

**EIILM University**

**SYLLABUS BOOKLET**

**MBA PROGRAM**

**JULY 2009 ONWARDS**

# **Semester II**

**SYLLABUS  
MBA  
SEMESTER – II**

**FINANCIAL MANAGEMENT**

**Sub. Code: 098. 202**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

## **BLOCK I**

### **Unit 1: Overview**

Introduction to Financial Management: Objectives of Financial Management, Functions of Financial Management; Financial Instruments: Equity Shares, Preference Shares, Right Issue; Debts: Debentures, Types of Debentures; Indian Financial System: Functions of Financial Market, Classification of Financial Markets, Efficiency of Financial System, Skeleton of the Financial System; Time Value of Money; Valuation of Bonds and Shares.

### **Unit 2: Financial Statements**

Comparative Statement: Importance of Financial Statement, Limitations, Constructing Comparative Statement; Common Size Statement: Advantages of Common Size Statement, Limitations of Common Size Statement, Constructing Common Size Statement; Trend Analysis: Advantages of Trend Percentages Analysis, Limitations of Trend Percentages Analysis, Method of Preparation of Trend Percentages, Precautions; Ratio Analysis: Importance, Limitations and Classification of Ratios.

### **Unit 3: Cash Flow**

Fund Flow Statement: Objectives of Funds Flow Statement, Limitations, Preparation of Funds Flow Statement; Cash Flow Statement: Direct and Indirect Methods of Cash Flow.

## **BLOCK II**

### **Unit 4: Fixed Capital Analysis**

Capital Budgeting: Features of Capital Budgeting, Importance of Capital Budgeting; Evaluations Techniques of Projects: Traditional Techniques: Pay Back Period, ARR, Time Adjusted Techniques: NPV, IRR, PI; Risk and Uncertainty in Capital Budgeting.

### **Unit 5: Capital Structure and Dividend Policy**

Leverage Analysis: Operating Leverage, Financial Leverage, Combined Leverage; Capital Structure: Factors Determining the Capital Structure, Theories of Capital Structure; Cost of Capital: Significance of Cost of Capital, Computation of Cost of Capital, EPS, EBIT Analysis; Dividend Policy: Dividend Decision and Valuations of Firm, Determinants of Dividend Policy, Types of Dividend, Forms of Dividends, Bonus Issue.

### **Unit 6: Working Capital Analysis**

Working Capital: Operating Cycle/Working Capital Cycle, Factors Effecting Working Capital, Importance of Adequate Working Capital, Financing of Working Capital, Determining Working

Capital Financing Mix, Working Capital Analysis, Estimation of Working Capital Requirements; Receivables Management: Costs of Maintaining Receivables, Meaning and Definition of Receivables Management, Dimension of Receivables Management.

### **BLOCK III**

#### **Unit 7: Inventory Management**

Inventory Management: Meaning of Inventory, Purpose of Holding Inventory, Inventory Management, Objectives of Inventory Managements; Inventory Management Techniques.

#### **Unit 8: Cash Management Analysis**

Cash Management: Motives for Holding Cash, Cash Management, Managing Cash Flows; Cash Management Models.

#### **Unit 9: Foreign Exchange Orientation**

International Finance: Exchange Rate, Arbitrage Process as a Means of Attaining Equilibrium On Spot Markets, Arbitrage in Forward Market; Managing of Foreign Exchange Risk: Foreign Exchange Risk Management, Management of Economic Exposure, Management of Operating Exposure; Raising Foreign Currency Finance.

#### **Suggested Reading:**

1. Financial Management: Text and Problems by M Y Khan & P K Jain, Publisher: TMH, New Delhi.
2. Financial Management Theory & Practice by Prasanna Chandra, Publisher: TMH, New Delhi.
3. Financial Management by I M Pandey, Publisher: Vikas Publishing House, New Delhi.
4. Fundamentals of Financial Management by Van Horne, Publisher: Prentice Hall of India.
5. Advanced Accounting by Gupta R.L. and Radha Swamy M., Publisher: Sultan Chand & Sons, New Delhi.
6. Financial Management by Kishore R., Publisher: Taxman's Publishing House, New Delhi.

