

**MASTER OF BUSINESS
ADMINISTRATION (MBA)**

CURRICULUM



**DEPARTMENT OF BUSINESS ADMINISTRATION
THE UNIVERSITY OF BURDWAN**

MBA PROGRAMME DESIGN & REQUIREMENTS

Department of Business Administration The University of Burdwan



THE PROGRAMME

The Master of Business Administration (MBA) is a two-year full time programme offered by the Department of Business Administration, The University of Burdwan. This programme was introduced by the University with the approval of the University Grants Commission (UGC) long back in the year 1983. Necessary technical approval for the programme has been obtained by the University from All India Council for Technical Education (AICTE) from time to time.

PROGRAMME OBJECTIVES

The Programme is designed to turn out a cadre of future managers thoroughly conversant with general principles of management along with tools and techniques pertinent thereto. The programme is also aimed to churn out future managers with specializations in the areas of Marketing, Finance, Human Resource Management and Systems, Operations & Decision Sciences.

PROGRAMME STRUCTURE

The courses for the MBA programme are offered in the following areas:

- Area – I: General Management*
- Area – II: Organisational Behaviour*
- Area – III: Economics*
- Area – IV: Strategic Management*
- Area – V: Marketing Management*
- Area – VI: Financial Management*
- Area – VII: Human Resource Management*
- Area – VIII: Systems, Operations & Decision Sciences*

PROGRAMME ADMINISTRATION

In order to complete the MBA programme, a student is required to obtain 100 credits from the different areas along with two compulsory special courses viz. (i) Summer Project and Viva (SPV) and (ii) Comprehensive Report (CR). Each of the courses in the identified areas carries 3 credits. Summer Project (SP) and Dissertation/Report carry 5 credits each. The credit distribution for the programme is as follows:

1. **60 credits** from 20 core courses.
2. **24 credits** from 8 elective courses exclusively from one of the four specialization areas viz. (A) **Marketing Management**, (B) **Financial Management**, (C) **Human Resource Management**, (D) **Systems, Operations & Decision Sciences**.
3. **6 credits** from 2 elective courses from the areas excluding the four specialization areas.
In lieu of these two elective courses, a student can opt for courses offered by allied departments as non-departmental electives and can earn a maximum of 6 credits.
4. **10 credits** from Summer Project (5 credits) and Dissertation/ Report (5 credits).

The other details relating to the programme based on Choice Based Credit System (CBCS) are as follows:

- A candidate can opt for a maximum of 30 credits per semester.
- A theoretical course of 3 credits involves 30 lecture hours including tutorials.
- Each course carries 100 marks of which 20 % will be reserved for internal assessment for all theoretical courses and the remaining 80 % will be for written examination. Internal Assessment will be made during the semester on the basis of attendance (25%) and assignment/class test/viva (75%).
- The elective courses to be offered to the students will be decided every semester by the Departmental Committee.
- All the students will have to undergo Summer Project (SP) of 8 to 10 weeks duration with an industrial/business/service/social organization by taking up a project study. The SIP report will carry 80 Marks and the viva voce to be conducted on the SIP will carry 20 Marks.
- Course MBA 107 (Comprehensive Report) will be segregated into three components: Final Project Study Report —50 marks, Field Study/Field Survey Report– 25 marks and Social Outreach Activities Report – 25 marks. A student has to take up the final project study in his/her area of specialisation. Field Study will be based on Industry visit(s) to be organised by the department during the programme. Social outreach activities will be based on components like visit to villages and identification of socio-economic issues on rural livelihood, serving the interests of informal workers, career counseling for the students of the excluded group, participation in literacy camps and other types of activities as specified and approved by the department. A single report comprising three separate sections on Final Project Study, Field Study/Field Survey and Social Outreach Activities will have to be submitted within the deadline set by the department.
- Students from other departments can opt for the elective papers from the different areas by obtaining necessary permission from their concerned department.
- All issues relating to programme administration in the CBCS will be governed by the decision of the departmental committee and the existing rules and regulations of the university.

The modified curriculum under Choice Based Credit System (CBCS) mode will come into effect from the academic session (2014-2016) to be commenced from July, 2014.

PROGRAMME STRUCTURE

AREA	CORE COURSES		ELECTIVE COURSES	
	COURSE CODE	COURSE NAME	COURSE CODE	COURSE NAME
1. General Management	MBA 101	Management Process & Organisation Theory (MPOT)	MBAE 108	Corporate Governance (CG)
	MBA 102	Business Environment (BE)		
	MBA 103	Managerial Communication and Skill Development (MCSD)		
	MBA 104	Research Methodology (RM)		
	MBA 105	Corporate Social Responsibility and Business Ethics (CSR & BE)		
	MBA 106	Summer Project & Viva (SPV)		
	MBA 107	Comprehensive Report (CR)		
2. Organisational Behaviour	MBA 201	Understanding Individual Employee Behaviour (UIEB)	MBAE 204	Ergonomics
	MBA 202	Managing Interpersonal and Group Processes (MIGP)	MBAE 205	Corporate Success Behaviour (CSB)
	MBA 203	Organisational Change and Development (OCD)	MBAE 206	Employee Non-Cognitive Behaviour (ENB)
			MBAE 207	Group and Team Effectiveness (GTE)
3. Economics	MBA 301	Managerial Economics (ME)	MBAE 304	Economics of Human Resources (EHR)
	MBA 302	Entrepreneurship Development (ED)	MBAE 305	Development Economics (DE)
	MBA 303	International Business (IB)	MBAE 306	Social Entrepreneurship (SE)
			MBAE 307	Indian Economic Environment (IEE)
			MBAE 308	Project Management (PM)
4. Strategic Management	MBA 401	Introductory Strategic Management (SM)	MBAE 402	Corporate Creativity and Strategic Innovation (CCSI)
			MBAE 403	Industrial Organisation and Competitive Strategies (IOCS)
			MBAE 404	Strategic Management of Non-Profit Organisations (SMNPO)

AREA	CORE COURSES		ELECTIVE COURSES	
	COURSE CODE	COURSE NAME	COURSE CODE	COURSE NAME
5. Marketing Management	MBA 501	Fundamentals of Marketing Management (FMM)	MBAE 502	Consumer Behaviour (CB)
			MBAE 503	Sales and Distribution (SD)
			MBAE 504	Brand Management (BM)
			MBAE 505	Retail Marketing (RTM)
			MBAE 506	Advertising (ADV)
			MBAE 507	Rural Marketing (RMM)
			MBAE 508	Service Marketing (SVM)
			MBAE 509	Strategic Marketing (SM)
			MBAE 510	Voluntary Sector Marketing (VSM)
			MBAE 511	Events Marketing Management (EMM)
			MBAE 512	Industrial Marketing (INDM)
			MBAE 513	Integrated Marketing Communication (IMC)
6. Financial Management	MBA 601	Accounting for Managers (AFM)	MBAE 603	Financial Markets and Financial Mathematics (FMFM)
	MBA 602	Corporate Finance (CF)	MBAE 604	Corporate Reporting (CR)
			MBAE 605	Financial Engineering(FE)
			MBAE 606	Working Capital Management (WCM)
			MBAE 607	Security Analysis & Portfolio Management (SAPM)
			MBAE 608	Advanced Corporate Finance (ACF)
			MBAE 609	International Financial Management (IFM)
			MBAE 610	Taxation (TAX)
			MBAE 611	Auditing (AUD)
			MBAE 612	Financial Statement Analysis (FSA)
			MBAE 613	Corporate Restructuring (CORES)
			MBAE 614	Business Valuation (BV)

AREA	CORE COURSES		ELECTIVE COURSES	
	COURSE CODE	COURSE NAME	COURSE CODE	COURSE NAME
7. Human Resource Management	MBA 701	Fundamentals of Human Resource Management (FHRM)	MBAE 702	Human Resource Planning (HRP)
			MBAE 703	Compensation and Reward Management (CRM)
			MBAE 704	Employment Relations (ER)
			MBAE 705	Labour Laws (LL)
			MBAE 706	Strategic Human Resource Management (SHRM)
			MBAE 707	Performance Management & Employee Development (PM & ED)
			MBAE 708	Managerial Counselling & Negotiation Skills (MCNS)
			MBAE 709	International Human Resource Management (IHRM)
			MBAE 710	Contemporary Interventions in Human Resource Management (CIHRM)
			MBAE 711	Training & development (T & D)
			MBAE 712	Human Capital Management (HCM)
			MBAE 713	Employer Branding (EB)
8. Systems, Operations & Decision Sciences	MBA 801	Quantitative Techniques in Management (QTM)	MBAE 805	Total Quality Management (TQM)
	MBA 802	Fundamentals of Production & Operations Management (FPOM)	MBAE 806	Database Management System (DBMS)
	MBA 803	Management Information System (MIS)	MBAE 807	Production Planning & Control (PPC)
	MBA 804	Operations Research (OR)	MBAE 808	Business Process Reengineering (BPR)
			MBAE 809	Purchasing & Materials Management (PMM)
			MBAE 810	Logistics & Supply Chain Management (LSCM)
			MBAE 811	Systems Analysis & Design (SAD)
			MBAE 812	Knowledge Management & Business Excellence (KMBE)
			MBAE 813	Decision Support System (DSS)
			MBAE 814	Project Management (PM)
			MBAE 815	E-Business (EB)
			MBAE 816	Applied Operations Research (AOR)

AREA - I : GENERAL MANAGEMENT

CORE COURSES

MBA 101: MANAGEMENT PROCESS AND ORGANIZATIONAL THEORY (MPOT)

Unit I: Understanding an Organisation—Organisational Adaptation, Survival and Growth—Nature, Purpose and Importance of Management in Organisations- The Management Process—Kinds of Managers-Basic Managerial Skills and Roles, Changing Nature of Managerial Work—Management: Science or Art—Management as a Profession. Evolution of Management Thought: Classical Management Approaches, Behavioural Management Approaches, Quantitative Management Approaches, Modern Management Approaches, Contemporary Management Issues and Challenges—Global Dimensions of Management.

Unit II: Planning & Decision Making: Planning—Concept, Importance, Types or Elements of Plan, Levels of Planning, Steps in Planning, Benefits and Limitations of Planning—Making Planning Effective— Management by Objectives. Decision Making—Types of decisions, Nature of decision making, Rational Perspectives and Behavioural Aspects of decision making.

Unit III: Organising: Concept, Nature, Importance and Process of Organising—Organisation Structure and Design—Departmentation—Span of Management—Concepts of Authority, Responsibility and Accountability—Delegation of Authority—Steps—Centralisation and Decentralisation of Authority—Factors determining the degree of Decentralisation of authority—Concept of Line, Staff and Functional authority—Conflict between Line and Staff—Overcoming the Line —Staff Conflict.

Unit IV: Controlling: Concept, Nature and Importance of Controlling—Critical Control points and standards—Types of Control—Requirements of an Effective Control System—Behavioural Implications of Control—Some Techniques of Managerial control.

Unit V: Organisation Theory: Organisations as systems— Strategic Systems Approach— Brief history of OT— Contemporary perspective— Organisational goals and effectiveness— Structure and design— Nature of Structure and Design, Differentiation & Integration, Patterns of strategic organisational design, evolving designs— Organisational Culture— Organisational size and life cycle— Organisational Decline and Downsizing— Organisational size and control strategies.

Suggested Readings:

1. Heinz Wehrich, Management: A Global Perspective, Tata McGraw Hill.
2. John R. Schermerhorn, Management, Wiley-India
3. Robbins and Coulter: Management, Tata McGraw Hill.
4. D. R. Hampton: Management, Tata McGraw Hill.
5. Herbert A. Simon: Administrative Behaviour, Collier Macmillan Publishers, London
6. Jackson and Morgan, Organisation Theory, Prentice Hall, Inc., Englewood Cliffs, New Jersey
7. Katz and Rosenzweig: Organisations and Management, McGraw-Hill Book Company
8. March and Simon: Organisations, John Wiley and Sons.

