

SYLLABUS OF MBA – II SEMESTER 2019-20

M-201 HUMAN RESOURCE MANAGEMENT

1. COURSE OBJECTIVES

4. Develop the knowledge, skills and concepts needed to resolve human resource management problems or issues.
5. Manage the employment relationship, which is a shared responsibility between employers, management, human resources specialists, and employees. Identify the human resources needs of an organization or department.
6. Evaluate the procedures and practices used for recruiting and selecting suitable employees. Assess training requirements and design a successful orientation and training program

2. COURSE CONTENTS

Introduction to Human Resource Management: Introduction, Nature, Objectives, Principles, Definition, Scope and Origin of HRM, Functions of HRM, HRM Models, Organizational Performance & HRM, Environmental Factors & HRM.

Resourcing the Organization: Job Analysis, Job Design, HR Planning process, Recruitment : Significance, Process, Sources-Internal & External, Evaluation of Recruitment Activity, E-recruitment. Selection: Criteria, Methods, Short listing, Selection & Validation of Selection. Appointment and its process, Induction/ on boarding.

Training & Development: Meaning & Concept, Training Need Assessment, Training & Development (T&D) Process, Designing Training Programme. Methods of Training – On the Job & Off the Job methods, Outsourcing Training, Executive Development Programme, Evaluation of T&D Programmes.

Performance Management System: Meaning, Nature & Components, Identifying & Measuring Employee Performance, Essentials of Effective Performance Management, Methods & Techniques, Performance Evaluation and Feedback, Potential Appraisal, Career Planning and Development, Career stages.

Remuneration & Rewards: Components of Employee Remuneration, Devising a Remuneration Plan, Principles of Remuneration, Salary, Allowances, Incentives, Perks and other benefits, Individual Incentives- Piece Rate System & Bonuses, Monetary & Non-monetary Rewards, Importance of Equity, Profit Sharing, Modern methods of gain sharing.

Emerging Trends in HRM: Workers Participation in Management, Ethical Issues in HRM, Role of Technology in Training & E-Learning, Succession Planning, Talent Acquisition and Management, Employee Turnover, Employee Retention Strategies.

M – 202 MARKETING MANAGEMENT

1. COURSE OBJECTIVES

1. To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.
2. To familiarize students with theories, concepts, contexts and practical application of Marketing in real life business environment
3. To develop an understanding of Marketing as central and strategic function in a firm's business strategy.

2. COURSE CONTENTS

Introduction to Marketing: Concept, nature, scope, importance and functions of marketing; Process of Marketing; Basic Concepts - needs, wants, value and satisfaction; Marketing mix; Strategic marketing planning – an overview.

Understanding Marketing Environment: Introduction and Factors affecting Marketing Environment, Competition, Porter's Five Force Model; Marketing Information System; Introduction to Marketing Research, Market Research and Forecasting.

Consumer Behaviour: Introduction, Factors influencing Consumer Behaviour, Consumer buying decision process, Models of Consumer Behaviour, Organizational Buying Behaviour.

Segmentation, Targeting and Positioning: Market Segmentation: Introduction, Criteria for Effective Segmentation, Evaluating and Selecting Market Segmentation, Targeting Selected Markets, Targeting Strategies, Theories of Positioning, Effective Positioning Strategies.

Product Management: Concept of a product, Classification of products, Major product decisions, Product line and product mix, Product life cycle – strategic implications, New product development and consumer adoption process; Branding, Packaging and Labeling.

Pricing Decisions: Factors affecting Price Determination, Pricing Policies and Strategies.

Channels of Distribution: Nature, Functions, and Types of Distribution Channels; Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics

Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion, Publicity and Public Relations, Personal Selling and Sales Management.

Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Holistic Marketing, Social Marketing, Global Marketing; Relationship marketing and other emerging developments of marketing.

M-203 FINANCIAL MANAGEMENT

1. COURSE OBJECTIVES

1. To obtain an understanding and ability to use basic business financial management concepts and tools of analysis such as valuation, capital budgeting, cost of capital, Ratio, Fund Flow, capital structure and working capital management, and to become familiar with the various types of financing available to a firm.
2. To equip the students with the understanding time value of money & use it for decision making.
3. To evaluate projects and investments and to demonstrate proficiency in valuation techniques, both DCF (discounted cash flow) and non-DCF
4. To understand theories of dividend policy and emerging issues in financial management.

