

VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY
JNANASAGARA CAMPUS, BALLARI-583105

Department of Studies in
Business Administration

SYLLABUS

MBA
(II Semester)

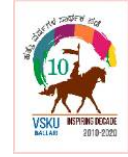
With effect from
2021-22



VIJAYANAGARA SRI KRISHNADEVARAYA UNIVERSITY

Department of Business Administration

Jnana Sagara, Ballari - 583105



II-SEMESTER

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				IA	Sem. Exam	Total	L	T	P		
SECOND	DSC6	21MBA2C6L	Financial Management	30	70	100	4	-	-	4	3
	DSC7	21MBA2C7L	Business Research Methods	30	70	100	4	-	-	4	3
	DSC8	21MBA2C8L	Operations Management and Supply Chain Management	30	70	100	4	-	-	4	3
	DSC9	21MBA2C9L	Human Resource Management	30	70	100	4	-	-	4	3
	DSC10	21MBA2C10L	Strategic Management	30	70	100	4	-	-	4	3
	SEC2	21MBA2S2L/T	Personality Development	20	30	50	1	1	-	2	1
	DSC8P2	21MBA2C3P	Operations Management & SCM Lab	20	30	50	-	-	4	2	2
DSC6T2	21MBA2C4T	Financial Management	50	-	50	-	2	-	2	-	
Total Marks for II Semester						650				26	

Dept Name: Department of Studies in Business Administration
Semester-II
DSC6: Financial Management

Course Title: Financial Management	Course code: 21MBA2C6L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

Course Outcomes (CO's):

At the end of the course, students will be able to:

4. Apply time value of money
5. Identify investment decisions, financing decisions and dividend decisions
6. Evaluate various investment decisions
7. Estimate working capital requirements of firm

DSC6: Financial Management

Unit	Description	Hours
1	Introduction: Meaning, objectives and scope, role of financial manager, finance functions, financing, investment and dividend decisions, objectives of financial management-Profit maximizations Vs. Wealth Maximization. Introduction to Indian financial system, Financial markets, financial instruments, financial institutions and financial services.	10
2	Time Value of Money: Importance, Theory and applications on Future value of single cash flow and annuity, present value of single cash flow, annuity & perpetuity. Theories on Simple interest & Compound interest including Loan amortization. Introduction to Leverages.	10
3	Financing Decisions: Introduction to Long-term sources of finance, Discussion on potentiality of equity shares, preference shares, debentures and bonds as long-term sources of finance. Concept and approaches of capital structure decision- NI, NOI, traditional, Modigliani & Miller approach; Capital structure practices in leading Indian companies. Cost of capital-cost of equity, cost of preference, cost of debentures and retained earnings, Weighted Average Cost of Capital (WACC).	12
4	Investment Decisions: Approaches of project- concept, process and techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting; Capital budgeting practices in leading Indian companies. Working Capital Management – Concept, Types and Factors influencing working capital requirements.	12
5	Dividend Decisions: Concept of retained earnings, Relevance and irrelevance theories of dividend decision; Introduction to dividend decision models - Walter's model, Gordon's model and Modigliani & Miller model, factors affecting dividend decision.	12
References:		
6. Financial Management - Khan M. Y. & Jain P. K, 6/e, TMH, 2011.		
7. Financial Management - Pandey I. M, 10/e, Vikas.		

8. Financial Management - Prasanna Chandra, 8/e, TMH, 2011
9. Financial Management, Rustagi, Taxman Publications
10. Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
11. Fundamentals of Financial Management – Vanhorne & Bhandari, Pearson Education.
12. Corporate Finance- Theory and Practice, Damodaran (Wiley, 1st Edition).

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-II
DSC7: Business Research Methods

Course Title: Business Research Methods	Course code: 21MBA2C7L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

Course Outcomes (CO's):

At the end of the course, students will be able to:

8. Conduct business research
9. Collect and analyse data using quantitative and qualitative techniques
10. Examine potential investment decisions
11. Apply critical thinking skills in order to evaluate different research approaches in Business

DSC6: Business Research Methods

Unit	Description	Hours
1	<u>Meaning, types, process of research- Why Study Business Research? Defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study</u>	10
2	Business Research Design-Introduction and significance of research design-Types: Exploratory and Conclusive Research Design. Exploratory Research: Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies. Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design	12
3	<u>Sampling - Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non ProbabilitySampling – convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.</u>	12
4	<u>Data Collection- Primary and Secondary data Primary data collectionmethods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages. Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling.</u>	12
5	Data Analysis and Report Writing- Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report,	10

	report structure, guidelines for effective documentation.	
References: <ol style="list-style-type: none">2. Donald R Cooper, Pamela S Schindler, JK Sharma, “ Business Research Methods”, McGraw Hill3. Ranjit Kumar Research Methodology Sage Publications4. Pannerselvam, R., Research Methodology, Prentice Hall of India, New Delhi.		