MBA 102: BUSINESS ENVIRONMENT (BE)

Unit-I: Overview and Framework of Business Environment-Economic Environment: Economic Development and Human Development; Different elements of economic environment; Role of Govt. of India; Industrial Policy; Fiscal Policy; Monetary policy; Economic reforms; Liberalization; Privatization and Globalization; Structural Adjustment Programme; Current trends in economic environment affecting business.

Unit-II: Social Environment: Changing objects of business; change in organizational culture; Consumers rights & protection; Ecological issues; Adoption of cross-cultural issues by multinational and transnational Companies: International experience NGOs and their operation.

Unit-III: International environment: Foreign Collaboration and cross border M& As; Multinational corporations and Globalisation; Foreign Capital and Foreign Investment; WTO & GATT.

Unit-IV: Business Legislations: Elements of Contract Act, Sale of Goods Act, Company law, Cyber law, Competition Laws, Right to Information Act, Legal issues relating to consumer protection, environment protection and reporting etc.

Unit-V: Techno-legal Environment of Business: Technology policy in India; Policy on R&D; Intellectual Property Rights; Patent, Trade mark and copy rights. Infringement of IPR; Technology Transfer & related issues.

Suggested Readings:

1. K. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing.
2. Mishra & Puri, Economic Environment, Himalaya Publishing.
3. M. Adhikari, Economic Environment of Business, Sultan Chand & Sons.
4. Narayanan, Intellectual Property Rights, Eastern Law Book House, Kolkata.
5. A.C. Fernando, Business Environment, Pearson Education.

MBA 103 MANAGERIAL COMMUNICATION AND SKILL DEVELOPMENT (MCSD)

Unit-I: Managerial communication-nature and scope of communication, functions of communication; roles of a manager, communication process; communication network; Informal Communication.

Unit-II: Road blocks to managerial communication; Removing roadblocks; Gateways to communication, strategies for improving organizational communication; cross cultural communication and communication between genders; Effective Listening-Poor listening habits, types of listening; strategies for effective listening; Persuasive communication and Role of Mentoring.

Unit-III: Business presentations & public speaking-Introduction to a presentation, main body and conclusion, controlling nervousness & stage fright; business presentation; sample outlines; Conversations; Essentials of a business conversation.

Unit-IV: Business writing-Introduction, written business communication; Business letters, Common components of Business Letters; writing effective memos; Business reports & Proposals; format for proposals; proposal layout and design; Secretarial Practices in Business Organizations.

Unit-V: Non-verbal communication-introduction; Elements of non-verbal communication-Kinesics, Proxemics, Chronemics, Paralinguistic, Haptics etc; Interpreting non-verbal messages.

Suggested Readings:

1. Meenakshi Raman & Parkash Singh, Business Communications, Oxford.
2. McGrath, E.H., Basic Managerial skills For All, PHI, New Delhi.
3. Lesikar, R and Pettit, J, Business Communication, All-India Traveller Bookseller, New Delhi.
4. Monnipally, M.M., Business Communication Strategies, TMH, New Delhi.

MBA 104 RESEARCH METHODOLOGY (RM)

Group – A (Qualitative Research Methods)

Unit-I: Qualitative and quantitative research approaches, what qualitative research does in a market place, application of qualitative methods for marketing; Issues and concerns in qualitative research, steps to qualitative research study design.

Unit-II: Different Qualitative Research Models: History, Living Biography and Self-Narrative; Case study method, Phenomenology and Grounded theory; and Ethnographic Approach in qualitative research study.

Unit-III: Qualitative Data Collection: Techniques and Tools; Observation and fieldwork; field interviews, structural interviews; projective techniques, WAT. Qualitative Text Analysis and Reporting: Analysis of visual and material text; analysis of verbal data, writing field stories and narrative reports.

Group – B (Quantitative Research Methods)

Unit-IV: Business Statistics and sampling Theory: An overview of Business Statistics – Introduction, Important definitions, Measures of Central Tendency, Homogeneous Population, Estimates, Power of a Test, Testing of Hypothesis. An overview of Sampling Theory: Introduction, Basic Principles, Sampling Plan, Sample Design, Sampling Techniques, Types of Sampling Schemes.

Unit-V: Data Analysis and Statistical Techniques: Analysis of Data – Preparing data for Analysis, Examining Relationships and Trends using Statistics, Selecting an Appropriate Statistical Technique, Tabulation of Data, Analysis of Data – Use of SPSS and other Statistical Software Packages. Advanced Techniques for Data Analysis: ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Cluster Analysis, and Multi-dimensional Scaling Techniques.

Suggested Readings:

1. Daymon, Christine and Holloway, Immy; Qualitative Research Methods in Public Relation and Marketing Communications; Routledge, U.K.; Publication, 2002.
2. Craig; C. Samuel and Douglas, Susan P.; International Marketing Research; John Wiley and Sons Ltd, IIIrd Edition, 2005; U.K. and U.S.A., New York.
3. Gummesson, Evert; Qualitative Methods in Management Research, Second Edition, Sage Publications Inc., New Delhi.
4. Bim, Robin. J; The Effect Use Market Research: A Guide for Management to Grow the Business, Third Edition, Kogan Page, London, U.K.

MBA 105 CORPORATE SOCIAL RESPONSIBILITY (CSR)

Unit-I: Corporate social responsibility-Fundamentals, Evolution, Optimizing CSR, Why and when to apply CSR, Managing, Monitoring and Reporting- Role of corporation as part of community-basic human rights, constitutional obligations, social practice—Social Accounts Matrix—Social Indicators (SA 8000, GRI).

Unit-II: Strategic CSR-Competing Strategy Perspectives, The Resource perspective, The Industry perspective, The Stakeholder perspective-The strategic context of CSR-The integration of CSR into strategy and culture-The CSR Filter- Implementing CSR-CSR Threshold-CSR Issues and Case studies.

Unit-III: Concept of Corporate Governance- Shareholders, Directors, Management- Models of Corporate Governance- Perspectives and Practices –CSR, Good Corporate Governance and Reputation Risk-CSR and Corporate Sustainability

Unit-IV: UN global compact-global corporate citizenship, national and international guidelines.

Unit-V: Legislations and CSR- Companies Act, 2013. Present CSR Practices in India, Case studies

Suggested Readings:

1. H.H. Johnson, Business in contemporary society-framework & issues, Wadsworth Publishing Co Ltd
2. J. Wempe and M. Kaptain, The balanced company: A theory of corporate integrity, Oxford University
3. Philip Kolter and Nancy Lee, Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, Wiley India
4. William B Werther and David Chandler, Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, Sage

MBA 106: SUMMER PROJECT & VIVA (SPV)

MBA 107: COMPREHENSIVE REPORT (CR)

ELECTIVE COURSE

MBAE 108: CORPORATE GOVERNANCE (CG)

Unit I: Understanding a Corporation and its facets– Corporation as a Complex Adaptive System– Governance types– Governance and Management–Governance theories–Separation of Ownership and Control–Instances of good and bad governance practices.

Unit II: Directors vis-à-vis monitoring a corporation– Directors in historical perspective– Types of Directors– Board Duties: The Legal Framework–Board: Structure, Size–Director Effectiveness–Board Committee Types.

Unit III: Management-Performance Relationship–Issues relating to Executive compensation–Stock Options–Recent Shareholder Concern–Best Governance practices–Corporate Fraud: significant cases.

Unit IV: Important Corporate Governance codes and Principles in India–International Corporate Governance: Corporate governance practices in USA, UK and other countries.

Unit V: HR perspective of Corporate Governance: Personal and Interpersonal governance–Integration of Employees, Owners and directors–Employees: Compensation and Ownership–Future directions of Corporate Governance

Suggested Readings:

1. R. Monks and N. Minow, Corporate Governance, Blackwell Publishing
2. E. Yocam and A. Choi, Corporate Governance: A Board Director's Pocket Guide: Leadership, diligence and Wisdom, iUniverse.
3. A. C. Fernando, Corporate Governance: Principles, Policies and Practices, Pearson Education India.
4. Lynn McGregor, The Human Face of Corporate Governance, Palgrave Macmillan
5. B Tricker, R I Tricker, Corporate Governance: Principles, Policies and Practices, Oxford University Press.
6. Bhattacharya, S.K. Achieving Managerial Excellence: Insights from Indian Organisations. Macmillan
7. Jha, P.N. Changing Perspectives of Business Excellence. Macmillan Publishers India Ltd.

AREA - II : ORGANISATIONAL BEHAVIOUR

CORE COURSES

MBA 201: UNDERSTANDING INDIVIDUAL EMPLOYEE BEHAVIOUR (UIEB)

Unit I: Understanding Employee Behavior - Knowing employee behavior -- Thrust on human behavior [Stimulus(S)-Organism (O)—Behavior (B)—Consequence(C)] model—Cognition as the basis of behavior [Interaction of cognitive and non-cognitive factors] ---Understanding others—Facial expression—Body language—touching—Non-verbal behavior & social interaction [Role of micro expressions, Attribution & Some basic source of bias] ---Social cognition.

Unit II: Interdisciplinary Approach to Study Human Behavior - Comprehending individual behavior---- Contributions of different disciplines---Workforce diversity & its implications---Challenges & opportunities to study employee behavior---Globalization & Changing trends of the workforce—Responding to outsourcing--- Demand for the customer service & public relations---Boundary spanning activities---Demand for the development of the individual skills---Skill & Role analysis---Coping with temporariness---working in networked organizations---Work-life conflicts--- Making better the ethical behavior of the employee----Need to Know individual employee---- Absenteeism, Turnover, Deviant work place behavior versus Organizational citizenship behavior[OCB].

Unit III: Basis of Employee Behavior - Ability [Intellectual, physical & ability-job fit]—Biographical Characteristics---Learning [Theories, social learning, principles of learning & managing employee behavior---

Shaping: a tool to manager—methods of shaping—Behavior modification]—Employee attitudes[Components—A-B link, cognitive dissonance &major job attitudes—job satisfaction &its measurement—organizational commitment---job involvement]---Significance of attitudes to study employee behavior-and major implications.

Unit IV: Foundations of Individual employee behavior-Personality & values [Determinants—MBTI—Big five model—Measurement of personality---Major personality attributes—National culture and personality---importance of values—types of values—work cohort—values & ethical behavior—values across culture—ethical issues at workplace and linkage with individual’s personality---person-job fit]---`Perception and individual decision making[Perceptual selectivity—perceptual organization—Figure-ground relationship & applications---perceptual defenses—factors influencing perception---attribution----a few important biases—shortcuts in judging others& specific relevance—linking perception &individual decision-making—rational decision-making---creativity in decisions—bounded rationality & common biases and errors---ethics in decision-making]

Unit5: Non cognitive behavior of the employees-Human motives and the process of motivation—A few theories of work motivation [Theory X & Y, Maslow, Herzberg, Alderfer, Vroom & Equity theory]—job characteristics model—job rotation, enlargement &enrichment—employee recognition programs]---Affect-emotion & mood—emotional labor—felt and displayed emotion---AET---EI—Applications of emotions and moods in the workplace.