2. COURSE CONTENTS

Financial management – Introduction to financial management, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Interface of Financial Management with other functional areas.

Indian financial system – Primary market, Secondary market – stocks & commodities market, Money market, Forex markets. (Theory Only)

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles (Theory Only)

Time value of money –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.

Tools for financial analysis: Analysis and Interpretations -Ratio Analysis, Fund flow Statement as per AS3, Break Even Analysis

Cost of Capital 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.

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.

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)

Capital structure and dividend 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).

Emerging Issues in Financial management: Derivatives, Mergers and Acquisitions, Behavioural Finance, Financial Modelling, Financial engineering, risk management. (Theory Only).

M-204 RESEARCH METHODOLOGY

1. COURSE OBJECTIVES

1. To familiarize students with basic of research and the research process.
2. To enable the students in conducting research work and formulating research synopsis and report.
3. To familiarize Students with Statistical packages such as SPSS/EXCEL.
4. To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the business/Research problem.

2. COURSE CONTENTS

Introduction to Research: Meaning of Research and Significance of Research in Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Process of Research: Define the research problem. Steps Involved in Research Process. Research Design: Various Methods of Research Design. Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member.

Collection of Data: Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Nonparametric & parametric tests

Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F- test and Chi-Square test. Application and Analysis of Variance (ANOVA). Non parametric tests

Research Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned.

M- 205 - QUANTITATIVE TECHNIQUES & OPERATION RESEARCH

1. COURSE OBJECTIVES

- 1 .To impart knowledge in concepts and methods of Quantitative Techniques
2. To understand the concepts & mathematical models used in Operations Research
3. To apply these techniques constructively to make effective business decisions

2. COURSE CONTENTS

Role and uses of quantitative techniques in business decision making; Frequency Distribution, Measures of Central Tendency; Measures of Variation, Skewness and Kurtosis; Correlation – types, Coefficient of correlation, Coefficient of determination; Regression- types, linear regression model, construction of regression lines, Coefficient of regression

Matrix -Definition, algebra & types, determinant and elementary operations on matrix, Inverse of Matrix, methods of solving linear equations by matrices, Application of matrices for solution to simple business and economic problems.

Probability- concepts, approaches, conditional probability, marginal probability, Bayes' theorem and applications of Probability; Probability Distributions- Concept, types and application of Binomial, Poisson, Exponential and Normal distributions

Role and uses of Operations Research-Definition & scope; Linear Programming- Linear programming, formulation of linear programming model, basics of graphical method, simplex method and Duality in linear programming.

Game Theory – characteristics & formulation of game models, Two person Zero sum games, pure game with saddle point, Mixed strategies, dominance in games, $2 \times N$ and $M \times 2$ games - Graphical and algebraic methods.

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Matrix -Definition, algebra & types, determinant and elementary operations on matrix, Inverse of Matrix, methods of solving linear equations by matrices, Application of matrices for solution to simple business and economic problems.

Probability- concepts, approaches, conditional probability, marginal probability, Bayes' theorem and applications of Probability; Probability Distributions- Concept, types and application of Binomial, Poisson, Exponential and Normal distributions

Role and uses of Operations Research-Definition & scope; Linear Programming- Linear programming, formulation of linear programming model, basics of graphical method, simplex method and Duality in linear programming.

Game Theory – characteristics & formulation of game models, Two person Zero sum games, pure game with saddle point, Mixed strategies, dominance in games, $2 \times N$ and $M \times 2$ games - Graphical and algebraic methods

Decision Theory - decision under uncertainty, decision under Risk, Expected Value of perfect information, decision tree analysis.

M- 206 - ENTREPRENEURSHIP DEVELOPMENT AND INNOVATION MANAGEMENT

1. COURSE OBJECTIVES

1. Understanding basic concepts in the area of entrepreneurship and Innovation Management
2. Understanding the role and importance of entrepreneurship for economic development, developing personal creativity and entrepreneurial initiative,
3. Adopting of the key steps in the elaboration of business idea,
4. Understanding the stages of the entrepreneurial process and the
5. Resources needed for the successful development of entrepreneurial ventures.