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-II
DSC8: Operations Management and Supply Chain Management

Course Title: Operations Management and Supply Chain Management	Course code: 21MBA2C8L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

Course Outcomes (CO's):

At the end of the course, students will be able to:

1. Understand and apply operations management and SCM concepts to solve real time problems
2. Effectively management of production operation in the organization
3. Design operations management policies
4. Manage SCM with efficiency and effectiveness

DSC6: Operations Management and Supply Chain Management

Unit	Description	Hours
1	Introduction to Operations Management, Trends of manufacturing and service sector in India, Services as a part of operations management, operations management key functional areas, challenges in operations management, current priorities in operations management, Operations strategy , relevance of operations strategy, strategy formulation process, options for strategic decisions in operations , trade off in operations strategy, world class manufacturing practices, Emerging context for operations strategy, sustainability in operations, reverse logistics, SDGs, Design for sustainability	10
2	Forecasting-Forecasting process-approaches to forecasting-accuracy & control forecasting techniques- Using Forecast information-Product& Service Design- Value Analysis- Issues in Product & Service design- Global Product Design- Phases in Product Design & Development- Capacity Planning- Determinants of effective capacity – Developing capacity alternatives-Evaluating alternatives – Process selection – Facilities layout – Job Design – Work measurement- Globalisation in operations- Factors affective location decision, location planning methods, key issues in location planning.	10
3	<u>TQM and TPM</u> <u>Total quality management- Management gurus- Quality awards- Total Quality Management Process Improvement – Quality Control-Statistical Process control –Process Capability- Acceptance Sampling- TPM, Six sigma quality control.</u>	12
4	<u>Supply Chain Management and capacity analysis</u> <u>Fundamental concepts in Supply Chain Management, SCM components, SCM Process orientation , Bullwhip effect, Design of Supply Chains, Importance and sourcing of supply chain, strategic sourcing, procurement process, Measures for sourcing and SCM, Make or Buy decisions, e-</u>	12

	Procurement, process and capacity analysis, process flow charting, BPR, Measures of capacity, Capacity planning framework, decision tree for capacity planning	
5	Inventory management and scheduling Master scheduling process-Overview of MRP- MRP inputs, processing and outputs- MRP in services- ERP- Overview of JIT- Building blocks of JIT- Transitioning to a JIT System- JIT in services, Need for scheduling- Scheduling alternatives- Loading of machines, Scheduling of flow shops, scheduling of job shops, mass production systems , theory of constraints	12
References: <ol style="list-style-type: none"> 1. Mahadevan B., Operations Management , Pearson 2. Steveneson Operations Management, McGraw Hill 3. Saxena, Production and Operations Management TMH 		

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-II
DSC9: Human Resource Management

Course Title: Human Resource Management	Course code: 21MBA2C9L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam: 3
Summative Assessment Marks: 70	

Course Outcomes (CO's):

At the end of the course, students will be able to:

1. Analyze HRM functions, principles, Job analysis that facilitates students to design a job description and job specification for various levels of employees.
2. Synthesize knowledge on effectiveness of recruitment process, sources & understanding of systematic selection procedure.
3. Identify the various training methods and design a training program.
4. Understand the concept of performance appraisal process in an organization.