Suggested Readings:

1. Armstrong, M.(1995). A handbook of personal management practices (5th Ed). London: Kogan Page.
2. Baron, R, A, & Byrne, D,. (1995).Social psychology (7th Ed.). New Delhi: Prentice-Hall of India.
3. Ivancevich,J.M. , Konopaske,R., & Matteson,M,T.(2008). Organizational behavior and management (7th Ed.), New Delhi: Tata McGraw-Hill.
4. Kreitner, R., & Kinicki, A., Organizational behavior (8th Ed.). New Delhi: Tata McGraw-Hill.
5. Luthans, F(1987). Organizational behavior. NY: McGraw-Hill.
6. McShane,S.L., Glinow, VA,M.,& Sharma,R,R Organizational behavior. New Delhi: Tata McGraw-Hill.
7. Robbins, S, P., Judge,T,A., & Sanghi,S, Organizational behavior, Delhi: Pearson Prentice- Hall.

MBA 202: MANAGING INTERPERSONAL AND GROUP PROCESSES (MIGP)

Unit-I: Understanding others – Nonverbal communication, Attributions, Importance of socio-cultural diversity, Significance of verbal communication in sustaining the relationship – the role of language; Transactional Analysis (TA). Social cognition – Mental shortcuts, Attitudes [Formation, A-B link, Persuasion, Cognitive dissonance, Self-concept, Attitudes about oneself, Differential expectations of competence, Implications of self-monitoring behaviour, Self focusing, Gender identity.

Unit-II: Interpersonal attraction – Proximity and emotion, Affiliation need, Friendship – similarity & reciprocity, Loneliness, Role of prejudice & discrimination in affecting the relationships.

Unit-III: Conformity [Factors affecting – Cohesiveness, Group size, and Social support], Gender differences and conformity, Compliance, Obedience, Providing help to others, Aggression and its control in the organization.

Unit-IV: Groups and individuals – Group formation & functions, Performance in the presence of others, The family – Functions, Roles in decision making, Life Cycle-Social class [Measurement, Geo-demographic clustering, Lifestyle profiles of the social classes & influences upon group functions – Decision making by groups and polarization, Gender differences in leadership, Influential views of leadership, transformational leadership.

Unit-V: Team Building and Interpersonal Process: Process Consultation - Team building -Team building activities-Types of team building - role in team building- the results of team building.

Suggested Readings:

1. Fred Luthans, Organizational Behaviour, Mc Graw Hill International.
2. Hegla Drummond, Introduction to Organizational Behaviour, OUP.
3. Stephen P. Robbins, Organizational Behaviour, Prentice Hall of India.

4. T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.
5. W.G. Bennis, Essays in Interpersonal Dynamics, U.S.A. Dorsey Press.

MBA 203 ORGANIZATIONAL CHANGE AND DEVELOPMENT (OCD)

Unit I: Organizational change & Development: Growth and relevance of OD- History of OD – the nature of planned change- theories of planned change (Lewes' model, action Research Model & General model of change).

Unit II: The process of OD (organizations - open system model- comprehensive model for diagnosing organizational system-Diagnosing groups and jobs – the diagnostic relationship different methods of collecting and analysing diagnostic data) Feeding Back the Diagnostic information.

Unit III: Interventions-types of OD interventions and organizational issues –Leading and managing change-responses to change – Restructuring organizations.

Unit IV: Issues relating to OD - Organization culture diversity-Power and politics-Conflict & Negotiation.

Unit V: Organizational Success (Adding value in relation to distinctive capability of the organization competitive advantage-Business architecture-innovation –strategic sustainability & analyses of cases

Suggested Readings:

1. Anderson & Barker. *Effective Enterprise and Change Management*. Oxford: Blackwell Publishers Ltd.
2. Cummins and Worley. *Organizational Development and Change*. South Western College Publishing.
3. French & Bell. *Organization Development*. Prentice-Hall of India, New Delhi.
4. Harigopal, K. *Management of Organizational Change*. Response Books.
5. Nilakant and Ramnarayan. *Managing Organisational Change*. Response Books.
6. Pettigrew and Whipp. *Change Management for Competitive Success*. Infinity Books.
7. Rao, R. and Singh. *Organizational Development- Interventions & Strategies*. Response Books.

ELECTIVE COURSES

MBAE: 204 ERGONOMICS

Unit 1: Introduction to Human Engineering: Man---machine system----The foundation of human engineering or engineering psychology---Technology—human interface---Typologies of technology—Woodward study and its implications---The design of work---Activation theory & job design---Vertical and horizontal dimensions of job design and their linkage to mechanistic-organic continuum----Conceptual framework of fit between jobs and individuals--- Work effectiveness and efficiency---problems and prospects

Unit II: Man-Machine Coordination: Design of displays and controls— Aspects of Machine design----Figural continuity of Gestalt---- Man-machine control system----System control theory & human transfer function--- Work method design—Process analysis in brief---Activity chart [Man-machine charts]---System design & task analysis----Muscle use and Anthropometry ---- Workspace design----Information processing behavior

Unit III: Job Environment: Environment affecting organization & the work---Task environment--- ---Work environmental conditions---Music in industry& its effect---The arousal hypothesis& some studies---Noise--- Illumination----The Hawthorne studies----Color---Vibration & a few specific factors affecting human performance---- An overview of climatic change of the organization vis-à-vis interpersonal work style.

Unit IV: Human Performance: Principles of human performance---Perceptual –motor skills---Types of motor movements----Tracking performance---Learning & attainment of skills----Measures of retention& retroactive inhibition----Relevance of Herzberg's two factor and Porter-Lawler theories of work motivation---- Monitoring behavior & vigilance decrement----A few theories of vigilance---Time and Motion study----Failure of time and motion studies: the psychological components---Integration mechanism---- Control dynamics in the organization.

Unit V: Safety Measures: Activity related soft tissue disorders(ASTDs)---Analysis of risks of ASTDs in the workplace----Back injuries & related aspects---Accidents---Readjustment of Personality—Principles of accident proneness---Theory of accidents---Function of machines in accidents—Approaches to accident reduction

[Related human factors]—Prediction of accident--- Physical and mental Fatigue—Unproductive working time—Rest pause –Absenteeism—Employee perception of Organizational environment: Psychological & organizational aspects of work.

Suggested Readings:

1. Armstrong, M.(1995). A handbook of personal management practice (5th Ed). London: Kogan Page.
2. Barnes, R, M.(1968). Motion and time study. New York: John Wiley International.
3. Blum, M, &Naylor, J.C.(1985).Industrial psychology. Harpar International Edition
4. Child, J.(2005). Organization: contemporary principles and practice. Oxford: Blackwell
5. Porter, L, W., Lawler,E,E. ,& Hackman,J,R.(1975) .Behavior in organizations. Tokyo: McGraw-Hill Kogakusha.
6. Tiffin,J, H, & McCormik, E, J,.(1965). Industrial psychology. Prentice-Hall

MBAE 205: CORPORATE SUCCESS BEHAVIOUR (CSB)

Unit I: Success and Failure of the Companies: Analytic review based on a few case studies of the companies with distinctive historical perspectives--The revival of Disney Corporation& BMW, Honda’s successful penetration in US market and the rise of Microsoft in the presence of IBM--- Added Value as the key measure of corporate success-Significance of quality information processing behavior of the employees in bringing organizational success- Importance of organizational effectiveness with its relevant approaches in the light of corporate success-- Need for empowerment and active value- added decision-making by the knowledge workers

Unit II: Set of Business Relationships: Value of Cooperation [perfunctory & consummate cooperation---problem of cooperation in joint ventures---commitment] ---Coordination [private & social coordination—coordination problem and process—Manager as coordinator--Team coordination]---Business relationships and competitive threat to the firm [Role of differentiation and integration under environmental contingency---Lawrence and Lorsch study] ---Contracts [spot &relational contracts—the impacts of the business environment]—Issues relating to-competitive advantage

Unit III: Distinctive Capabilities of the Firm: Principal sources---Architecture [organizational knowledge--foundations of architecture—external and internal architecture—the importance of networks]---Employee Morale in shaping architecture-Determiners of morale---Subjective and objective measures of employee morale –Methods of increasing employee morale—Reputation [A product-quality mechanism—Building& spreading reputation etc]—Innovation [The process—The relations between architecture, innovation & competitive advantage]—Strategic Assets—Its creation and deployment.

Unit IV: Shaping Distinctive Capabilities into Competitive Advantage: The market ---Its boundary--- Competitive Advantage --- Outcome of effective matching mechanism between market and distinctive capabilities ----The strategic choice behavior of the firm---Merger & Acquisition as means to enter new market—Sustainability and Appropriability in yielding corporate success--Strategies for corporate success--Significance of strategic alliances

Unit V: Varied Fits between Individuals, Jobs and the Firm: A key to corporate success [Ability--job fit, person--job fit, person--organization fit]—Work Motivation and Job Design - important approaches---Emotional Competence of the knowledge worker—A key to professional success of the firm---Relationship interface --- Employee and the Firm--Adaptation & developmental processes--Factors affecting work behavior of the employees--Environment & technology—Societal role of human resources—Work Effectiveness & Social Influence--Changing conditions & new corporate forms.

Suggested Readings:

1. Casson, M. (1982). The entrepreneur, Oxford: Martin Robertson.
2. Child, J.(2005). Organization: contemporary principles and practice. Oxford: Blackwell
3. Ivancevich,J.M. , Konopaske,R., & Matteson,M,T, Organizational behavior and management Tata McGraw-Hill.
4. Kay, J.A. (1993). Foundations of corporate success, Oxford: Oxford University Press.
5. McShane,S.L., Glinow, VA,M.,& Sharma,R,ROrganizational behavior, New Delhi: Tata McGraw-Hill.
6. Porter, L, W., Lawler,E,E..Behavior in organizations. Tokyo: McGraw-Hill Kogakusha.
7. Robbins, S,P., Judge,T,A., & Sanghi,S.(2007). Organizational behavior, Delhi: Pearson Prentice Hall.

MBAE 206: EMPLOYEE NON-COGNITIVE BEHAVIOUR (ENB)

Unit I: Non-cognitive Processes: Input-output system of behavior--- Non-cognitive factors affecting central information processing behavior [CIPB]-Importance of affect and need-relatedness—Primary motives---General motives [Competence, curiosity, manipulation & activity motive, affection motive etc.]----Secondary motives [Power, achievement (high, moderate & low achievers) and affiliation motives, security motive, status motive etc.]--- Affect--- Cannon-Bard, James-Lange and Schachter theories on emotion--- Affect—cognition interconnection.

Unit II: Approaches to Work Motivation: Motivational process: The general model---The difference between content and process theories of work motivation---An overview of content and process theories of work motivation---Attribution theory and locus of control---Vital messages of motivation theories--- Motivation & frustration---Importance of frustration in the organization---Defense mechanisms---- Incentives[Types] ---- Incentives as motivating force---The strength of financial incentives in employee motivation—Theories relating money as an incentive.

Unit III: Motivating Employees: Employees' commitment: an outcome of employee motivation--- Motivational research---Motivational strategies---A few guidelines of goal setting----Opinion leaders & motivation behind opinion leadership---- Interdependence of needs & goal---- Positive & negative motivation with reference to employee----- Rational & emotional motives-- Arousal of motives--Intricacy of employee motivation---Diversity of need systems---MBO: Goal-setting theory into practice----Effects of goals & self –efficacy on employee performance----- Impacts of motivation on job performance within the psychological contract of the job---Skill based pay plan & its linkages to motivation theories--Intrinsic rewards under employee recognition programmes---Employee involvement program & its alliances with the theories of motivation.

Unit IV: Applications of Work Motivation: Approaches to job design--Conceptual model of job design & job performance outcomes[Functional job analysis(FJA), Position analysis(PA) & Skill analysis]-Job context-Job design---Range & Depth--Job relationships--Employees' perceptions about their jobs---Job characteristics model & MPS----Individual & Social setting differences-- Contingency guidelines of job design under organic & mechanistic structures of the organization--Social information processing approach(SIPA)--Quality of work life (QWL) & job design Redesigning of the job-Job rotation-Job enlargement---Job enrichment & Herzberg's two factors theory of motivation---Socio technical design---Alternative work arrangements [Flexitime , Job sharing & telecommuting] as part of motivation & satisfaction.

