

**II SEMESTER**  
**CORPORATE FINANCE**

Course Code: 09 MBA21  
Credit Pattern: L: T: P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

**MODULE 1**

Financial Management – Introduction to finance, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Organization of finance function . Indian financial system – Primary market, Secondary market – stocks & commodities, Money market, Forex markets **(7 Hours)**

**MODULE 2**

Time value of money – Time Lines & notation, Future value of single cash flow & annuity, present value of single cash flow, annuity& perpetuity. Risk and Return – Risk & return of single asset, portfolio, Measurement of market risk. **(7 Hours)**

**MODULE 3**

Sources of long term funds: Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. **(8 Hours)**

**MODULE 4**

Investment decisions - Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period , Accounting rate of return. Estimation of cash flow for new project, replacement projects. **(10 Hours)**

**MODULE 5**

Working capital management – factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm. (Does not include Cash, Inventory &Receivables Management) **(7 Hours)**

**MODULE 6**

Capital structure decisions – Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage. Dividend policy – Factors affecting the dividend policy - dividend policies - stable dividend, stable payout. (No dividend theories to be covered). **(10 Hours)**

**Recommended Books:**

1. Prasanna Chandra: Financial Management (TMH), 7/e,
2. I.M. Pandey – Financial Management (Vikas), 9/e,
3. M.Y. Khan & P.K. Jain – Financial Management (TMH), 5/e,
4. Brigham & Houston – Fundamentals of Financial Mgmt., Thomson Cengage Learning, 1/e,

**Reference Books:**

1. Fundamentals of Financial Management – Vanhorns & Bhandari-Pearson evaluation.
2. Contemporary Financial Management – Kothari & Dutta – Machanilan India Ltd.
3. Financial Markets & Institution – Guruswamy – Thomson / Cengage Learning.
4. Stephen A. Ross, Wester Field, Jordan – Fundamentals of Corporate Finance (MacGraw Hill), 8/e, 2003
5. Vanhorne & Wachowicz, Fundamentals of Financial Management – Pearson / PHI, 12/e, 2003.
6. Damodaran, Corporate Finance – John wiley & Co., 2/e, 2004
7. Financial Management –Shah– Wiley India (P) Ltd.
8. Gitman, Principles of Managerial Finance, Pearson Education / PHI, 10/e, 2004
9. Brealy and Myers, Principles of Corporate Finance – Theory & Practice TMH– 8/e, 2003
10. Vanhorne, Financial Management & Policy, Pearson / PHI, 11/e, 2002
11. Sathyaprasad & Kulkarni, Financial Management – HPH
12. Sharan, Fundamentals of Financial Management – Pearson, 2/e, 2005
13. Paresh P Shah, Financial Management – Biztantra, 1/e, 2005
14. Cost Accounting & Financial Management – M E Thukaram Rao – New Age International
15. Bharati V. Patak – The Indian Financial System Markets, Institution & Services – Pearson – 2/e

## **SOCIAL & ECONOMIC ENVIRONMENT**

Course Code: 09 MBA 22  
Credit Pattern: L: T: P = 3: 0: 0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

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### **MODULE 1**

Business Environment: meaning, nature and scope, Techniques for environmental analysis. economic and non-economic environment, interaction between internal and external environments, overview of political, and socio- cultural, legal, technological and global environment. Economics of Development: Determinants, major issues of development India as a developing economy, contribution of different sectors( primary, secondary and tertiary) to Indian economy, growth in tertiary sectors in recent years, SWOT Analysis of Indian Economy business cycle- features, phases. **(10 Hours)**

### **MODULE 2**

Macro economic policies in India: Industrial policies of the post 1991. Monetary policy: Objectives, credit control tools. Fiscal policy: Objectives, budget, direct and indirect taxes, revenue and expenditures of the union and the state. Recent Foreign Trade and Exim policies. **(7 Hours)**

### **MODULE 3**

National Income Accounting: National income estimates in India- trends in national income- methods of measurement – income method , product method and expenditure method, – difficulties in measuring national income. **(7 Hours)**

