Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

MBA-AGRI-BUSINESS MANAGEMENT- II SEMESTER (20-22)

MBAI201 FINANCIAL MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI201	Financial Management	60	20	20	-	-	4		-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical;   **C** - Credit;
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective
The objective of this course is to understand the concept of Business Finance. It also aims at learning of financial tools and developing the skills of financial analysis and financial decisions. The emphasis will be on the concepts and application rather than derivations

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 24 Marks and consist of three questions, out of which student will be required to attempt any two questions. Section B will comprise of five questions, out of which student will be required to attempt any three cases / problems worth 36 marks.

Course Outcomes
1. Familiarized with the various sources of finance which a business house can mobilize.
2. Develop the ability to measure the risk and return of the various portfolios.
3. Implement investment decisions, the process and methods of evaluation of various investment proposals.
4. Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm.

COURSE CONTENT

Unit I: Introduction
1. Introduction to financial management
2. Objectives of financial management – profit maximization and wealth maximization

3. Interface of Financial Management with other functional areas

Unit II: Capital Structure Decision
1. Short term and long term sources of funds and their characteristics Cost of Capital
2. Computation of cost of Equity, Debt and Preference Capital.
3. Weighted Average Cost of Capital
4. Capital Structure and its Theories.
5. Developing the Concept of Leverage in Finance
6. Computation and Inferences of Degree of Operating Leverage
7. Financial Leverage and Combined Leverage

Unit III: Investment Decisions
1. Time Value of Money
2. Investment evaluation techniques – Net present value
3. Internal rate of return
4. Payback period
5. Discounted payback period
6. Accounting rate of return

Unit IV: Working Capital Management
1. Factors influencing working capital requirements
2. Current asset policy and current asset finance policy
3. Determination of operating cycle and cash cycle
4. Estimation of working capital requirements of a firm

Unit V: Dividend Decisions
1. Dividend policy – Factors affecting the dividend policy
2. Dividend policies- Stable dividend, Stable payout

Suggested Readings
1. Khan M. Y. and Jain P. K. (2007). *Financial Management*. Tata McGraw Hill, Latest Edition.
2. Pandey I. M. (2009). *Financial Management*. Vikas Publications, Latest Edition.
3. Chandra Prasanna (2011). *Financial Management*. Tata McGraw Hill, Latest Edition.
4. Kapil (2012). *Financial Management*. Pearson Education, Latest Edition.
5. Shrivastav and Mishra (2008). *Financial Management*. Oxford University press, Latest Edition.
6. Brigham and Houston (2009).*Fundamentals of Financial Management*. Cengage Learning, Latest Edition.
7. Vanhorns and Bhandari (2008). *Fundamentals of Financial Management*. Prentice Hall, Latest Edition.
8. Kothari and Dutta (2005*).Contemporary Financial Management*. Macmillan India Ltd, Latest Edition.
9. Stephen A. Ross, Wester Field, Jordan (2008). *Fundamentals of Corporate Finance.* McGraw Hill, Latest Edition.

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MBAI202 RESEARCH METHODOLOGY

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI202	Research Methodology	60	20	20	-	-	4		-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical;   **C** - Credit;
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives
The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods. It will equip the students with the concept and methods of Business Research.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. The course offers a systematic package into the theoretical as well as practical aspects of conducting research.
2. Demonstrate understanding of research methodology.
3. Apply the statistical concepts in business research.
4. Validate statistical statements relating to business research.

COURSE CONTENT

Unit I: Business Research
1. An overview: Research process
2. Types of Research - Exploratory Research, Descriptive Research, Causal Research, Analytical Research
3. Problem formulation, Management problem v/s. Research problem
4. Approaches to Research
5. Importance of literature review
6. Business Research Design: Steps involved in a research design

Unit II: Sampling and Data Collection
1. Sampling and sampling distribution: Meaning, Steps in Sampling process
2. Types of Sampling - Probability and Non probability Sampling Techniques
3. Data collection: Primary and Secondary data – Sources – Advantages/Disadvantages
4. Data collection Methods: Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.