Unit V: Emotions and Moods of the Employees: Affect, emotions & moods---Basic aspects of emotion----Primary emotions---Expressions---Body language---Facial feedback----The structure of mood---Sources of emotions & moods—Social activities & emotion---Emotional arousal---The affective component of attitude----Family: the emotional support---Influences on emotions(Organizational& cultural)----Emotional labor---Felt versus displayed emotions---Affective events theory[AET]----Emotional intelligence-- Goleman's theory of EI--Cases for and against EI.

Suggested Readings:

1. Armstrong, M. (1995). A handbook of personal management practice (5th Ed). London: Kogan Page.
2. Blum, M, & Naylor, J.C.(1985). Industrial psychology. Harpar International Edition
3. Ivancevich, J.M. , Konopaske, R., & Matteson, M, T Organizational behavior and management
4. Luthans, F(1987). Organizational behavior. NY: McGraw-Hill.
5. Robbins, S.P., Judge, T.A., & Sanghi, S.(2007). Organizational behavior. Delhi: Pearson Prentice Hall.
6. Schiffman, L.G., & Kanuk, L.L.(1995). Consumer behavior (5th Ed.). New Delhi: Prentice-Hall of India

MBAE 207: GROUP AND TEAM DYNAMICS (GTD)

Unit I: Introduction to Group Concept: Conceptual understanding of the group—Classification of groups— Factors affecting group formation---Stages of group development [Formal & Informal] -----Temporary group formation & related model.

Unit II: Structural Dimension of the Group-Group composition, Norms, Role, Status, Size, Cohesiveness and Leadership---Transactional & transformational with other related issues---Group-level Diagnosis—The need for diagnosis & open system model--- Interpersonal and group process interventions .

Unit III: *Group decision making, Communication & Interpersonal behavior* -Group versus individual decisions— Group’s decision: Movement towards consensus—Group Polarization—Group think ,group shift& information sampling model-Group decision-making techniques—Formal and informal group communication -Grapevine characteristics-benefits & limitations-TA analysis& interpersonal behavior—Interpersonal attraction-Propinquity effect-Reinforcement –affect model-Significances of similarity & reciprocity in interpersonal attraction.

Unit IV: *Intergroup Dynamics*-Intergroup behavior---- Working in group--- Task types & group performance---- Task interdependence—Goal differences--- Difference in time horizons-----Perceptual differences----Emphasis on loyalty---Managing intergroup conflict (Conflict--resolution grid) -- Group influence [Conformity, Social Pressure, Compliance& Underlying principles]---Pro social Behavior---Groups affecting Task performance---- Social facilitation effect & Social loafing---Cooperation and group impact—Coalitions—Resistances to change.

Unit V: *Work Teams*-Differences between groups and teams---Types of teams-- Factors affecting team effectiveness—Shaping team players—Teams and quality management----- High performance team---Self directed work team (SDWTs) ---Socio-technical system (STS)----Theory for high performance SDWTs --- Challenges to deploy SDWTs--- Virtual team and its emphasis by the firm---Architecture of high performance virtual teams & dynamics of team trust----Pros and cons of team decision-making—Team building & team success—Team based organizational structure.

Suggested Readings:

1. Ivancevich, J.M. , Konopaske, R., & Matteson, M,T. Organizational behavior and management New Delhi: Tata McGraw-Hill.
2. Kreitner, R., & Kinicki, A., Organizational behavior (8th Ed.). New Delhi: Tata McGraw-Hill.
3. Luthans, F. Organizational Behavior. NY: McGraw-Hill.
4. McShane, S.L., Glinow, VA,M.,& Sharma,R,R. Organizational behavior. New Delhi: Tata McGraw-Hill;
5. Porter, L, W., Lawler,E,E. ,& Hackman,J,R. Behavior in organizations. Tokyo: McGraw-Hill Kogakusha.
6. Robbins, S, P., Judge, T,A., & Sanghi, S. Organizational behavior. Delhi: Pearson Prentice Hall.
7. Baron, R, A, & Byrne, D,. (1995).Social psychology Prentice-Hall of India.
8. Jha, P.N. Changing Perspectives of Business Excellence. Macmillan Publishers India Ltd.

AREA - III : ECONOMICS

CORE COURSES

MBA 301: MANAGERIAL ECONOMICS (ME)

Unit I: Choice as an Economic Problem– Understanding the Economics of Business–Concepts of Economic activities–Decision-making under different conditions–Decision-making under risk–Decision-making under uncertainty—Understanding the Concept of Demand– Basic framework of Demand and Supply– Demand Elasticities–Cardinal Utility Theory, Indifference Curve Theory– The Consumer’s Surplus–Supply, Demand and Price: Managerial Challenge–Some applications—Derivation of Market Demand–Determinants of Demand– Overview of Demand Forecasting.

Unit II: Production and Firm–Production Function and its importance in Managerial Decision-making–Factor Productivities–Laws of Production– Choice of Best Combination of Inputs–Derivation of Cost functions from production functions–The Production function of a Multi-product firm–The case of multiple inputs—Importance of Cost in Managerial-decisions–Different cost concepts and classifications– Short run and long–run cost– Different cost relationships–Learning Curve–Economies of Scale and Scope– Different methods of estimating cost functions.

Unit III: Industry and Markets– Structure-Conduct-Performance Hypothesis– Equilibrium of the firm– Perfect Competition: Characteristics, Short–run and long run equilibrium–Monopoly: Equilibrium of a monopoly firm,

Monopoly power, Price discrimination— The Implications of Perfect Competition and Monopoly for Managerial Decision-Making— Monopolistic competition: Assumptions, Selling costs, Advertisement cost and non-price competition— Equilibrium of the firm— Oligopoly: Characteristics and Models (Overview) –Pricing in an Oligopolistic Market.

Unit IV: Overview of special pricing practices like Cartel, Price Leadership, Non-marginal pricing, multi-product pricing, etc.—Economic Goals of the firm other than profit —Managerial Theories of Firm: Baumol’s Sales Maximisation Model, Marris’s Model of Managerial Enterprise, Williamson’s Model of Managerial Discretion—Behavioural Model of Cyert and March—Transactions Cost Theory: Characteristics of a Transaction, Transaction Cost and Transaction cost minimization—Information Economics: Hidden Information, Hidden Action and Asymmetric Information—Agency Theory: Analytic Models and Solutions to Agency Problem.

Unit V: Understanding Macroeconomics and its relationship vis-à-vis business—Concept of Aggregation and Measurements of important macroeconomic variables –Relationship among macroeconomic variables— Understanding Inflation and costs of Inflation—Overview of the dynamics of inflation—Inflation containment moves—Business Cycle: Concept, phases and characteristics of each phase and relationship vis-à-vis business decisions—Inflation and Business Cycle—Fiscal and Monetary Policy.

Suggested Readings:

1. A. Koutsoyiannis, *Modern Microeconomics*, MacMillan.
2. V L Mote, S Paul and G S Gupte, *Managerial Economics: Concepts & Cases*, Tata McGraw-Hill.
3. R. H. Dholakia and A. J. Oza, *Microeconomics for Management Students*, Oxford University Press.
4. P. G. Keat and P. K. Y. Young, *Managerial Economics*, Pearson Education.
5. Ian Dobbs, *Managerial Economics: Firms, Markets and Business Decisions*, Oxford University Press.
6. R. Dornbusch and S. Fischer, *Macroeconomics*, Mc-Graw-Hill Inc.
7. W. H. Branson, *Macroeconomic Theory and Policy*, All India Traveller Bookseller.

MBA 302: ENTREPRENEURSHIP DEVELOPMENT (ED)

Unit-I: Entrepreneurial Traits; Entrepreneurial Types: Definitions, Characteristics; Qualities and Functions of Entrepreneurs; Role and Importance of Entrepreneurs in Economic Growth.

Unit-II: Competing Theories of Entrepreneurship; Entrepreneurial Development Programme (EDP) in India; Govt. Policy towards SSIs.

Unit-III: Entrepreneurial Behaviours and Motivation; N-Achievement and Management Success; Innovation and Entrepreneur; Sources and Processing of Business Ideas.

Unit-IV: Sources and Criteria of Financing; Fixed and Working Capital Assessment; Assistance: Technical, Marketing, Remedial; Sickness of Units.

Unit-V: Preparation of Feasibility Reports; Legal Formalities and Documentation.

Suggested Readings:

1. Clifton, D.S. and Fytie, D.E. Project Feasibility Analysis. John Wiley, New York.
2. Desai, A.N. Entrepreneur & Environment. Ashish, New Delhi.
3. Drucker, P. Innovation and Entrepreneurship. Heinemann, London.
4. Jain, R. Planning a Small Scale Industry: A Guide to Entrepreneurs. S. S. Books, Delhi.
5. Kumar, S. A. Entrepreneurship in Small Industry. Discovery, New Delhi.
6. Pareek, Udai and Venkateswara, Rao. T. Developing Entrepreneurship – A Handbook on Learning Systems, Delhi.

MBA 303: INTERNATIONAL BUSINESS (IB)

Unit I: International Business: An overview – Basis of International Trade – Terms and theories of IB, The Heckscher- Ohlin Theory Of International Trade

Unit II: Terms of Trade – Instruments of Commercial Policy – Free Trade versus Protection

Unit III: Balance of Payments and Foreign Exchange – Foreign Exchange Market and Exchange Rate

Unit IV: Foreign Market Entry Strategies- Licensing and Franchising - Joint Venture

Unit V: World Trade Organization - International Economic Corporation and agreement - Globalization of business.

Suggested Readings:

1. Chacholiades, M. *International Trade: Theory and Policy*. McGraw Hill Book Company.
2. Cherunilam, F. *International Business Environment*. Himalaya Publishing House.
3. Daniels J.etal. *Internation Business – Environments and Operations*. Pearson Education.
4. Sodersten, B. *International Trade: Theory and Policy*. Macmillan.

ELECTIVE COURSES

MBAE 304: ECONOMICS OF HUMAN RESOURCES (EHR)

Unit I: Understanding the “Economics” of “Human Resources”— Human Capital Theory - The Demand for Human Resources— Short-run and Long-run Demand—Elasticities of Demand for Human Resources—The Supply of Human Resources—Basic Model of Work-Leisure Decision—Becker’s Model of Allocation of Time.

Unit II: Wage Determination and the Allocation of Human Resources- Labour Market policies- Wage Structure and Wage Differentials—The Job Search Model: Internal and External.

Unit III: Economic Issues in Compensation—Alternative Pay schemes and labour efficiency—Agency Problem—Pay for Performance and other contemporary issues

Unit IV: Human Resource Participation Rate: Issues and Trends—Hours of Work: Emerging Trends in Mobility, Migration and Efficiency—Contemporary issues in labour mobility and employment trends in India—Basic Issues in Labour Market Discrimination.

Unit V: Economic Perspectives and Trends in Trade Unionism —Model of the Bargaining Process and Economic Implications—Economic Impact of Unions.

Suggested Readings:

1. C. R. Mcconnell, S. L. Brue and D. A. Machpherson, *Contemporary Labor Economics*, McGraw-Hill.
2. P. Cahuc and A Zylberberg, *Labor Economics*, PHI Learning.
3. T. N. Bhogaliwal;. *Economics of Labour and Social Welfare*, Sahitya Bhawan.
4. K. N. Vaid, *Labour Welfare in India*, Sri Ram Centre for Industrial Relations.
5. J.E. King, *Labour Economics*, Macmillan.
5. Mithani, D.M. *International Economics*. Himalaya Publishing House.