### **MODULE 4**

Anatomy of the Indian Economy: Major industries – Electronics, Automobile, Textiles, Tele-communications, Development of Private Sector- MNC in India, WTO and India -. Privatization, Liberalization & globalization. Infrastructure in Economic development of India- Meaning and Importance- Major issues in infrastructure with special reference to Railways, Road transport and Power – Development of IT Sector for in India – its contributions to Indian economy – Importance of Human resources development- Major thrust areas in human resource development. **(10 Hours)**

### **MODULE 5**

Money – Monetary aggregates – Money Market and Capital Market- Role of FDI in Economic development – SEBI – Functions and achievements – Stock Exchange – BSE-NSE. Depository system in India. **(7 Hours)**

### **MODULE 6**

RBI – Role and functions- Banking Structure Reforms- Narasimhan Committee Recommendations- Financial sector reforms - E-Banking in India – Objectives, trends and practical uses- Recent Technological Developments in Indian banking (ATM, Debit and Credit Cards, EMT, EFT, Etc.) **(7 Hours)**

### **RECOMMENDED BOOKS:**

1. Business Environment -Text and Cases by Justin paul , 2nd edition, McGraw – Hill Companies
2. Business Environment by Suresh Bedi –Excel Books

### **REFERENCE BOOKS:**

1. Economic Environment of Business by S K Misra, V. K. Puri – Himalaya publishing house.
2. Indian Economy by I.C. Dingra
3. Indian Economy by K P M Sundharam and Ruddar Datt.
4. Essentials of Business Environment by Aswathappa. K- Himalaya publishing house- 10 edition
5. Business Environment-Shaikh & Saleem, Pearson, 2006

## **BUSINESS RESEARCH METHODS**

Course Code: 09 MBA23  
Credit Pattern: L:T:P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

### **MODULE 1**

**Research** – Meaning, types, criteria of good research, marketing research, scientific approach to research in physical and management science, limitations of applying scientific methods in business research problems, ethical issues in business research. **Business Research:** An overview - Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal **(7 Hours)**

### **MODULE 2**

**Business Research Design:** Exploratory, Descriptive, & Causal research

**Exploratory research:** Meaning, suitability, Data collection, hypothesis formulation **Descriptive research:** Meaning, types of descriptive studies, data collection methods **Causal research:** Meaning, various types of experimental designs, types of errors affecting research design. **(7 hours)**

### **MODULE 3**

**Data collection:** Primary and Secondary data – Sources – advantages/disadvantages, Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative techniques of data collection.

**Measurement & Scaling Techniques:** Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling. **(5 hours)**

### **MODULE 4**

**Sampling:** Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, Errors in sampling, Relationship between Sample size and errors. **(5 hours)**

### **MODULE 5**

**Hypothesis:** Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing - Type I and Type II Errors, Parametric and Nonparametric test: T-test, Z-test, F-test, Chi-Square test; U-test, Rank-Sum test, K-W test. (Theory only) **(14 Hours)**

### **MODULE 6**

**Data Analysis:** Editing, Coding, Classification, Tabulation, Analysis, & Interpretation. **Statistical Analysis of Business Research** (application only): Bi-variate Analysis (Chi-square only), Multivariate Analysis - Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification - Problems on one way anova only (Theory only). **(10 Hours)**

### **Case studies in Indian context only**

### **RECOMMENDED BOOKS:**

1. Business Research Methods–Donald R. Cooper & Pamela S Schindler,TMH,/9e/2007
2. Business Research Methods- S.N.Murthy/U.Bhojanna- Excel Books/2e/2007.

### **REFERENCE BOOKS:**

1. Business Research Methods – William G Zikmund- Thomson, 7/e,2003
2. Marketing Research – Naresh K Malhotra – Pearson Education /PHI/5e/2007.
3. Marketing research: Text and cases- Rajendra Nargundkar – TMH 2/e, 2004.
4. Research Methods – William M C Trochim-Biztantra,2/e, 2007.