Unit III: Measurement and Scaling Techniques
1. Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale, Criteria for good measurement
2. Attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale

Unit IV: Statistical Tools for Data Analysis
1. Measures of central tendency - Mean, Median, Mode ,Quartiles, Deciles and Percentiles
2. Measures of Dispersion: Standard Deviation – Variance – Coefficient of Variance, Skewness
3. Correlation - Karl Pearson's coefficient of Correlation, Rank Correlation
4. Regression: Method of Least Squares
5. Formulation of hypothesis
6. Testing of hypothesis
7. Type I and Type II Errors.
8. Parametric tests: Z-Test, t-test, F-test, Analysis of Variance – One-Way and Two-way
9. Non parametric tests - Chi-Square test

Unit V: Report writing
1. Reporting Research
2. Types of reports
3. Characteristics of a research report

Suggested Readings
1. Malhotra Naresh K. (2008). *Marketing Research. Pearson publishers*, Latest Edition.
2. Zikmund, Babin, Carr, Griffin (2003). *Business Research Methods*. Cengage Learning, India, Latest Edition.
3. Cooper Donald R and Schindler Pamela S. (2006). *Business Research Methods*. McGraw-Hill Education, Latest Edition.
4. Anderson, Sweeney, William, Cam (2014). *Statistics for Business and Economics*. Cengage Learning, Latest Edition.
5. Krishnaswami O. R., Ranganatham M. (2011). *Methodology of Research in Social Sciences*. Himalaya Publishing House, Latest Edition.
6. Levin and Rubin (2008). *Statistics for Management*. Dorling Kindersley Pvt Ltd, Latest Edition.
7. Sekaran Uma (2003). *Research Methods for Business*. Wiley India, Latest Edition.
8. Gupta S. P. (2014). *Statistical Methods*. Sultan Chand and Sons, Latest Edition.
9. Aczel and Sounderpandian (2008). *Complete Business Statistics*. Tata-McGraw Hill, Latest Edition.
10. Kothari C. R. (2004). *Research Methodology*. Vishwa Prakashan, Latest Edition.

MBAI203BUSINESS LAW

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBI203	Business Law	60	20	20	-	-	4	-	-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical;   **C** - Credit;
*__Teacher Assessment__ shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives
The objective of the course is to acquire the students various laws, which are to be observed in performing the day-to-day business and to help them develop abilities and skills required for the applications of business law.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
- Demonstrate understanding of business legislation
- Apply the concept of business law in business operations
- Develop an understanding of the linkages of business law and other functions of an organization.

COURSE CONTENT

Unit I: The Indian Contract Act 1872
1. Essentials of a Valid Contract
2. Void and Voidable Contracts
3. Performance of Contracts
4. Breach of Contract and its Remedies
5. Quasi Contracts

Unit II: The Companies Act, 2013
1. History, Nature and Types of Companies
2. Memorandum and Article of Association
3. Shareholders and Debenture Holders

4. Minority Protection
5. Winding up of companies

Unit III: Sale of Goods Act, 1930
1. Classification of goods
2. Conditions and Warranties
3. Passing of ownership rights, Rights of an unpaid seller
4. Formation of Sales Contract

Unit IV: The Negotiable Instrument Act 1881
1. Nature and Types of Negotiable Instruments
2. Negotiation and Assignment
3. Holder in due Courses
4. Dishonor and Discharge Negotiable Instrument

Unit: Consumer Protection Act
1. Consumer Rights
2. Exploitation of Consumer
3. Consumer Protection
4. Utility of Consumerism

Suggested Readings
1. Saha, Ray H.K. (2016*). Law of Contracts.* Eastern Law Book House.Latest Edition.
2. GognaP. P. S.(2003). *A Textbook of Business and Corporate Law.* S. Chand and Company. Latest Edition.
3. BulchandaniK. R.(1984). *Business Law.* Himalaya Publishing.Latest Edition.
4. Singh Avtar (2006). *Principles of Mercantile Law.* Eastern Book Company.Latest Edition.
5. BoseChandra(2008). *Business Laws.* Prentice Hall, India.Latest Edition.
6. Kumar (2009). *Legal Aspect of Business.* Cengage Learning. Latest Edition.

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MBAI204 OPERATIONS MANAGEMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		4	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI204	Operations Management	60	20	20	-	-	3		-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical;   **C** - Credit;
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives
1. The objective of this course is to help the students understand the concepts and scopes of Operation Management
2. To help understand various functions under Operations Management and tools, techniques and models for solving various issue.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. To understand the role of Operations Management in business.
2. Plan effective and efficient use of resources of an organization.
3. Study and resolve different operational issues in manufacturing and services organisations.