MBAE 305: DEVELOPMENT ECONOMICS (DE)

Unit I: Meaning of Development and the Nature of Development Economics—Significance of Development Economics for Management Students— Some basic Indicators of Development—Human Development Index

Unit II: Classical Theories of Economic Growth and Development— Contemporary Models of Development and Underdevelopment (*Basic overview*)

Unit III: Poverty, Inequality and Development—Population Growth and Economic Development—Urbanisation and Rural—Urban Migration

Unit IV: Education and Health in Economic Development—Land, Labour and Agriculture—Environment and Development

Unit V: Development Policymaking and the Roles of Market, State and Civil Society—Finance and fiscal Policy for Development—Current issues and controversies in Development Economics: Indian and Global Perspectives

Suggested Readings:

1. M. P. Todaro and S. C. Smith, *Economic Development*, Pearson
2. A. P. Thirlwall, *Growth and Development*, Macmillan.
3. Y. Hayami, *Development Economics*, Oxford
4. G.M. Meier, *Leading Issues in Economic Development*, Oxford University Press.
5. H. Myint, *Economic Theory and Underdeveloped Countries*, Oxford University Press

MBAE306: SOCIAL ENTREPRENEURSHIP (SE)

Unit I: Social entrepreneurship- concept, historical perspectives, dimensions, new models- Social Entrepreneurs-identifying social entrepreneurs, Difference between social and business entrepreneurship- Ideas and opportunities-developing the social enterprise concept.

Unit II: Challenges of Social entrepreneurship-how social entrepreneurship influencing business-preparing individuals for social entrepreneurship.

Unit III: Social Business- Reasons, Launching social business, legal and financial framework- Social enterprise business plans-Marketing for social enterprise- Case studies.

Unit IV: Social business-Structure, systems, technology, strategy-Social entrepreneurship in the nonprofit sector, private sector and public sector-Measuring Social value.

Unit V: Social capital-Social network –Leadership in Social Enterprises-Social Innovation-Social entrepreneurship for the 21st century- case study.

Suggested Readings:

1. Social Entrepreneurship: What Everyone Needs by David Bornstein, Susan Davis, Oxford University Press
2. Building Social Business: The New Kind of Capitalism that Serves Humanity's Most Pressing Needs by Muhammad Yunus
3. The Social Entrepreneur's Handbook: How to Start, Build, and Run a Business That Improves the World by Rupert Scofield
4. Social Entrepreneurship for the 21st Century: Innovation Across the Nonprofit, Private, and Public Sectors by Georgia Levenson Keohane, McGraw Hill
5. Social Entrepreneurship: A Modern Approach to Social Value Creation by Arthur C. Brooks, Prentice Hall
6. Social Entrepreneurship: Theory and Practice by Ryszard Praszkiel and Andrzej Nowak, Cambridge University Press

MBAE 307: INDIAN ECONOMIC ENVIRONMENT (IEE)

Unit I: The Structure of the Indian Economy: Basic features—Natural resources —Broad demographic features— Population size and growth rates, sex composition, rural—urban migration, occupational distribution; Problem of over-population; Population policy—Infrastructure development —Objectives, strategy and pitfalls of planning in India.

Unit II: Agricultural Sector: Nature and importance; Trends in agricultural production and productivity; —Land Reforms—New agricultural strategy and green revolution— Rural credit, Agricultural marketing—Emerging Perspectives and Major Policy Issues in Agriculture.

Unit III: Industry in India— Industrial development during the planning period— Industrial policy and Indian planning —Public Sector and Indian planning—Major Manufacturing Industries in India- Small and Medium Enterprises- Productivity in Indian industries; Industrial sickness; Under-utilization of capacity — factors

accounting for it and consequences—Structural Transformation and Recent Policy Initiatives-emerging global competition and Indian industry

Unit IV: New economic reforms — Liberalization, privatization and globalization; Rationale behind economic reforms; Progress of privatization and globalization—Financial Sector Reforms—2nd Generation reforms— Liberalisation and business lobbying in India

Unit V: Composition and direction of India's foreign trade—Balance of payments— Export promotion measures and the new trade policies—Foreign capital

Suggested Readings:

1. R. Datt, and K.P.M. Sundharam, Indian Economy, S. Chand & Company Ltd.
2. Dhingra, I. C., The Indian Economy : Environment and Policy, Sultan Chand & Sons
3. S.K. Misra and V.K. Puri, Indian Economy - Its Development Experience, Himalaya Publishing.House.
4. J. Sarkhel and S. Salem, Economic Principles and Indian Economic Problems, Book Syndicate.
5. Raj Kapila, Uma Kapila (eds.), India's Economy in the 21st Century: A Collection of Select Articles, Academic Foundation.
6. N. Ravichandran, Competition in Indian industries: a strategic perspective, Vikas Pub. House.
7. S. K. Ray, The Indian Economy, PHI

MBAE 308: PROJECT MANAGEMENT (PM)

Unit I: Project initiation: Understanding project management, project life cycle, selection of project, project proposals, project manager, project in functional organization, project team.

Unit II: Project Planning: Project activity plan, work breakdown structure, system integration, project budget, improving cost estimation, project financing.

Unit III: Scheduling and resource allocation: Project scheduling, network fundamentals and preplanning, network techniques: PERT and CPM, risk analysis, resource allocation, multi-projects scheduling and resource allocation.

Unit IV: Project report and information system: Planning-monitoring and control cycle, information needs and reporting, computerized project Management Information System (PMIS).

Unit V: Project Control and audit: Project controlling, types of control process, Design of control system, project audit, construction and use of audit report, project audit life cycle, essentials of an audit. Termination of project: Varieties of project termination, time of termination, termination process, preparing final report.

Suggested Readings:

1. Project Management: A Managerial Approach by Jack R. Meredith and Samuel J. Mantel, Jr., Wiley
2. Project Management: A Systems Approach to Planning, Scheduling, and Controlling by Harold R. Kerzner, John Wiley & Sons
3. Jha, P.N. Changing Perspectives of Business Excellence. Macmillan Publishers India Ltd.

AREA - IV : STRATEGIC MANAGEMENT

CORE COURSE

MBA 401: INTRODUCTORY STRATEGIC MANAGEMENT (SM)

Unit I: Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy— Organisation's Strategic Intent—Mission—Values, Culture and Ethics Underpinning Strategic Intent and Strategy—Stakeholders' Approach to Strategic Management— Overview of the concept of Corporate Governance—Crafting a Strategy— The Primary variables, Secondary Structural and Procedural variables and the Intervening variables affecting the end-results of an organisation—Guidelines for Analysing Cases in Strategic Management.

Unit II: The Structure-Conduct-Performance (SCP) Model—Environmental Factors—Industry and Competitive Analysis—Strategic Groups—The Global Environment—Internal Analysis—Concept of Core Competencies—Value-Chain- The Resource-Based and Dynamic-Capability Views of the firm.

Unit III: Long-term objectives and Grand Strategies—Generic Competitive Strategies—Strategies for competing in Globalising Markets— Strategy and Competitive Advantage in Diversified Organisations—Emerging Business Models and Strategies to fit Specific Industry and Organizational Situation—Outsourcing as a Strategic Option: Issues and Concerns.

Unit IV: Strategy Analysis and Choice—Factors Shaping Choice of Strategy—Generating and Selecting Strategies—Portfolio Analysis—Other Tools in Strategy Analysis and Choice: Stakeholder analysis, Scenario Assessment, Trend Assessment, PIMS Analysis, Vulnerability Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix, Strategic Position and Action Evaluation (SPACE), etc.

UNIT V: Issues in Strategy Implementation and Evaluation—Management Perspective—Resource Allocation—Managing Conflict and Resistance to Change—Matching Structure with Strategy—Restructuring, Reengineering, E-engineering—Behavioural Issues—Creating a Strategy Supportive Culture—Human Resource concern in Strategy Implementation—Overview of Other functional issues (Marketing, Accounting/Finance, Production, MIS R&D etc.) in the context of strategy implementation—Strategic Evaluation, Control and Continuous Improvement—Process of Evaluating Strategy—Strategic control—Six-Sigma, ISO and the era of International standards, Balanced Scorecard and other emerging tools.

Suggested Readings:

1. A.J. Rowe, R.O. Mason, K.E. Dickel, R.B. Mann, R.J. Mockler, Strategic Management, Addison-Wesley.
2. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill.
3. David, Fred R: Strategic Management, Prentice Hall New Jersey.
4. Glueck and Jauch: Business Policy and Strategic Management, McGraw-Hill International.
5. Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
6. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Strategic Management: Competitiveness and Globalization, South-Western.

ELECTIVE COURSES

MBAE 402: CORPORATE CREATIVITY AND STRATEGIC INNOVATION (CCSI)

Unit I: Corporate Creativity: Concept, Context and Forms—Managerial Creativity: Requirements and Challenges—Rules of Creativity—Techniques of Creative problem-solving—Creative teams

Unit II: Creative Management Practices—Issues and Mechanisms in Designing Creative organisations—Creative Regeneration.

Unit III: Nature of Strategic Innovation—Strategic Innovation and Organization Designs— Cross functional Linkages—Inter-organisational and network Innovation—Strategic issues in Innovation and New Product Development.

Unit IV: Innovation and Business Strategy—Dynamic Capabilities and Strategic Management—Strategy, Innovation and Knowledge Economy—R&D strategy and Strategic Innovation.

Unit V: Leadership and HRM issues in the context of corporate creativity and strategic innovation—Leadership and Organisational Evolution— Specific HRM issues in the context of creativity and innovation.

Suggested Readings:

1. Pradip N. Khandwalla, Corporate Creativity, Tata McGraw-Hill
2. M. L. Thushman and P. Anderson, Managing Strategic Innovation and Change: A Collection of Readings, Oxford University Press
3. A. Ahmed , N. R. De, B. M. Kapur and M D G. Koreth (eds), Developing Effective Organisations: Some Indian Experiences, Sri Ram Centre
4. Pradip Khandwalla (ed.), Social Development: A New Role for Organisational Science, Sage.
5. Peter Drucker, Innovation and Entrepreneurship, Heinemann.

MBAE403: INDUSTRIAL ORGANISATION AND COMPETITIVE STRATEGIES (IOCS)

Unit I: Concept and Goals of Industrial Organisation– Contribution of Industrial Organization to Strategic Management–Structure-Conduct-Performance (SCP) Model–Economic Concepts for strategy–Games and Strategy.

Unit II: Market Structure and Competition—Strategic Commitment–Dynamics of Pricing Rivalry–Entry and Exit–Industry Analysis.

Unit III: The Horizontal Boundaries of the firm–Vertical Boundaries of the firm–Diversification.

Unit IV: Strategic Positioning for Competitive advantage–Sustaining Competitive advantage–Innovation Evolution and Environment.

Unit V: Perspectives from Michael Porter and other experts on Competitive Strategy and Competitive Advantage–Contemporary issues in Competitive Strategy.