DSC6: Human Resource Management

Unit	Description	Hours
1	Overview of HRM-Meaning, Scope, Importance and functions of human resource of Management, human resource department structure and human capital, Role of HR Managers in the organization.	10
2	Staffing in Organizations- Job Analysis and Design-Job enrichment and enlargement, job rotation, job specifications and descriptions, job evaluation methods. The hiring process, staff selection methods, employee turnover and absenteeism, employee termination.	12
3	Training and Development in Organizations-Employee training programs, new hire orientation, employee discipline methods, Carriers planning, Succession planning, Employee engagements and Talent management.	10
4	Performance Appraisals-Administrative and developmental uses of performance appraisals, common appraisal methods, management by objective. Employee Compensation Issues-Types of compensation systems, compensation equity, mandatory and voluntary benefits, incentives.	12
5	Current Issues and Trends in HRM- Approaches to global staffing, cultural, age diversity, gender diversity, workplace violence, alternative work arrangements.	12

References:

1. Decenzo and Robbins, Human Resource Management-Prentice Hall of India.
2. Garry Dessler and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi
3. Michael Armstrong: Handbook of Human Resource Management, Kogan Page.
4. V.S.P Rao, Human Resource Management, Text and Cases, Excel Books, New Delhi.
5. AK. Ghosh, Human Resource Management (with cases), Manas Publications, New Delhi.
6. T. V. Rao & D. F. Pereira, Recent Experiences in HRD ,Oxford & IBH, New Delhi.

7. Gary Dessler and Biju Varkkey (2013), Human Resource Management, Person Publication, 12th Edition.
8. P. Jyothi and D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition.
9. Biswajeet Pattanayak (2014), "Human Resource Management", PHI Publications, 4th Edition.
10. V.S.P.Rao and C.B. Mamoria (2012), "Personal Management (Text and Cases)", Himalaya Publications, Thirtieth Edition.

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-II
DSC10: Strategic Management

Course Title: Strategic Management	Course code: 21MBA2C10L
Total Contact Hours: 56	Course Credits: 04
Formative Assessment Marks: 30	Duration of ESA/Exam:3
Summative Assessment Marks: 70	

Course Outcomes (CO's):

At the end of the course, students will be able to:

1. Get clear idea about the concept of Strategic Management, its relevance, Characteristics, process nature and purpose.
2. Acquire an understanding of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage.
3. Have an insight on strategy at different levels of an organization to gain competitive advantage.
4. Analyze the strategic drive in multinational firms and their decisions in different markets.

DSC10: Strategic Management

Unit	Description	Hours
1	<u>Introduction to strategic management and Business Policy: (A) Evolution genesis, historical perspective of evolution, evolution based managerial practices. The concept of strategy, schools of thought on strategic formation, levels at which strategy operates, strategic decision making and issues associated with it. Elements and strategic management process and models of strategic management process. (B) Hierarchy of strategic intent – understanding strategic intent, concepts of stretch, leverage and fit, Vision – Nature, definition, benefits and process. Mission – Meaning and Definition, Formulation, communication and characteristics. Business Definition, Dimensions of business definitions, levels at which business school defines the product/service concept, business model. Goals and objectives – Meaning, role, characteristics, issues, formulation, balance score card approach to objective setting, critical success factors and key performance indicators.</u>	12
2	Environment – (A) External Environment - Concept, characteristics, Environmental taxonomy, Environment scanning – factors, approaches, sources, methods and techniques used, pitfalls. Appraising – factors affecting environmental appraisal, identifying environmental factors, structuring environmental appraisal. (B) Internal environment – Concept, Sources, behavior, strengths and weaknesses, synergistic effects, capabilities (Financial, Marketing, Operations, Personnel, Information Management, General Management), competencies and competitive advantage. (C) Organizational appraisal - Factors affecting, approaches, sources of information, methods and techniques used (for Internal analysis, Comparative analysis, comprehensive analysis) (D) Structuring organizational appraisal – preparing organizational capability profile , preparing strategic advantages profile.	12