COURSE CONTENT

Unit I: Introduction to Production and Operations Management
1. Overview and nature of Production / Operations and Services
2. Definition and characteristics of Production systems
3. Objectives and scope of Operations Management
4. Productivity - Definition, Factors affecting Productivity. Different inputs and productivity measures

Unit II: Facilities Location and Layout Planning
1. Importance of Location decision, situations that lead to location decisions, factors influencing location decision.

2. Location Models: Factor Rating, Dimensional Analysis, Median Model, Load-Distance Model, Centre of Gravity Model, Break-Even Method, Brown and Gibson Model
3. Layout: Definition and Objectives of Layout design, Principles of Layout Design, situations that lead to layout design
4. Product layout, process layout, fixed position and group layout
5. Materials handling concepts: Objectives and principles of Materials Handling, Factors influencing selection of Materials Handling Equipment, Materials Handling Systems

Unit III: Resources Requirement Planning
1. Capacity Planning: Concept of Capacity and its measurement, Economies of scale and Learning Curve
2. Production Planning and Control, Aggregate Production Planning -Chase strategy, Level production strategy, Mixed strategy
3. Materials Requirement Planning

Unit IV: Operations Scheduling
1. Production Activity Control for Mass Manufacturing (Assembly line balancing, batch processing)
2. Job shop – n – jobs on single machine, n-jobs on two/three machines (Johnson's Rule)
3. Jobs on m-machines (Graphical method – Aker's Algorithm)

Unit V: Quality Management
1. Evolution of Quality Concept
2. TQM
3. Quality Gurus (Juran , Crosby, Deming)
4. Statistical Process Control , Control Charts and their Applications
5. Acceptance Sampling
6. Operating Characteristics Curve and its applications,
7. Quality Circles, Six Sigma, ISO 9000 and ISO14000

Suggested Readings
1. Chary S.N (2012). *Production and Operations Management*. McGraw Hills Education (I) Pvt. Ltd.,5th edition
2. Anil Kumar S. and Suresh N. (2009). *Operations Management.* New Age International Publishers
3. Buffa, Elwood S. and Sarin, Rakesh K. (2006*). Modern Productions. Operations Management*. John Wiley & Sons, 8th edition
4. Mahadevan B. (2015). *Operation Management: Theory and Practice.* Pearson Education, New Delhi, Latest Edition.
5. Monks Joseph G. (1987). *Operations Management.* McGraw Hill Publication, New York, Latest Edition.
6. Paneerselvam R. (2012). *Production and Operations Management.* Prentice Hall India Learning, Latest Edition.
7. Leach R., Lee J. Krajewski Lee J. and Ritzman Larry P. (2007). *Operation Management.* Pearson Education; latest edition, New Delhi, Latest Edition.

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MBAI205 BUSINESS AND ECONOMIC ENVIRONMENT

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL					
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*	L	T	P	CREDITS
MBAI205	Business and Economics Environment	60	20	20	-	-	4	-	-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical;   **C** - Credit;
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective
The course provides a broad overview of the economics of organization and business decision-making. The goal of this course is for you to develop the skills necessary to make optimal managerial decisions given different situations, environments, and information sets by applying microeconomic theory, which involves analytical work.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. To acquire a solid theoretical and applied understanding of the macro economy and its relationship to financial markets and the economic environment in which firms operate.
2. To develop a critical and sophisticated view of economic policy questions.

COURSE CONTENT

Unit I: Business Environment
1. Nature and Scope of Business Environment
2. Factors effecting environment of Business– Internal and External
3. Economic factors and its Components
4. Cultural factors and its impact on business
5. Social Environment and its impact on Purchasing and Consumption
6. Political Stability and its impact on the Business
7. Dimensions of International Business Environment

Unit II: Globalization and Indian Business Environment
1. Meaning, Implications and Phases of Globalization
2. Impact on Indian Economy across Sectors
3. Modes of entry strategies
4. India's Foreign Trade Policies – Recent Developments, Global outsourcing
5. Impact of WTO on India's foreign trade 6. India and Global Knowledge Market in Technological Environment

Unit III: Economic Policies
1. Fiscal Policy and Tax System in India
2. Monetary Policy and Banks Reforms in India
3. Foreign Trade Policy
4. Industrial Policy of the Government and Challenges of Indian Economy