Suggested Readings:

1. D. Besanko, D. Dranove, M. Shanley and S. Schaefer, Economics of Strategy, John Wiley
2. L. M. B. Cabral, Industrial Organization, Prentice Hall India
3. John Kay, The Economics Of Business Strategy, Edward Elgard Publishing
4. M. E. Porter, Competitive Strategy: Techniques for Analyzing Industries and Competitors, The Free Press
5. M.E. Porter, Competitive Advantage: Creating and sustaining Superior Performance, The Free Press.
6. Michael E. Porter, The Contributions of Industrial Organization to Strategic Management
The Academy of Management Review, Vol. 6, No. 4. (Oct., 1981), pp. 609–620 (journal Article)

MBAE 404: STRATEGIC MANAGEMENT OF NON-PROFIT ORGANISATIONS (SMNPO)

Unit I: Understanding non-profit organizations: Types and Characteristics–Non-profit organizations and social institutions– Main actors in non-profit organizational context– Non-profit organizations and Legal framework– Legitimacy and Accountability vis-à-vis non-profit organizations –International perspective of non-profit sector –Indian perspective

Unit II: Governance structure and leadership in non-profit organizations–Strategic planning for non-profit organisations: Strategic Intent, Balancing Internal Resources and Capabilities and External Factors, Resource Scarcity and Uncertainty– Strategy Formulation and Implementation in a non-profit situation–Applicability of Stakeholder model of strategic management to non-profit organisations.

Unit III: Designing and Managing Programmes– Basics of Project Management: Needs assessment, Designing and Planning a project, Monitoring and evaluation– Strategic Thinking in Project Management–Results-Based Management– Fundraising–Non-profit advocacy and lobbying

Unit IV: Strategic Communications and Public Relations in non-profit organizations– Marketing for non-profit organizations–Basic Issues relating to accounting and financial management in non-profit organizational perspective.

Unit V: Human Resource Management in non-profit organizations: Basic Issues –Developing and leading a team, communication, negotiation and conflict resolution –Volunteers in the Public and Non-profit organisations: Recruitment, Motivation and training– Information Technology – Organizational Change –Performance Evaluation of non-profit organisations–Best practices in Strategic Management of non-profit organizations.

Suggested Readings:

1. David O. Renz (ed.) Handbook of Nonprofit Management and Leadership, Jossey-Bass Publishers.
2. Allison, Michael and Jude Kaye. Strategic Planning for Nonprofit Organizations, John Wiley
3. P. Drucker, , Managing the Nonprofit Organization, HarperCollins.
4. Anita Abraham, Formation and Management of NGOs: Non-governmental Organisations, Universal Law Publishing.
5. I. Smillie and J. M. Hailey, Managing for Change: Leadership, Strategy, and Management in Asian NGOs, Earthscan Publications.
6. O.P. Goel, Strategic Management and Policy Issues of NGOs, Isha Books

AREA - V : MARKETING MANAGEMENT

CORE COURSES

MBA 501: FUNDAMENTALS OF MARKETING MANAGEMENT (FMM)

UNIT-I: Understanding Marketing and Marketing Process: Marketing Concepts, Nature and Scope of Marketing, Marketing Mix, Marketing Environment, Strategic Planning and Marketing Process, Organizing and Implementing Marketing in the Organization. Issues in Marketing: Global Marketing, Direct Marketing, Marketing on the Web, Green Marketing.

UNIT-II: Developing Marketing Opportunities and Strategies: Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation – Targeting and Positioning for competitive Advantage.

UNIT-III: Developing the Marketing Mix: Managing the Product / Service, Product Decisions-Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions.

UNIT-IV: Pricing Products –Pricing Considerations and Approaches, Pricing Strategies and Methods. Distribution Channel and Logistics Management-Channel Selection, Cooperation and conflict Management, Vertical Marketing System, Promotion Decision – Promotion Mix : Advertising, Sales Promotion, Personal Selling, and Publicity.

UNIT-V: Services Marketing Concepts, Definition, Characteristics with Special Emphasis on Tourism Management Services, 3 Additional P's of Services Marketing Mix. Process, Physical Evidence and People. Service Quality and Service Gap Analysis Model. Social Responsibility and marketing Ethics, Consumerism and Legal Issues. Role of marketing in voluntary and social sectors.

Suggested Readings:

1. Kotler, Philip. Marketing Management Analysis, Planning and Control, PHI.
2. Kotler Philip and Armstrong, G. Principles of Marketing, PHI.
3. Stanton, Willam J. Fundamentals of Marketing, McGraw Hill.
4. Ramaswamy, V.S. and Namakemari, S. Marketing Management, McMillan.
5. Bhattacharya K. Sisir. Marketing Management, National Publishing House.
6. Dalrymple, J.D. and Parson, J.L. Marketing Management Strategy and Cases, John Wiley and Sons.
7. Kotler, Philip : Marketing for Non-profit organization, Prentice Hall of India, New Delhi.

ELECTIVE COURSES

MBAE 502: CONSUMER BEHAVIOUR (CB)

Unit-I: Consumer Behaviour and Marketing Strategies, Consumer involvement and decision making, Information search process, evaluation criteria and decision rules.

Unit-II: Consumer motivation: information processing and consumer perception, consumer attitudes and attitude change, learning etc.

Unit-III: Influence of personality and self-concept on buying behaviour, psychographics and life style, reference group influence.

Unit-IV: Diffusion of innovation and opinion leadership, family decision making, industrial buying behaviour, models of consumer behaviour.

Unit-V: Consumer Behaviour Research Process and Models of Consumer Behaviour.

Suggested Readings:

1. Blackwell; Roger.D; Miniard, Paul. W; and Endel James F; Consumer Behaviour; India Edition; Cengage Learning India Private Limited, New Delhi, 2006.
2. Chaudhuri,Rajita;Is India Really 4-Nations, 4PS: Business and Marketing New Delhi,2012.
3. Khan,Matin;ConsumerBehaviour,SecondEdition;New Age International Publications; New Delhi 2004.
4. Hoyer,Wayne D.; Maclnnis Deborah J. and Dasgupta Pinaki; Consumer Behaviour,2008 edition, Biztantra, New Delhi.
5. Loudon, David L.; and Della Bilta, Albert.J.; Consumer Behaviour: Concepts and Applications. Tata McGraw Hill, New Delhi.
6. Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour,Prentice Hall of India, New Delhi.

MBAE 503: SALES AND DISTRIBUTION MANAGEMENT (SDM)

UNIT I: Introduction to Personal Selling and Sales Management : Nature and Scope of Personal Selling and Sales Management, Setting and Formulating Persons Selling Objectives, Career in Professional Selling and Sales Management.

UNIT II: Personal Selling: Roles, Process, Steps and Evaluation.

UNIT III: Dimensions of Sales Management – Tasks of Sales Managers – Planning, Organizing, Recruiting and Selecting the Sales Personnel, Motivating Sales force, controlling the Sales Force Designing and Administering the Compensation Plans, Developing and Managing Sales Evaluation Programs.

UNIT IV: Sales Territory Development and Time Management : The Scope and Nature of Territory Management, Sales Territory Design, Procedures for Developing Territories, Role of Time Management in Sales, Assessing Time Utilization, Allocating Sales Efforts, Objectives and Quotas for Sales Personnel. Sales and Cost Analysis. The Cost Effective Sales Force, Sales Forecasting and Budgeting, Sales Analysis, Cost Analysis, Sales Audit.

UNIT V: An Overview of Marketing Channels: Channel Structures and Designs, Functions, Relationships, Channel Intermediaries. Management of Distribution Channels : Logistics Management, Supply Chain Management, Organizational patterns in Marketing Channels, Marketing Channel Policies and Legal Issues, Information Systems and Channel Management, Assessment Performance of Marketing Channels.

Suggested Readings:

1. Anderson, R. Professional Sales Management. Englewood Cliffs, New Jersey, Prentice Hall.
2. Buskirk, R.H. and Stanton, W.J. Management of Sales price; Homewood Illinois. Richard D. Irwin.
3. Dalrymple D.J. Sales Management Concept and Cases New York, John Wiley.
4. Still, R.R. Sales Management. Englewood Cliff. New Jersey, Prentice Hall.
5. Gupta, S.L. Sales and Distribution Management Excel Books.
6. Johnson, M.E., Kurts, L.D. and Scheuing, F.F. Sales Management - Concepts, Practices and Cases; McGraw Hill International.

MBAE 504: BRAND MANAGEMENT (BM)

UNIT-I: Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Branding in different sectors – customers, industrial, retail, and service brands, Brand Power, Brand-Product Relationships, Brand-Customer Relationships, Brand Loyalty.

UNIT-II: Brand Extension: Need for Extension, Types of Extensions, Brand Creation, Managing Brands, Brand Portfolio, and Brand Assessment through Research.

UNIT-III: Brand Equity: Concept and Definitions, Measurement- Cost based Methods, Price based Methods, Customer based Methods, Value Addition from Branding, Financial aspects of Branding.

UNIT-IV: Brand Identity: Concepts, Perspectives, Levels, Prism, Brand Image and Brand Personality: Concepts and Dimensions, Building Brand Image and Personality, Managing Brand Image and Personality, Assessments of Brand Image and Personality.

UNIT-V: Brand Over time – Forces affecting Brands, Challenges facing Brands, Maintaining Desired Brand Association, Brand Revitalization, Brand Elimination. Brand Positioning and Repositioning Concepts – Types and Strategic Implications, Market Segmentation and Brand Positioning.

Suggested Readings:

1. Kapferer, J.N. *Strategic Brand Management*, New York Free Press 1992.
2. Murphy John, A. *Brand Strategy*, Cambridge, TheDesector Books, 1990.
3. Steward P. *Building Brands Directly*, London, McMillan, 1996.
4. Sengupta, Subroto, Brand Positioning.
5. Moorthy RLY. *Brand Management. The Indian Context*, Vikas Publishing.
6. Kumar, Ramesh, S. *Managing Indian Brands, Marketing Concepts and Strategies*, Vikas Publishing.
7. Keller Kevin, *Strategic Brand Management*, Pearson Education.

MBAE 505: RETAIL MARKETING MANAGEMENT (RTM)

Unit-I: Introduction, objective, definition and scope of Global, Indian and West Bengal Retail scenario. Future prospects, retail environment.

Unit-II: Retail formats: evolution, different store formats in retail parlance, retail strategies, segmentation, targeting and positioning with emphasis on changing Indian retail consumers' behavioural pattern.

Unit-III: Retail store planning locations, design and layout, retail operations, retail merchandising and supply chain management; and retail franchising in India.

Unit-IV: Retail research and retail management information systems and online retailing.

Unit-V: Managing retail people and customer service management in retail business.

Unit-VI: Retail marketing promotion: personal selling, direct selling, advertising, sales promotion and P.R. Campaigns, event marketing, shop displays, T.V. selling.

Suggested Reading:

1. Bajaj, Chetan; TuliRajrshi; and Srivastava, Nidhi, Retail Management, Oxford University Press, Delhi.
2. Cox, Rogerand Raul Brittain, Retailing: An Introduction, Prentice Hall, London
3. Gilbert, David; Retail Marketing Management, Fianacial Times, Prentice Hall, London.
4. Vedamani, Gibson G.; Retail Management Functional principales and practices. Jaico Publishing House, Delhi.

MBAE 506: ADVERTISING (ADV)

UNIT I: Marketing Communications: Meaning and Importance. Advertising's role in the marketing process, Legal, Ethical and Social Aspects of Advertising.Setting Advertising Goals and Objectives. DAGMAR Approach.

UNIT II: Advertising Plan, planning and decision making process Advertising Scheduling , Advertising Models, Creative Strategies

UNIT: III Media Planning and Selection, Media reach and Frequency, Different Media –Print, Audio-visual, Radio, Outdoor, Internet, Direct Mail.

UNIT-IV: Components of Advertising message, headline subhead, copy, logo, illustration, Appeal, layout, Campaign Planning, Setting Advertising budget, Advertising agency.

UNIT:V Creative Strategies, Audience Analysis, Advertising evaluation: Recognition and Recall studies, Corporate Communication, Publicity, Public Relations and Press Releases.

