize the growth of trade union movement in India ?
10. Critically analyse the growing importance of ethics for HR function these days.

Part B

11. With the fast pace of technology and large scale of adoption of internet technologies, what impact you visualize does it have on HRM. Throw light on some of the key applications where internet technologies are proving instruments for smooth conduct of HR operations.
12. Define Career. Distinguish between the terms Career Planning and Development. In recent years what forces/factors in the contemporary business environment have changed the way that employees' careers have been managed by organisations and by the employees themselves.

13. Why has HRP become more significant in today's competitive business environment ? Briefly enumerate the major activities of HRP process.
14. Why is Training a critical strategic issue for organisations ? Explain the various phases of training process.
15. What are the major objectives of Performance Management ? Describe the general guidelines for the development of a performance appraisal/management system. What decisions must be taken consciously by the organisations at each step.

MBA-207: Legal Environment

Max. Marks: 100

External: 70

Internal: 30

Time 3 Hours

Note: The examiner will set nine questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, shall be compulsory and remaining 8 questions will be of 10 marks out of which a student is required to attempt any 5 questions.

Course Contents:

Legal Aspect of Business: Introduction to Business Laws- Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System; Fundamentals of contract laws-Formation of Contracts; Principles of Contract Laws- Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts-Contract Management-Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods- Transfer of Ownership& Property-Performance of contract-Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts- Company form of organization- Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate Dispute resolutions

Suggested Readings:

1. Pathak-Legal Aspects of Business 6th edn McGraw Hill Education
2. Tulsian, Business Law 3rd edn McGraw Hill Education

LECTURE PLAN

Lecture Number	Topics to be Discussed
L1	Introduction to legal aspects of Business
L2	Introduction to Business Laws
L3	Business Management and Jurisprudence
L4	Do
L5	Structure of the Indian Legal Systems
L6	Sources of Law
L7	Do
L8	Manager and Legal System
L9	Fundamentals of Contract Laws
L10	Formation of Contracts
L11	Principles of Contract Laws
L12	Legality of Object Consideration
L13	Do
L14	Performance of Contract
L15	Discharge of Contract
L16	Do
L17	Breach of Contract
L18	Quasi Contract
L19	Contract Management
L20	Case Study
L21	Special Contract
L22	Laws of Agency
L23	Do
L24	Principal Agent Problem-Bailment
L25	Pledge
L26	Case Study
L27	Guarantee and Indemnity
L28	Do
L29	Sales of Goods
L30	Principle of sales of Goods
L31	Do
L32	Transfer of ownership & property
L33	Do

L34	Performance of Contract
L35	Contract protection laws
L36	Do
L37	Laws relating to Business Organization
L38	Partnership
L39	Trusts
L40	Company Form of Organization
L41	Do
L42	Protecting the property of Business
L43	Do
L44	Copyright
L45	Trademark
L46	Secret, geographical indications
L47	Do
L48	Alternate Dispute Resolution

TUTORIAL SHEET- 1

1. Why Trademark and Copyright is important.
2. Explain the structure of Indian Legal System.
3. Discuss the principles of Contract laws.
4. Explain the conditions which lead to Breach of Contract.
5. Explain the essentials of Valid Contract.

TUTORIAL SHEET- 2

1. How one can form his company.
2. What are various dispute resolution strategies?
3. Discuss Sales of Good Act in Detail.
4. What do you mean by pledge?
5. What are the various ways of dishonoring of contract