## **SYLLABUS MBA SEMESTER – II**

### **HUMAN RESOURCE MANAGEMENT**

**Sub. Code: 098. 203**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

## **BLOCK I**

### **Unit 1: Introduction to Human Resource Management**

Introduction: Nature, Philosophy, Need, Objectives and Evolution of Human Resources Management; HRM Functions; HRD Concept; HRD Strategy; HR Responsibilities; Environmental Factors of HRM: Environmental Factors, Challenges to HRM.

### **Unit 2: Concepts and Process of Human Resource Planning**

Human Resource Planning: Importance, Process, Barriers; Strategic Planning; Human Resource Information Systems (HRIS); Forecasting Demands: Forecasting Supply; Man Power Forecasting.

### **Unit 3: Emerging Trends in HRM**

Outsourcing and its HR Dimensions; Human Resource Planning and Downsizing: Voluntary Redundancy and Ways of Downsizing Processing; Importance of Bench Marking; Case Study: Bench Marking VRS Practices and Compensation Management.

## **BLOCK II**

### **Unit 4: Job Analysis: Recruitment and Selection**

Job Analysis: 6 Steps, Job Description vs. Job Specification, Methods of Collecting Job Analysis Information; Role of Recruitment and Selection: Situational Factors in Recruitment, Recruitment Policy, External and Internal Sources of Recruiting and its Merits and Demerits, Selection Process and its Types; Structured Interview Guide.

### **Unit 5: Training and Development**

Orientation; Training and Development; the Steps in Training Process; Career and Succession Planning: Career Stages, Career Development, Career Management Succession Planning; Case Discussion on Succession Planning.

### **Unit 6: Compensation**

Introduction: Meaning, Objectives of Compensation; Components of Compensation System; Compensation Management Process; Factors of Determining Pay Rates; Pay Incentives; Employee Benefits and Services; Case Study: Comparing Industry Trends in Pay Rates such as FMCG.

## **BLOCK III**

### **Unit 7: Performance Appraisal**

Introduction; Methods of Performance Appraisal; 360 Degree Feedback; Problems in Performance Appraisal; Potential Appraisal: Steps of Potential Appraisal; Case Study: Performance Appraisal Systems in Indian Banks.

### **Unit 8: Industrial Relations**

Definition; Parties to Industrial Relations; Contemporary Issues; Industrial Disputes: Severity or Effects, Weapons used by Labor, Weapons used by Management, Causes, Measures to Improve Industrial Relations; Dispute Resolution: Preventive and Settlement of Industrial Disputes; Collective Bargaining.

### **Unit 9: Employee Empowerment**

Worker's Participation in Management: Introduction, Scope, Significance; Trade Unions: Definition, Features, Objectives, Functions, Motivation to Join Unions; Employee Grievances: Identifying Grievances, Causes, Effects, Establishing Grievances Procedure, Guidelines for Effective Grievances Handling, Procedure.

### **Suggested Reading:**

1. Human Resource Management by Dessler, Gary, Publisher: Pearson Education Asia, New Delhi.
2. Human Resource Management-Text & Cases, by Rao, V.S.P, Publisher: Excel Books, New Delhi.
3. Managing Human Resources by Ramaswamy, E., Publisher: Oxford University Press, New Delhi.
4. Human Resource Management by Irancevich, John, Publisher: McGraw Hill.
5. Managing Human Resources by Casio, Wayne F, Publisher: McGraw Hill Inc.
6. Essentials of Human Resource Management & Industrial Relations, Text, Cases & Games by Subba Rao. P, Publisher: Himalaya Publishing House, Mumbai.
7. Human Resource Management by Mondy R.W; Noe, R. M. Premeaux Sr. and Mondy J.B, Publisher: Prentice Hall Inc.
8. Human Resource Management by Saiyodain, Publisher: TMH, New Delhi.
9. Human Resource Management by Aswthappa, Publisher: TMH, New .Delhi