Suggested Readings:

1. Aaker, A. David and Myers, G. John Advertising Management, PHI.
2. Kazml H.H.S. and Batra K.S. Advertising and Sales Promotion, Excel Books. Borden, William H. Advertising John Wiley.
3. Ogilvy, David, Ogilvy on Advertising, Longman.
4. Jethwaney, J. and Jain, S., Advertising Management, Oxford University press.
5. Gupta, R., Advertising Principles and practices, S. Chand & Company Ltd., New Delhi.

MBAE 507: RURAL MARKETING MANAGEMENT (RMM)

Unit-I: Concept of rural marketing, its opportunities and challenges in India, Rural Marketing Environment.

Unit-II: Marketing research in rural settings in India. Importance of both quantitative and qualitative tools.

Unit III: Developing a competitive strategy for Indian rural markets: Segmentation, targeting, positioning and entry strategies.

Unit- IV: Studying rural marketing mixes: (a) product, prices and place (distribution) and Promotion

Unit-V: Innovation in Indian Rural Markets and the future of Marketing in Rural India.

Suggested Reading:

1. Velayudhan; S. Kumar; Rural Marketing Targeting the non-urban consumers, response Books, New Delhi.
2. Dutt, Ruder and Sundaram K.P.M.; Indian Economy; S. Chand, New Delhi.
3. Kashyap, Pradeep and Raut, Siddhartha, The Rural Marketing Book, Biztantra, New Delhi.

MBAE 508: SERVICE MARKETING (SVM)

Unit I: An Overview of Services Marketing, Role of Services in Economy.

Unit II: Service Characteristics, Role of Consumers in service marketing.

Unit III: The traditional 4 Ps of Marketing mix in Service Marketing.

Unit IV: The three additional Ps of Service Marketing namely 'People', 'Process' and 'Physical Evidence'

Unit V: Demand Management and Productivity in service marketing , Service quality and service strategies including differentiation strategies.

Suggested Readings:

1. Balachandran, S. *Customer-Driven Services Management*. Response Books.
2. Douglas, K. Hoffman and John, E.G. *Essentials of Services Marketing: Concepts, Strategies and Cases*. South-Western Publications.
3. Lovelock, Christopher H. *Services Marketing*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. McDonald, M. and Payne, A. *Marketing Planning for Services*. Butterworth, Heinemann.
5. Newton, M. P. and Payne, A. *The Essence of Services Marketing*. PHI.

MBAE 509: STRATEGIC MARKETING (SMM)

Unit I: Introduction to marketing Strategies, nature, definitions, marketing strategy development planning framework, for the strategy making process-strategic planning and strategic management.

Unit II: Strategic analysis and market environment, external environmental analysis, internal market environmental analysis.

Unit III: Strategic marketing decisions at corporate level, at SBU level, Porter generic competitive strategy, marketing and other functional strategies, Segmentation, targeting and positioning and competitive Positioning.

Unit IV: Product Innovation and Development Strategies pricing and distribution strategies integrated marketing strategies, social marketing and corporate social responsibility.

Unit V: Nature of marketing control implementation of marketing strategy, Customer relationship strategies and customer equity, conceptualizing corporate culture.

Suggested Readings:

1. Anderson Carol .H and Vincze Julian W., Strategic Marketing Indian Edition, Biztantra Publications, New Delhi.
2. Chatson Ian, New Marketing Strategies: Evolving Flexible Process to Fit Market Circumstance, Response Books, New Delhi
3. West Douglas, Ford John and Essam Ibrahim, Strategic Marketing: Creating Competitive Advantage, Oxford University Press, New Delhi.

MBAE 510: VOLUNTARY SECTOR MARKETING (VSM)

Unit I: Understanding marketing of voluntary organizations, distinctive Characteristics of marketing of voluntary organizations, Major Marketing Problems of voluntary firms, Major benefits of these firms, Major criticisms

Unit II: The Corporate Fund Raising Mix: Employee Fund raising, Cause Related marketing, Sponsorships, Events, donations, Publics- The main publics of a voluntary organization, responsive organization, The image of a responsive organization

Unit III: Relationship Marketing-Its role in voluntary organizations, Basic Principles of relationship marketing, membership schemes, Nonprofit Business Alliances (NBA).

Unit IV: Promotions of voluntary organizations, Public Relations (PR) led marketing communications, Role of events and conferences, annual reports as a marketing tool, Advertising, Integrated campaigning, Marketing on the internet.

Unit V: Database marketing for voluntary organizations, concept of database and its value to the voluntary organizations, the key requirements of a database, Initial considerations for database, steps in selecting the database.

Suggested Readings:

1. Philip Kotler, Marketing for Non Profit Organizations PHI Pvt Ltd, New Delhi
2. Alan, R. Andreasen and Philip Kotler; Strategic Marketing for Non Profit Organizations, Pearson Education, New Delhi.
3. Paula Keaveney, Michael Kaufman(Ed.) Marketing for the Voluntary Sector, Kogan Page ,London

MBAE 511: EVENTS MARKETING MANAGEMENT (EMM)

Unit I: Introduction to event, origin, definition, personal skills of an event manager, types of events.

Unit II: Event marketing process: event planning and production process, costing and pricing strategies events logistics and integrated marketing communications for events.

Unit III: Finance as a resource for events, importance for fund raising for events.

Unit IV: Event Sponsorship

Unit V: Importance of equipments like lights and associated equipments in usage at venues and events.

Suggested Readings:

1. Black Sam, How to Plan Exhibitions and Conferences from A to Z Universal Book Stall, New Delhi

2. Clow, K and Baack Integrated Advertising Promotions and Marketing Communications Pearson Education, New Delhi.
3. Maitlant, Ian, How to Plan Exhibitions: Advertiser's Guide, Cassel, U.K.
4. Raj Razag; Walters, Paul and Rashid Tahir; Events Management: An Integrated Practical Approach. Sage Publications, U.K.

MBAE 512: INDUSTRIAL MARKETING (IM)

Unit I: Industrial Marketing: nature, concept, objectives, Industrial Vs. consumer Marketing, Characteristics of Industrial Marketing, Types of Industrial products, Strategies for Industrial Marketing.

Unit II: Understanding Industrial Markets and Environment, Types of Industrial Customers, Marketing Implications for different customers, purchasing practices of industrial customers, Industrial Marketing Environment.

Unit III: Industrial Buying Behaviour, Buying Objectives and Activities, Buy Phases, Buying situations, Buy grid framework, Buying centre, Models of Industrial Buying Behaviour.

Unit IV: Industrial market Segmentation, Segmenting, Targeting, Positioning (STP) framework, Mechanisms for segmentation, Evaluating Market Segments.

Unit V: Industrial Marketing Channel and marketing logistics, Industrial Communications, role of Advertising, Personal Selling, Sales Promotion, Publicity and Direct Marketing, Industrial Pricing Strategies and Policies, Role of e-commerce in Industrial marketing.

Suggested Readings:

1. Industrial and organizational Marketing: Michael.H.Morris, Macmillan, New York
2. Industrial Marketing: Analysis, Planning and Control: Robert.R.Reeder, Betty.H.Reeder and Edward.G.Brietry, PHI
3. Industrial Marketing: K.K.Havaldar, Tata McGraw-Hill Publishing Company limited, New Delhi.

MBAE 513: INTEGRATED MARKETING COMMUNICATION (IMC)

Unit I: IMC: concepts, meaning, definition, objectives, rationale and steps. Components of IMC. Refining the IMC Program, Role of IT in IMC, Refining the IMC Program, The Value of the IMC Plans, IMC for Small Business, IMC and Entrepreneurial venture.

UNIT II: IMC and Consumer Behaviour, IMC and Industrial Buying Behaviour, IMC and Retail Marketing, IMC and Direct Marketing, IMC and Internet Marketing, IMC and E-Commerce.

UNIT III: IMC Promotional Tools, Trade Promotions, consumer Promotions, Personal Selling, Advertising, Data base Marketing.

UNIT IV: Events and Exhibitions marketing: concepts, definitions, types, Planning for events and exhibitions, Event marketing process-Promotional tools for event and Event Sponsorship.

UNIT V: Public Relations: Concepts, Definition and Objectives, Role of a PR Manager and Agency, Crisis Management in PR, Public Relation Tools, The role of PR in IMC.

Suggested Readings:

1. Clow,K.E and Baack.D Integrated Advertising, Promotions and Marketing communications. Pearson Education.
2. Kotler, P., Keller, K.L.,. Abraham,K and Jha, M. Marketing management: A South asian Perspective, PHI.
3. Kazmi,H.H.S and Batra,K.S Advertising and Sales promotion, Excel books
4. Aaker,A. D And Myers,G.H. advertising management, Pearson Education
5. Black Sam. How to plan Exhibitions and Conferences from A to Z , Universal Book stall, New Delhi.
6. Maitland, Fain. How to Plan Exhibitions; Cassell Publications, London,U.K.
7. Raj, Razaq., Walters,Paul., and Rashiq, Tahir, Events Management : An Integrated and Practical approach; Sage, New Delhi.

AREA - VI : FINANCIAL MANAGEMENT

CORE COURSES

MBA 601: ACCOUNTING FOR MANAGERS (AFM)

Part A: Financial Accounting

Unit I: Business Entities. Transactions. Examples with introduction to Accounting Theories. Golden Rule vs. Equation method.

Unit II: Corporate Financial Reporting: Preparation & Analysis. Indian GAAP and IFRS. Equity Share Valuation.

Part B: Cost Accounting

Unit III: Scope of Cost Accounting. Difference between Financial accounting and Cost accounting. Introduction to Cost Accounting terminologies.

Unit IV: Overhead Allocation: Traditional vs. Activity Based costing, etc. Introduction to Cost Accounting Standards.

Unit V: CVP Analysis & Marginal Costing; Budget & Budgetary Control.; Recent Advancement of Cost Accounting, Target Costing; Life Cycle Costing etc.

Suggested Readings:

1. Vashist, Saxena, Cost Accounting Text & Cases, Sultan Chand.
2. Kishore, Ravi M, Cost and Management Accounting, Taxman.
3. Bhattacharya, Asish K, Essential of Financial Accounting, PHI Learning.
4. Bhattacharya, Asish K, Principle and Practice of Cost Accounting, PHI Learning.
5. Rustagi, RP, Management Accounting, Taxman.
6. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning.
7. Maheshwari, S.N., Advanced Accountancy, (vol-II) vikas publishing House.
8. Horngren, Datar, Foster, Cost Accounting – A Managerial Emphasis, PHI and Pearson Education. NewDelhi.

MBA 602: CORPORATE FINANCE (CF)

Unit-I: Introduction to Corporate Finance - Scope of Financial Management; Time Value of Money; Risk & Return; Introduction to Financial Instruments; Cash as well as Derivative market, Players, operations, Intermediaries and Regulators; India and Abroad.

Unit-II: Two Significant Decisions of Corporate Finance - Cost of Capital; Working Capital Management

Unit-III: Three Significant Decisions of Corporate Finance - Dividend Decisions; Capital Structure Decisions; Capital Budgeting Decisions.

Unit-IV: Lease Financing - Types of Leases; Reasons for Leasing; Leasing Strategy

Unit-V: Basics of valuation - Introduction to Valuation and valuation myths; Methods of valuation.

Suggested Reading:

1. Alen, Brealey, Myers, Solution Manual for Principles of Corporate Finance, TMH.
2. Ehrhardt, Brigham, Corporate Finance: A Focus Approach, South Western Publishers.
3. Chandra, Prasanna, Financial Management: Theory and Practice ,TMH.
4. Chandra, , Prasanna, Projects Planning Analysis Selection, TMH.