Unit IV: International Trades
1. Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction
2. Trade Barriers and Trade Strategy
3. Free Trade vs. Protection
4. World Financial Environment: Foreign Exchange Market Mechanism
5. Exchange Rate Determination

Unit V: Demand and Supply
1. Introduction
2. Determinants of Demand and Supply
3. Demand Function, Demand and Supply Curve
4. Law of Demand
5. Elasticity of Demand
6. Demand Forecasting
7. Markets Types– Perfect Competition, Imperfect Competition

Suggested Readings
1. Harold Koontz, O'Donnell and Heinz Weihrich, *"Essentials of management"*, New Delhi, Tata McGraw Hill, 1992
2. Robbins and Coulter (2007). *Management. Prentice Hall of India,* Latest Edition.
3. Hillier Frederick S. and Hillier Mark S(2008). *Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets*. Mc Graw Hill, India, Latest Edition.
4. Weihrich Heinz and Koontz Harold (2011). Management: *A Global and Entrepreneurial Perspective*. McGraw-Hill Education, New Delhi, India, Latest Edition.
5. Harold Koontz, O'Donnell and Heinz Weihrich, *"Management: A Global Perspective"*, New Delhi, Tata McGraw Hill, Xth edition, 1994.
6. Robert Krienter, *"Management"*, Houghton miffin Co, 7th edition 1994.
7. Stephen P. Robbins and Merry Coulter, *"Management"*, New Delhi, Prentice Hall of India, 2002

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MBAI206 MANAGING HUMAN RESOURCES

SUBJECT CODE	SUBJECT NAME	TEACHING & EVALUATION SCHEME								
		THEORY			PRACTICAL		L	T	P	CREDITS
		END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MEM 206	Managing Human Resources	60	20	20	-	-	4	-	-	4

Legends: **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical;   **C** - Credit;
***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective
The objective of the course is to guide students about various elements of Human Resource Management and make them understand the importance of employee engagement and career management.

Examination Scheme
The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes
1. To explain the planning and process of HRM
2. To understand the process Performance Management
3. To enlighten them with the importance of Employee Engagement and Career Development

COURSE CONTENT

Unit I: Introduction to Human Resource Management
1. Introduction, Meaning and Significance of HRM
2. Evolution of HRM in India, ASTD Model
3. Line and Staff Aspects of HRM
4. Recent Trends Shaping HRM
5. Strategic HRM

Unit II: Job Analysis, Acquisition and Talent Management Process
1. Human Resource Planning
2. Job Analysis and Job Design

3. Recruitment and its sources, Selection Process
4. Employee Testing and Selection
5. Talent Management : Concept and Process

Unit III: Training and Development of Human Resource
1. Training: Concept, Methods
2. Process:Need Assessment, Designing training programme, Implementing Training programme, Evaluating training programme
3. Training & Development and Competitive Advantage

Unit IV: Strategic Pay Plans and Performance Management
1. Factors Affecting Compensation
2. Job Evaluation: Definition, Methods
3. Performance appraisal : Need, Techniques and Errors
4. Personnel Research : Concept, Need, Types, Approaches

Unit V: Managing Employee Engagement, Careers and Labour Laws
1. Employee Engagement: Concept, Factors Affecting Employee Engagement
2. Employee Life Cycle of Career Management: Making Promotion Decisions, Managing Transfers, Managing Retirements
3. Managing Dismissals
4. Industrial Relation: Definition, Scope, Determinants of Industrial Relations :Socio-Economic, Technical and Political in changing Environment.
5. Labour Laws: The Payment of Wages Act, 1936, The Minimum Wages Act, 1948,The Provident Fund Act, 1952, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976

Suggested Readings
1. Dessler Gary (2016). *Human Resource Management*. Pearsons Education Delhi, Latest Edition.
2. Aswathappa K (2017). *Human Resource Management.* McGraw Hill Publishing Company, Singapore, Latest Edition.
3. Armstrong Michael (2008). *Handbook of Human Resource Management*. Practice. Kogan Page, London, Latest Edition.
4. Storey John (2004). *Managing Human Resources: Preparing for the 21st Century.* Beacon Booms, New Delhi, Latest Edition.
5. Rao, P. S. (2000). Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games. Mumbai, Himalaya Publishing House
6. http://assignmentpapers.blogspot.in/2011/08/personnel-research.html   (Retrieved   on April 1, 2018)