**SYLLABUS  
MBA  
SEMESTER – II**

# MANAGEMENT SCIENCE

**Sub. Code: 098. 204**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

## **BLOCK I**

### **Unit 1: Linear Programming Problem – I (Graphical Method)**

Introduction to Management Science; the Management Science Approach to Problem Solving; Introduction to Linear Programming; Formulation of Linear Programming Models; Graphical Solution: Minimization and Maximization Cases, Special Cases of Problem in Graphical Method.

### **Unit 2: Linear Programming Problem - II (Simplex Method)**

Simplex Method for Solving Linear Programming; Problem for Minimization and Maximization (the Big M Method) Cases; Special Cases of Problem in Simplex Method.

### **Unit 3: Linear Programming Problem - III (The Dual Problem)**

Introduction to Dual Problem; Rules for Constructing the Dual from the Primal; Solution to Duality in Linear Programming; Sensitivity Analysis.

## **BLOCK II**

### **Unit 4: The Transportation Problem**

Transportation Models; Methods of Finding Solution for a Transportation Problem; Test for Optimal Solution to a Transportation Problem.

### **Unit 5: The Assignment Problem**

Introduction to Assignment Problem; Approaches to Assignment Problem; Solution to Assignment Problem; Unbalanced Assignment Problem.

### **Unit 6: Queuing (Waiting Line) Theory**

Introduction; Elementary Queuing System; Probability Distributions in Queuing Systems; Classification of Queuing Models; Single Server Model: I, II, III, IV.

## **BLOCK III**

### **Unit 7: Theory of Games**

Introduction; Two Persons Zero Sum Game; Saddle Point; Zero Sum Game without Saddle Point; Principle of Dominance; Algebraic Method and Graphical Method for Solving Game Theory.

### **Unit 8: Decision Theory and Decision Analysis**

Decision Making: Introduction; Decision Making Process; Decision under Certainty; Uncertainty and Risk; Decision Tree Analysis.

### **Unit 9: Simulation**

Introduction; Mathematical Formulation of Simulation; Advantages and Limitations; Random Number Generation; Monte Carlo Simulation; Applications of Simulation.

### **Suggested Reading:**

1. Operations Management by Russell & Taylor, Publisher: PHI
2. Operations Research-An Introduction by Taha, Publisher: PHI
3. Principles of Operations Research, with Applications to Managerial Decisions by Wagner, Publisher: PHI.
4. Operations Research by A. Sharma, Publisher: HPH
5. Operations Research: Theory & Applications by Sharma, Publisher: Macmillan
6. Operations Research: Techniques for Management by V.K. Kapoor, Publisher: Sultan Chand & Sons

**SYLLABUS  
MBA  
SEMESTER – II**

**MARKETING MANAGEMENT**



**Sub. Code: 098. 205**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

## **BLOCK I**

### **Unit 1: Concepts of Marketing Management**

Definition and Concepts: Definitions of Marketing, Scope of Marketing; Core Marketing Concepts: Concept of Demand and Supply; Transaction; Major Marketing Management Philosophy; Social Marketing.

### **Unit 2: E-Business & Customer Satisfaction**

E-Marketing: Marketing as Adapted to the New Economy; Components of E- Commerce (B2B and B2C); Web Marketing; Customer Satisfaction; Customer Relationship Management (CRM).

### **Unit 3: Marketing Opportunities Part - I**

Strategic Planning: Business Mission, Concept of Strategic Business Units (SBU<sub>s</sub>); Boston Consulting Group (BCG Model); Strength, Weakness, Opportunities & Threat (SWOT) Analysis.

## **BLOCK II**

### **Unit 4: Marketing Opportunities Part - II**

Marketing Process; Marketing Plan; Marketing Intelligence System; Marketing Decision Support System; Marketing Research and its Process; Measurement of Market Demand.