3	<u>Types of Strategies: Functional strategies, Business strategies and corporate strategies.</u> A) Functional strategies – Vertical fit, horizontal fit, Functional Plans and policies (functional, financial, marketing, operational, personnel, information management, integration of all these plans). (B) Business strategies – Foundations, industry structure, positioning of the firm in an industry. Generic business strategies – Cost leadership, differentiation, focus. Tactics (for business strategies) – timing tactics, market location tactics. Business conditions for different industry conditions (Embryonic stage, growth stage, strategies (Expansion strategies, stability strategies, retrenchment strategies, combination strategies, concentration strategies). Integration strategies (horizontal and vertical), diversification strategies (relevance, risk, concentric/related, conglomerate/unrelated, risks associated with it).	12
4	<u>Strategic Analysis and choice:</u> (A) Process of strategic choice (focusing, analyzing and evaluating strategic alternatives, choosing among strategic alternatives). (B) Tools and techniques for strategic analysis (corporate portfolio analysis, SWOT analysis, experience curve analysis, life cycle analysis, industry analysis, strategic group analysis, competitive analysis). (C) Subjective factors and strategic choice (consideration for government policies, perceptions of CFS and distinctive competencies, commitment to past strategic actions, strategic decisions time and attitude to risk, internal political considerations, timing and competitive considerations). Contingency strategies and strategy plan.	10
5	<u>Strategy implementation, Evaluation and control:</u> (A) Activating strategies – nature and barriers to implementation, interrelationship of formulation and implementation, models of strategy implementation. (B) Implementation – project implementation, procedural implementation, resource allocation, structural implementation, behavioral implementation, operational implementation. (C) Strategic evaluation– Nature and importance of evaluation and control, participants, barriers and requirements of strategic evaluations. (D) Control – (a) Strategic control, Nature and importance, premise control, implementation control, strategic surveillance, special alert control. (b) Operational control, process evaluation, setting standards, measurement of performance, analyzing variances, taking corrective actions, techniques of strategic control (evaluation techniques for strategic control, evaluation techniques for operational control).	10
References: <ol style="list-style-type: none"> 1. Strategic Management and business policy – Azhar Kazmi, Tata McGraw-Hill - companies. 2. Strategy and Structure – Alfred C.Chandler. 3. Strategic Management – Alex Miller and Irwin. 4. Competitive Advantages: Creating and Sustaining, Superior Performance– Michael E.Porter. 5. Competing for the future – Prahalad and Hammel. 6. The Future of Competition – Prahalad and Venkataraman. 7. Crafting and executing Strategy – Aauthor A. Thompson and others. 		

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-II
SEC 2: Personality Development

Course Title: Personality Development	Course code: 21MBA2S2L/T
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 1
Summative Assessment Marks: 30	

Course Outcomes (COs):

At the end of the course, students will be able to:

1. Analyze the determinants of personality characteristics to better understand their effects on cognitions, emotions, and behavior.
2. Think critically about and apply theoretical and research-based explanations for human behavior in order to successfully negotiate the challenges of daily living.
3. Apply the major personality domains and theories to better understand one's own behavior and the behavior of others.
4. Develop and maintain a Reflection.

SEC 2: Personality Development

Unit	Description	Hours
1	Introduction to Personality Development: The concept of personality- Dimensions of theories of Freud & Erickson- personality – significant of personality development. The concept of success and failure: What is success? - Hurdles in achieving success - Overcoming hurdles - Factors responsible for success – What is failure - Causes of failure. SWOT analyses, Johari – Window Attitude & Motivation: Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude - Advantages –Negative attitude - Disadvantages - Ways to develop positive attitude - Difference between personalities having positive and negative attitude. Concept of motivation - Significance - Internal and external motives - Importance of self-motivation- Factors leading to demotivation	10
2	Self-Esteem: Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self esteem – Low self-esteem - Symptoms - Personality having low self-esteem - Positive and negative self-esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviors - Lateral thinking.	10
3	Other Aspects Of Personality Development: Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader - Characterbuilding -Team-work - Time management -Work ethics – Good manners and etiquette. Employability Quotient:Resume building- The art of participating in Group Discussion – Acing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.	10
References (indicative)		

1. Robbins, Stephen P., and Timothy A., Judge, "Essentials of organizational behavior", Latest Edition.
2. Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2011.
3. Business Communication by P D Chaturvedi & Mukesh Chaturvedi, 3rd Edition, Pearson Publication, 2013.