## BUSINESS LAW

Course Code: 09 MBA 24  
Credit Pattern: L: T: P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

### **Module 1**

Law Of Contract ( General Principles of Contract ) : Agreement & Contract – Definitions-Classification- offer and Acceptance – Essential elements-Consideration – Essential elements – Privity of contract and of consideration – exceptions Capacity of contract-Minor's contracts – its effects -Free consent – Legality of object- Void agreements-Discharge of contracts and its various modes –Remedies for breach of contracts **(8 Hours)**

### **Module 2**

Sale of Goods Act 1930 :The contract of sale-Essentials –Conditions and warranties-Passing of property –Transfer of title-Performance of contract- Rights of unpaid seller-Against goods –Remedies for breach of contract.  
Negotiable Instrument Act 1881- Definition and characteristics of Negotiable instruments, Kinds- Promissory Notes, Bill of Exchange & Cheques -Parties to negotiable instruments, Negotiation and presentment – Discharge and dishonor of negotiable instruments-Noting And protest **(8 Hours)**

### **Module 3**

Indian Partnership Act –Definition of partnership- Essentials –Relation of partners to one another-Rights and duties-Kinds of partners- Authorities-Admission & retirement of partner- Dissolution of firm- Registration of firm **(4 Hours)**

### **Module 4**

Corporate Law; Company's Act 1956- definition Characteristics & kinds of company, Registration and incorporation-Memorandum of association & Articles of association Prospectus-Directors- Meetings-Issue of shares – kinds-Debentures –Prevention of oppression and mismanagement- Modes of winding of companies ,Introduction to SEBI- Protection of interests of investors in securities –SEBI Act,1992- SEBI Guidelines **(10 Hours)**

### **Module 5**

Intellectual Property law; Juridical nature of the rights – Forms of intellectual property, Copy Rights- Trade Marks- Designs – Patents- TRIPS provisions on patent, copy right, Trade marks and impact there of on Indian Law-Acquit ion and loss of the right of patentee –Use and abuse of patent rights-compulsory licensing-Registration of trade marks- rights conferred-Ownership of copy right- Author's special rights-infringement-Remedies in intellectual property law-civil & criminal remedies **(8 Hours)**

### **Module 6**

FEMA Act 1999-Objectives – Improvements over FERA- Regulation and Management of foreign exchange- Dealing in foreign exchange- Contravention and penalties Adjudication and appeal – Enforcement  
Consumer Protection Act 1986 ; Objectives – definition – consumer protection councils-Consumer Disputes Redressal Agencies – District forum, State forum and National Commission- its composition – jurisdiction – appeals complaints and penalties  
Competition Act 2002- Objectives – Scope and provisions Factories Act- Objectives – Essentials features-Safety, Health and welfare measures, Shops and establishment act- Essential features-Significance **(10 Hours)**

#### **Recommended Books:**

1. N D Kapoor-Elements of Mercantile Law-Sultan Chand
2. Legal Aspects of Business - Akhileshwar Pathak, 3rd Edition, Tata Mc GRAW HILL

#### **Reference Books:**

1. M C Kuchhal -Business Law -Vikas, 4/e, 2005
2. BARE ACTS -
  - a. Indian Contract Act 1872
  - b. Negotiable Instruments Act 1881
  - c. Indian Partnership Act 1932
  - d. Foreign Exchange Management Act 1999
  - e. Sale Of Goods Act 1930
  - f. Consumer Protection Act 1986
  - g. Information Technology Act 2000
  - h. Companies Act 1956
  - i. Environmental Protection Act 1986
  - j. Right To Information Act
3. Business Law – S.S. Gulshan, Excel Books

## HUMAN RESOURCE MANAGEMENT

Course Code: 09 MBA 25  
Credit Pattern: L: T: P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

### **MODULE 1**

**HRM-** Introduction, meaning, definition, nature and scope of HRM and HRD, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, HRM functions, objectives of HRM, policies, procedures and Programmes, practices, Organization of HRM, line and staff responsibility role of personnel manager and HR manager, qualities of HR, HR Manager as a Strategic partner, factors influencing HRM, Opportunities and Challenges in Human Resource Management. **(10 Hours)**

### **MODULE 2**

**Job design:** definition, approaches, job design options;

**Job analysis:** definition, process, benefits of job analysis

**HR planning:** introduction, objectives of HRP, linkage of HRP to other plans, definition and need for HRP, benefits of HRP, factors affecting HRP, process, problems and limitations of HRP