### **Unit 5: Marketing Environment - Internal & External**

Marketing Environment Forces; Macro Environment; Micro and Internal Environment; Factors Influencing Consumer Buyer Behavior; Buyer Decision Process; Inputs for Buying Decision Process; Consumer Trends; Market Segmentation Process.

### **Unit 6: Developing Market Strategies and the Offerings Part - I**

Positioning and Differentiation: Concept, Positioning according to Ries and Trout, Various Tools of Differentiation; Product Decisions and Strategies; Product Mix; Product Life Cycle; Brand Positioning; Brand Identity; Equity and Packaging.

## **BLOCK III**

### **Unit 7: Developing Market Strategies and the Offerings - Part II**

Introduction to Service Marketing; Differentiating Services; Product and Service Price; Response to Change in Price; Pricing Strategies.

### **Unit 8: Delivering Marketing Programs – Part I**

Marketing through Channel Partners; Wholesalers and Retailers: Current Trend; Channel Management.

### **Unit 9: Delivering Marketing Programs – Part II**

Market Communication, Process for Effective Communication; Advertising; Different Advertising Media; Sales Promotion; Public Relations; Direct Marketing; Personal Selling: Concepts and Process; Management of Sales Force.

### **Suggested Reading**

1. Marketing Management by Kotler Philip; Publisher: Prentice-Hall of India
2. Marketing Management by Ramaswamy V S and Namakumari; Publisher: S Macmillan India Ltd., 2002
3. Marketing Management by Saxena Rajan; Publisher: Tata McGraw-Hill, 2002)
4. Marketing in India Cases and Readings by Neelamegham S; Publisher: Vikas Publishing House Pvt. Ltd., 2002)
5. Majaro-The Essence of Marketing by Stokes David; Publisher: Prentice Hall of India, 2002
6. Marketing in the 21st Century by Evans R Joel and Berman Barry; Publisher: Gower Publications.
7. Customer Relationship Management in the New Era of Internet Marketing by Newell F-Loyalty; Publisher: McGraw-Hill Professional Publishing.

**SYLLABUS  
MBA  
SEMESTER – II**

**PRODUCTIONS AND OPERATIONS MANAGEMENT**

**Sub. Code: 098. 206**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

## **BLOCK I**

### **Unit 1: Operations and Productivity**

Operations Functions and Evolution of POM; Framework for Managing Operations; Operations Strategy; Trends in Operations Management.

### **Unit 2: Forecasting**

Introduction to Forecasting; Forecasting Models; Weighted Moving Averages; Casual Forecasting Models; Linear Regression Analysis; Multiple Regression Analysis.

### **Unit 3: Product and Process Design**

Product Development; Product Design Tools; Design of Services; Flexible Manufacturing Systems; Process Design: Types of Process, Modern Production Technologies; Process Reengineering.

## **BLOCK II**

### **Unit 4: Capacity Design**

Capacity Management; Economies and Diseconomies of Scale and Learning Curve; Capacity Strategies; Decision Trees.

### **Unit 5: Facility Location**

Location Strategy and its Importance: Factors influencing Plant Location; Globalization; Location Selection Models.

### **Unit 6: Layout Design**

Layout Planning; Layout Types; Design of Product and Process Layouts; Job Design; Work Measurement.

## **BLOCK III**

### **Unit 7: Project Scheduling**

Project Management; Scheduling Project; Case Study: Scheduling at Bellop; Logic of PERT.

### **Unit 8: Inventory Management**

Basic Economic Order Quantity (EOQ) Model; Quantity Discount Models; Spare Parts Inventory; Material Resources Planning; Manufacturing Resource Planning; Purchasing Objectives.

### **Unit 9: Operations Planning and Scheduling Systems**

Aggregate Planning and its Process; Master Scheduling; Aggregate Planning for Service Organizations; Operating Schedules; Sequencing Rules; Optimized Production Technology and Synchronous Manufacturing; Just in Time (JIT) Manufacturing System; Basics of SCM and ERP.