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-II
DSC8P2: Operations Management & SCM Lab

Course Title: Operations Management & SCM Lab	Course code: 21MBA2C3P
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 20	Duration of ESA/Exam: 2
Summative Assessment Marks: 30	

Course Outcomes (CO's):

At the end of the course, students will be able to:

1. Understand the main functions of Excel & Open Boxes
2. Perform descriptive analyses with Excel & Open Boxes
3. Perform Forecasting Approaches through Excel.
4. Perform capacity analyses through Excel

DSC8P2: Operations Management & SCM Lab

Unit	Description	Hours
1	Technology in procurement, Inventory Management, logistics and warehouse. Apply Open boxes, an open-source inventory and supply chain management system. Apply excel on problems	10
2	Supply Chain Analytics, Modeling and Risk management. Apply BOM Management software in ore centralized database – open source software. Apply excel on problems.	10
3	IT in supply chain management, functional informational technologies, managing the IT systems, Emerging practices in SCM IT.	10
References:		
<ol style="list-style-type: none"> 1. Mahadevan B., Operations Management , Pearson 2. Steveneson Operations Management, McGraw Hill 3. Saxena, Production and Operations Management TMH 4. Sourceforge.net 		

Date

Course Coordinator

Subject Committee Chairperson

Dept Name: Department of Studies in Business Administration
Semester-II
DSC6T2: Financial Management

Course Title: Financial Management	Course code: 21MBA2C4T
Total Contact Hours: 30	Course Credits: 02
Formative Assessment Marks: 50	Duration of ESA/Exam: -
Summative Assessment Marks:	

Course Outcomes (CO's):

At the end of the course, students will be able to:

1. Apply time value of money in real life situations
2. Identify investment decisions, financing decisions and dividend decisions
3. Evaluate various investment decisions and financing decisions
4. Estimate working capital requirements of firm

DSC6T2: Financial Management

Unit	Description	Hours
1	Time Value of Money: Problems on Future value of single cash flow and annuity, present value of single cash flow, annuity & perpetuity. Problems on Simple interest & Compound interest including Loan amortization. Problems on Leverages Analysis-Financial, Operating and combined leverage, EBIT-EPS analysis.	10
2	Financing and Dividend Decisions: Problems on Capital Structure decisions and Problems on Cost of capital-cost of equity, cost of preference, cost of debentures and retained earnings, Weighted Average Cost of Capital (WACC). Walter's model, Gordon's model and Modigliani & Miller model	10
3	Investment Decisions: Problems on techniques of capital budgeting and its applications, risk and uncertainty in capital budgeting; Capital budgeting practices in leading Indian companies. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.	10
References:		
<ol style="list-style-type: none"> 1. Financial Management - Khan M. Y. & Jain P. K, 6/e, TMH, 2011. 2. Financial Management - Prasanna Chandra, 8/e, TMH, 2011 3. Financial Management, Rustagi, Taxman Publications 		

Date

Course Coordinator

Subject Committee Chairperson

CBCS Question Paper Pattern for PG Semester End Examination
with Effect from the AY 2021-22

Disciplines Specific Core (DSC) and Discipline Specific Elective (DSE)

Paper Code:

Paper Title:

Time: 3 Hours

Max.

Marks: 70

Note: Answer any FIVE of the following questions with Question No. 1 (Q1) Compulsory, each question carries equal marks.

Q1. 14 Marks

Q2. 14 Marks

Q3. 14 Marks

Q4. 14 Marks

Q5. 14 Marks

Note: Question No.1 to 5, one question from each unit i.e. (Unit I, Unit II,). The Questions may be a whole or it may consists of sub questions such as a,b, c etc...

Q6. 14 Marks

Note :Question No.6, shall be from Unit II and III, the Question may be a whole or it may consists of sub questions such as a,b, c etc...

Q7. 14 Marks

Note: Question No.7, shall be from Unit IV and V, the Question may be a whole or it may consists of sub questions such as a,b, c etc...

Q8. 14 Marks

Note: Question No-8 shall be from Unit II, Unit III , Unit IV and Unit V. The question shall have the following sub questions and weightage. i.e a – 05 marks, b – 05 marks, c – 04 marks.

Skill Enhancement Courses (SECs)

Paper Code:

Paper Title:

Time: 1 Hours

Max.

Marks: 30

There shall be Theory examinations of Multiple Choice Based Questions [MCQs] with Question Paper set of A, B, C and D Series at the end of each semester for SECs for the duration of One hour (First Fifteen Minutes for the Preparation of OMR and remaining Forty-Five Minutes for Answering thirty Questions). The Answer Paper is of OMR (Optical Mark Reader) Sheet.

Method for Evaluation of Tutorials

Sl. no	Evaluation Methods	Max Marks = 50
1	Real World Case Study	20
2	Business Game/ Simulation	10
3	Test- Solving Numerical questions	10
4	Quiz	10