2. COURSE CONTENTS

Innovation Management: Meaning of Innovations, Introduction to innovation management, Developing new products and services, Introducing new products and services, Entrepreneurial Innovation Process. **Types of Innovations in Business:** Product Innovation Process Innovation, Business Innovation, Organizational Innovation, Technology Innovation, Marketing Innovation, Strategy Innovation.

Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report;

Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Presenting business plan to investors.

Informal Risk Capital and Venture Capital: Informal risk capital market - venture capital - nature and overview - venture capital process - locating venture capitalists - approaching venture capitalists. Social Entrepreneurship: Social enterprise-need - types - characteristics and benefits of social enterprises-

Sources of finance and IPR: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; **legal issues** – intellectual property rights- patents, trade mark, copy

right, trade secrets, licensing; franchising. Rural entrepreneurship, MSME Policies. Make-In India, Start-Up India, Stand-Up India.

M-207: SEMINAR ON CONTEMPORARY ISSUES

1. COURSE OBJECTIVES

1. Describe, discuss and critically reflect upon selected contemporary issues in different disciplines of business management.
2. Identify and summarize the major practical implications of the selected issues for organizations as well as for society at large.
3. Independently identify relevant contemporary issues in management as well as gathering scientific knowledge and present the report.

2. COURSE CONTENTS

The exact themes for emphasis will alter as contemporary issues change. Some of the themes that might be focused upon are:

- ▮ Talent management
- ▮ Organizational learning and knowledge management
- ▮ Cross-cultural management
- ▮ Managing diversity
- ▮ Creative processes and innovation
- ▮ Mergers and Acquisitions
- ▮ Recent trends in Marketing
 - Stock Market Development
- ▮ Other related and relevant themes may be chosen by the student in consultation with the faculty member

Subject Instructions

The course consists of several different forms of learning opportunities, including lectures, seminars and presentations. The composition of the learning environment is naturally used as an important asset in the discussion of the contemporary issues in management from a global perspective.

The faculty members will assign contemporary issues concerning with Business World. The student will prepare seminar under guidance of faculty members to be allotted by the Director/ Head/ Principal of the institute. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ Head/ Principal of the institute or his or her nominee) and External examiner (to be appointed by Director/ Head/ Principal of the institute from a panel proposed by the Board of Studies and approved by the Vice Chancellor of Bikaner Technical

University (BTU). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

M-208 DATA SCIENCE LAB

1. COURSE OBJECTIVE

1. Understand and analyze problems with data science and able to solve those problems from a statistical perspective.
2. Collect, Visualize, Blend Data from Different Data Sources. Perform Exploratory Data Analysis and create data products for business applications.
3. Understand Data Science Project Life Cycle and understand the basics of Supervised Regression Techniques and Supervised Classification Techniques.

2. COURSE CONTENTS

Introduction: Introduction to Data Science, Need for Business Analytics, Data Science Life Cycle, Different Tools available for Data Science (Python, R, SQL, Spark, Hive)

Data Exploration & Data Structure: R Packages and R Operators, Importing and Exporting Data from external source, Data Exploratory analysis, R Data Structure (Vector, Scalar, Matrices, Array, Data Frame, List), Functions.

Data Visualization & Statistics: Visual Data Analytics and Tools, Bar Graph, Histogram, Pie Chart, Line Chart, Box Plot, Scatter Plot.

Statistics - Terminologies, Measures of Centers, Probability, Normal & Binary Distribution, Hypothesis Testing, Chi-Square Test, Anova.

Supervised Learning: Supervised Learning - Linear Regression, Bivariate Regression, Multiple Regression Analysis, Correlation. Logistic Regression. Machine Learning - Uses, Process & Categories

Unsupervised Learning: Clustering and its Use, K-means Clustering, Canopy Clustering, Hierarchical Clustering.

Big Data and other Emerging Trends: Big Data and its impact on analytics, Role and importance of Data Scientist, Data Cleaning, Big Data & Data Warehousing, Market Basket Analysis, Sentiment Analysis, Location Based Analysis - Geospatial Analytics, Issues of Legality, Privacy, and Ethics.