**Recruitment:** definition, objectives, subsystems, factors affecting recruitment policy, centralized and decentralized recruitment, recruitment Organization, recruitment sources, recruitment techniques, recruitment process, cost benefit analysis of recruitment sources. **(8 Hours)**

### **MODULE 3**

**Selection, placement and Induction:** meaning, definition of selection, essentials of selection procedure, significance of selection process and organizational relationship, selection procedure, various types of tests (aptitude, achievement, situational, interest, personality), different types of interviews and interview process, means to make interview effective, medical exams, reference checks, final decision, employment, placement and induction. **(7 Hours)**

### **MODULE 4**

**Performance management:** Introduction, meaning, need, purpose, objectives, contents of PAS, appraisers and different methods of appraisal, uses of performance appraisal, limitations and problems of performance appraisal, 360 degree Appraisal, post appraisal feedback. **(7 Hours)**

### **MODULE 5**

**Human Resource Development:** Introduction, definition, concepts, activities

**Training and development:** meaning of T & D, importance of training, benefits of training, need and objectives, assessment of training needs, areas of training, training methods, on-the job and off-the-job training, advantages of training, training procedures and final evaluation.

**Employee mobility:**

**Internal mobility:** Introduction, meaning, different types

Promotion: meaning, purpose, bases of merit, seniority, merit cum seniority, benefits, problems, promotion policy. Transfer: meaning, purpose, types, reasons, benefits. Demotion: meaning, need for demotion policy. Career planning and Development: meaning, need, career development actions.

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**External mobility:** Introduction, meaning, types. Absenteeism- Meaning, types, causes, calculation, minimizing absenteeism. Employee attrition-meaning, reasons, calculation of attrition rate, retention strategies, managing separations and right sizing-voluntary and involuntary separations. **(9 Hours)**

### **MODULE 6**

**Compensation & Benefits Administration:** Compensation Management: Introduction, definition, need for sound salary administration, objectives, factors affecting wages/ salary levels, job evaluation, wage salary survey, salary structure, salary fixation, incentives, profit sharing, bonus concepts, ESOPs, pay for performance, Benefits administration, employee welfare and working conditions-statutory and voluntary measures,

**Industrial peace and harmony:** Discipline maintenance, Grievance Handling, Workers participation in management, maintaining good human and industrial relations, benefits accrued by the organization due to the development of congenial environment. **(7 Hours)**

### **RECOMMENDED BOOKS**

1. Managing Human Resources – Bohlander et all – Cengage Learning 13 Ed., 2004.
2. Human Resource Management, Text & Cases – VSP Rao, Excel Books, 2005

### **REFERENCE BOOKS**

1. Human Resource Management – Text & Cases – K. Ashwatappa; 5th Edition, TMH.
2. Human Resource Management - Cynthia Fisher, Shaw – Wiley / Biztantra, 5/e, 2005
3. Human Resource Management – Gary Dessler, Person Publications, 10th Edition
4. Human Resource Management - Biswajeet Patnayak - PHI 3IE, 2005

## QUANTATIVE TECHNIQUES - II

Course Code: 09 MBA26  
Credit Pattern: L: T: P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

### **MODULE 1**

Introduction to Probability and Decision Theory:- Basic definition Events, Sample space and probabilities, Basic rules of probability, Conditional probability, independence of Events, Combinatorial concepts, laws of total probability- Baye's theory, Joint probability table. Decision tree analysis

**(8 Hours)**

### **MODULE 2**

Discrete Probability distribution-Random Variable -Discrete Probability Distributions -Expected Value and Variance - Binomial Probability Distribution-Poisson Probability Distribution. Continuous Probability Distribution - Uniform Probability Distribution - Normal Probability Distribution - Normal Approximation of Binomial Probabilities - Exponential Probability Distribution.

**(8 Hours)**

### **MODULE 3**

**Introduction to operations Research:-** Origin, Development, Meaning And definition of Operations Research, Scope, Techniques, Characteristics And limitations of Operations Research, Methodology and Models in OR (only Theory).

**Linear Programming Problem(LPP):**Applications of LPP in Management, Advantages of LPP(Only theory),Formulation of LPP, Solution of LPP by graphical Method: Infeasible and unbounded solutions, Formulation of dual of LPP.