### **Suggested Reading**

1. Production and Operations Management by Panneerselvam R; Publisher: Prentice Hall of India
2. Operations Management by Shafer Scott M; Publisher: John Wiley
3. Succeeding in Project- Driven Organizations by Knutson Joan; Publisher: John Wiley
4. Service Operations Management by Metters Richard D; Publisher: South West
5. Operations Management by Shim Jae K; Publisher: Barron's E
6. Operations Management: Strategy and Analysis by Krajewski Lee J and Ritman; Publisher: Pearson Education
7. Production and Operations Management by Gaither and Norman; Publisher: Dryden Press.

**SYLLABUS  
MBA  
SEMESTER – II**

**INTERNATIONAL BUSINESS**

**Sub. Code: 098. 207**

**Credits: 03**

**Total Marks: 100**

**Minimum Pass Marks: 40%**

**Internal Assessment: 40 Marks**

**University Examination: 60 Marks**

## **BLOCK I**

### **Unit 1: International Business**

Introduction; Significance; Nature and Recent Trends; Features of International Business Environment; Culture Dynamics in Assessing Global Markets; International Political Spectrum and Management Decisions.

### **Unit 2: International Business Environment**

Economic Classifications and Transformation Processes Affecting International Business; International Legal Environment; Emerging Markets & Strategic Implications; Technological and Demographic Environment.

### **Unit 3: Regionalism in International Operations**

Intercontinental Trading Blocks: Policies, Motives, Trends, and Regional Statistics; Regionalism in South Asia: Need for Free Trade & Economic Integration: SAARC: Objectives, Integrated Program of Action (IPA); European Union: Structure, Single Market Aspect & its Expansion; North American Free Trade Organization.

## **BLOCK II**

### **Unit 4: Co-operative Business in International Operations**

Regulations & Barrier to Free Trade; International Commodity Agreements: GSP & GSTP; GATT; WTO: Principles, Structure, Major Agreements, Conference & Third World Stand; Economic Integrators: IMF, World Bank, Asian Development Bank, UNCTAD, UNIDO.

### **Unit 5: Global Business Policy**

Theories of Industrial Trade; International Investment Theories; Global Trade & Balance of Payments; Foreign Investments.

### **Unit 6: India in the Global Setting**

Foreign Trade in India; EXIM Policy; Composition of Trade; Government Influence on Foreign Trade: Export Promotion Measures.

### **Unit 7: International Monetary System & Foreign Exchange Market**

Introduction to International Monetary System & Foreign Exchange Market; Business Implications of Exchange Rate Movement; Foreign Exchange Management Act (FEMA); Internationalization of Stock Market.

## **BLOCK III**

### **Unit 8: Multinational Corporations**

MNCs: Ownership Criteria, Market Imperfections; International Power; Micro-International; Dominance of MNCs; International Regulatory Structure; Ethics; Multinational Companies in India.

### **Unit 9: Globalization of World Economy**

Introduction; International Forum of Globalization; Global Integration; the Demography of Globalization; Risk and Opportunities of Globalization; Commercial Diplomacy.

### **Unit 10: International Operations Management**

Global Advertising & Promotion; Global Supply Chain Management; International Labor Management; Changing Profile of the Global Manager.

### **Suggested Reading:**

1. International Business: Text and Cases by Francis Cherunilam, Publisher: Prentice Hall of India Private Limited, New Delhi
2. International Business by K. Aswathappa, Publisher: Tata McGraw Hill Publishing Company Limited. New Delhi
3. International Business by Charles W. L. Hill, Publisher: McGraw Hill/ Irwin Publication
4. International Business by Ball, Publisher: McGraw Hill
5. International Business by Joshi, Rakesh Mohan, Publisher: Oxford University Press
6. International Business by Paul Justin, Publisher: Prentice Hall of India
7. International Business by Shajahan, Publisher: Macmillan India