**(8 Hours)**

### **MODULE 4**

**Transportation & Assignment models:-**General Structure; various methods of finding initial solution: Maximization and minimization problems North West Corner Method, Least Cost Method, Vogel's Approximation Method; Finding Optimal Solution; Modified Distribution method; variations: Unbalanced transportation problems, degenerate solutions(theory only);Assignment problems; General Structure; Finding Optimal Solutions; Variations: on Square matrix, maximization problem, Restrictions on Assignments, Alternate optimal Solutions

**(10 Hours)**

### **MODULE 5**

**Theory of games:-**Terminology; Two person Zero sum game; Solutions to Games; Saddle point, dominance rule, value of the game, mixed strategy, graphical method of solving a game-(2xn) and (mx2)games.

**(6 Hours)**

### **MODULE 6**

**Queuing Models:-** Introduction ;characteristics of queuing models ,models for arrival and service times; single poisson arrival with Exponential service Rate; Applications of queuing models.

**Simulation of Management systems:-** Terminology, Process of simulation ,Monte carlo Method ,Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation,

**(8 Hours)**

### **RECOMMENDED BOOKS:-**

- 1."Operations Research", J.K.Sharma, MacMillan India.
- 2."Quantitative techniques in Management", N.D Vohra, Tata McGrahill Publications,2/e,2003
3. "Operations Research", Wayne L.Winston,Thomson,4/e,2004.

### **REFERENCE BOOKS:-**

- 1.S D Sharma ,"Operations Research", Kedar Nath and Ram Nath & Co.Ltd.
- 2.Natarajan,Balasubramani,Tamilarasi, ,"Operations Research", Pearson education,1/e,2002.
- 3.Quantitative Techniques for Managerial Decisions-U K srivatsava-New Age International

## **BUSINESS COMMUNICATION - II**

Course Code: 09 MBA 27  
Credit Pattern: L: T: P = 3:0:0 = 3  
No. of Hours per Week: 3  
Total Numbers of hours: 48

CIE: 50 Marks  
SEE: 50 Marks  
Exam Duration: 03 Hrs

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### **MODULE 1**

PRESENTATION SKILLS & NEGOTIATION SKILLS: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation- types of visual aid. What is a negotiation – nature and need for negotiation – factors affecting negotiation – stages of negotiation process – negotiation strategies.

**(8 Hours)**

### **MODULE 2**

EMPLOYMENT COMMUNICATION: Introduction – writing CVs – Cover letters – Group discussions – interview skills.

**(10 Hours)**

### **MODULE 3**

GROUP COMMUNICATION: Meetings – Planning meetings – Objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release- press conference – media interviews Seminars – workshop – conferences. business etiquettes.

**(8 Hours)**

### **MODULE 4**

REPORT WRITING: Frame work for writing a report – Types of reports – Steps for writing a report – Business and Technical Reports - Summer project Report.

**(8 Hours)**

### **MODULE 5**

IMPACT OF TECHNOLOGICAL ADVANCEMENT ON BUSINESS COMMUNICATION: networks – Intranet – Internet – e mails – SMS – teleconferencing – videoconferencing.

**(6 Hours)**

### **MODULE 6**

PROPOSALS: Preparations of proposals for – small scale industry set up – Khadi and Village industry corporation – District Industrial Center – Business Plan Presentation.

**(10 Hours)**

### **RECOMMENDED BOOKS:**

1. Business Communication: Concepts, Cases and Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education, 1/e, @004
2. Business Communication, Process And Product – Mary Ellen Guffey – Thomson Learning, 3/E, 2002

### **REFERENCE BOOKS:**

1. Basic Business Communication – Lesikar, Flatley TMH 10/E, 2005
2. Advanced Business Communication – Penrose, Rasberry, Myers Thomson Learning, 4/e, 2002
3. Effective Technical Communication By M Ashraf Rizvi .- TMH , 2005
4. Business Communication Today by Bovee Thill Schatzman – Pearson & Education, 7th Ed, , 2003
5. Contemporary Business Communication – Scot Ober – Biztantra, 5/e
6. Business Communication – Krizan, Merrier , Jones- Thomson Learning, 6/e, 2005