5. Marshall and Bansal, Financial Engineering, Prentice Hall of India.
6. Khan M.Y. and Jain, P.K., Financial Management : Text Problems and Cases, TMH.
7. Stephen, Ross, Westerfield, Jaffe, Corporate Finance, TMH.
8. Pandey, I.M., Financial Management, Vikas.
9. Van Home, James c., Financial Management and Policy, PHI/Pearson.
10. Walker, E.W., Essentials of Financial Management, PHI.
11. Srivastava, R.M., Financial Management and Policy, Himalaya.

ELECTIVE COURSES

MBAE 603: FINANCIAL MARKETS AND FINANCIAL MATHEMATICS (FMFM)

Part A: Financial Markets

Unit I: Depositories & Intermediaries , Capital & Money Market, Commodity Market, Real Estate Market, Bullion Market ; Bond Market, Debt Market; Market Regulations & Regulators International Financing: Overview of International Financial Market – Sources of Finance – Financing Decisions – Concept of GDRs, ADRs, IDRs.

Unit II: The Primary Market: Introduction Evolution in pricing regime – Functions of Primary Market – Role of Intermediaries – Merchant banking – Issue Mechanism – Book building – green Shoe Option – Online IPOs – Preferential Issues.

Unit III: The Secondary Market: Introduction – Pre & Post Reforms stock market scenario – Organization and management of Stock Exchange – Stock market indices – Regional Stock Indices – Participation of Foreign Institutional Investors. Financial Services: Mutual Funds – Factoring 7 forfeiting – housing finance – Venture Capital Lease Financing – Credit Rating.

Part B: Financial Mathematics

Unit I: Interest rate Mathematics-Simple interest, Compound interest, Continuously compounded interest rate, Discount rate and discount, Implied Interest Rate, Factor, Time dependent interest rates, Interest rate modelling.

Unit II Probability- Concepts of Probability Space, Elements of Actuarial Mathematics, Basic knowledge of Calculus and its application to financial markets. Stock price modeling, Levy Process and its applications to finance.

Unit III: Asset Pricing-Arbitrage, Hedging, Speculation, Equivalent Martingale Measure, Self Financing trading strategy, Complete Market, Fundamental Theorems on Asset Pricing, Girsanov's Theorem.

Suggested Readings:

1. McCutcheon, J.J. & W.F. Scott An Introduction to the Mathematics of Finance Butterworth.
2. Brealey, R & S. Myers Principles of Corporate Finance McGraw Hill
3. Brett, M. How to Read the Financial Pages Random House
4. Ross, S.M. An Elementary Introduction to Mathematical Finance CUP
5. Steiner, R. Mastering Financial Calculations Prentice Hall
6. Vaitilingam, R. The Financial Times Guide to Using the Financial Pages Prentice Hall
7. Bhole L. M., financial markets and Institutions, Tata McGraw Hill.
8. Fabozzi, Modigliani, Jones and Ferri, foundations of Financial markets and Institutions Markets, Pearson Educations.
9. Grinblantt M., Financial Markets and Corporate Strategy, Thomson.
10. Khan M.Y., Indian Financial System, Oxford university Press
11. Kohn, M., Financial Institutions and Markets, Tata McGraw Hill.
12. Machiraju, H.R Marchant Banking Vikash Publishing.
13. Pathak, V. Bharti, The Indian Financial System, Pearson Education Sadhak, H., Mutual Funds in India: Marketing Strategies and Investment Practices, response Publications.

MBAE 604: CORPORATE REPORTING AND FINANCIAL STATEMENT ANALYSIS (CR & FSA)

Unit-I: Introduction to CFR -Nature and purpose of corporate financial reporting—users of corporate financial statements and their information needs—the role of the accounting information in the capital markets—legal responsibility for preparing company accounts--key financial statements (balance sheet, profit and loss account, and cash flow statements)—notes and supplementary information—financial accounting and reporting standards (national and international)—the statutory auditor and the audit report—limitations and challenges of corporate financial reporting (inability to account for intellectual assets, creative accounting and financial reporting frauds).

Unit-II: Presentation of CFR -Specific issues in the preparation and presentation of financial statements—classification of financial statement items --revenue recognition-- expense recognition-- matching of revenue and expenses—depreciation and impairment of fixed assets—amortization of intangibles—accounting for inventories—lease accounting—accounting for liabilities and equity—provisions and contingencies – accounting for business combination and the concept of group accounts.

Unit-III: Introduction to Financial Statement Analysis-Purpose of financial statement analysis— internal analysis vs external analysis-- studying the strategic relationship between financial statement items-- tools and techniques of analysis of financial statements (comparative statement analysis, common size analysis, trend analysis, ratio analysis, cash analysis)--- applying financial analysis tools in assessing profitability, liquidity and solvency, and risk -- detailed analysis of the profit and loss account—return on equity—return on assets—leverages—analysis of short term liquidity—operating cycle and working capital—analysis of long-term solvency.

Unit-IV: Forecasting and Valuation Techniques-Forecasting and valuation techniques—forecasting the future business activities, profitability, risk, growth, financial position, and cash flows of the company-- models to estimate the value of a company--valuing companies based on expected future dividends, free cash flows, abnormal earnings, and various market-based valuation multiples.

Unit-V: Bankruptcy Prediction - Prediction of bankruptcy and failures—models of bankruptcy prediction (simple intuitive models and sophisticated statistical models).

Suggested Readings:

1. Kelleher, J., Specifications of Equity Valuation for Analysts and Investors : A Unique Stock Valuation tool for Financial Statement Analysis and Model-Building, TMH.
2. Gibson, Charles H., Study guide for Financial Reporting and Analysis: Using Financial Accounting Information, Academic Internet Publishers. Penman, Financial Statement Analysis and Security Valuation, TMH.
3. Petersen, Plenborg, Financial Statement Analysis: Valuation- Credit Analysis – Executive Compensation, Prentice Hall.
4. Wild, Halsey, Subramanyam, Financial Statement Analysis, TMH
5. Wahlen, Baginski, Bradshaw, Financial Reporting, Financial Statement Analysis and Valuation: A Strategic Perspective, South Western Publishing.
6. Palepu, Krishna and Paul, Business Analysis and Valuation: Using Financial Statements, South Western Publishing.
7. Foster G., Financial Statement Analysis, Prentice Hall.
8. Bernstein and Wild, Financial Statement Analysis : Theory Application and Interpretation, McGraw Hill.
9. Peter, W., Financial Statement Analysis An International Perspective, - Business Press, Thomson Learning
10. Myer, J.N., Financial Statement Analysis, Prentice Hall

MBAE 605: FINANCIAL ENGINEERING (FE)

Unit-I: Scope of Financial Engineering - Scope of Financial Engineering Forward, Tools of Financial Engineering.

Unit-II: Financial Engineering vs. Financial Analysis - Financial Engineering vs. Financial Analysis; Nature and Types of Derivative Securities, Basic Characteristics of Derivatives Market.

Unit-III: Future, Option, Swap- Future, Option, Swap; Credit Default Swap. Related technical details, Valuation & Strategies,

Unit IV: The Nature and Uses of Future Contracts – Mechanics of Buying and Selling, valuation of Future Contracts – Financial Futures – Stock Index Futures – Foreign Currencies Futures – Options.

Unit V: Trading Strategies- Trading Strategies in Commodity Futures Markets; International Commodity, Market; Regulatory Framework.

Suggested Readings:

1. Cuthberton and Keith, Financial Engineering: Derivatives and Risk Management Jossey Bass
2. Hull, Introduction to Futures and Options Markets, Prentice Hall of India.
3. Kolb, Practical Readings in Financial Derivatives, Blackwell Business.
4. Lyuu, Financial Engineering and Computation, Cambridge University Press.
5. Marshall and Bansal, Financial Engineering Prentice Hall of India.

MBAE 606: WORKING CAPITAL MANAGEMENT (WCM)

Unit I: Management of Accounts Receivable; Size of accounts receivable; Motives for Extending Trade Credit; Opportunity Cost; Credit Scoring; Receivables Aging Schedule.

Unit II: Inventory Strategies & Techniques; Inventory & Price Behavior; Inventory Costs; Just in time; Performance criteria and measurement.

Unit III: Liquidity & Cash Management; Cash vs. Profit; Funds Analysis and financial structure; Measurement of Liquidity; Models of cash management; Sensitivity analysis; Lockbox system.

Unit-4: Management of Accounts Payable; Trade Credit; Stretching Accounts Payable; Effects of cash discount; Factoring; Other accruals.

Unit-5: Channel System, Logistics & Channel Financing; Economics of Transportation; Conflict resolution under channel management; Rising power of retailers; inventory flow-the ultimate liquidity of the channel; Financial integration of the channel system; Receivable financing vs. Payables financing.

Suggested Readings:

1. Bhattacharyya, Hisikesh, Working Capital Management, PHI.
2. Jain, Narendra Kumar, Working Capital Management, APH Publishing.
3. Scherr, F., Modern working Capital Management: Text and Cases, PHI.

MBAE607: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (SAPM)

Part A: Security Analysis

Unit I: Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis; Book value and market value of shares; Growth shares; Income shares

Unit II: Technical Analysis-Assumptions; Dow Theory Charts and signals, Technical Indicators. Different methods (Moving Average Converge Divergence etc. and their improvisations- Charting techniques (trend, relative strength, point and figure analysis etc.) – Dow Theory – key Technical indicators- Use of meta stock software with live data

Unit III: Efficient Market Hypothesis- Weak form, Semi strong form and strong form efficiency; Experiments and analysis of theory; Different statistical tests for measuring efficiency.

Part B: Portfolio Management

Unit- IV: Portfolio Basics-Portfolio Objective, Portfolio Theory ,Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification , Size of Portfolio Selection Basis and Readjustment Timing, Capital assets Pricing model & Arbitrage Pricing Theory.

Unit V: Performance Measurement of Portfolio- Classifications of Investment Companies; Management performance Evaluation, Sharps' Index, Treynor's Index, Empirical tests, Mutual Fund Performance Evaluation.

Suggested Readings:

1. Graham, Dodd, Security Analysis and Portfolio Management, TMH.

2. Chandra P. Investment Analysis and Portfolio Management, TMH.
3. Elton, Gruber, Brown and Goetzmann, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons.
4. Fabozzi, F.J., Investment Management, Prentice Hall.
5. Fischer and Jordan, Security Analysis and Portfolio Management, Prentice Hill.
6. Khatri, Security Analysis and Portfolio Management, Macmillan.
7. Elder. Alexander. Trading For a Living, John Wiley & Sons, Inc. New York .
8. Gujral. Ashwani. How to Make Money Trading Derivatives An Insider's Guide , Vision Books Pvt. Ltd. Delhi .
9. Pring. Martin. Introduction to Technical Analysis, McGraw-Hill;1 edition, Delhi.
10. Shimizu. Seiki. The Japanese Chart of Charts, Sterling Book House, Mumbai.

MBAE 608: ADVANCED CORPORATE FINANCE (ACF)

Unit I: Introduction to Strategic Financial Management- Financing Strategy: Capital structure Theories – Hybrid Financial Instruments.

Unit II : Valuation Methodologies -Linkage between financial strategy & Firm's value – concept of Asset Beta – weighted Average cost of capital & Adjusted Present Value (APV) Valuation Methodologies – Free Cash Flow Valuation Models.

Unit III: Strategy Vs. value Creation-Linkage between Investment Strategy & corporate value creation – Generation & Screening of Project Idea – Financial Analysis – Analysis of Project Risk – Social Cost Benefit Analysis – Network Techniques for Project Management–Environmental Appraisal of Projects

Unit IV: Merger & Acquisitions -The basic forms of acquisitions; Source of synergy from acquisitions; Calculating the value of the firm after an acquisition; The NPV of a Merger; Defensive tactics; Do acquisitions Benefit Shareholders?

Unit V: Valuation of Bonds-How to value Bonds; Estimates of parameters in the Dividend –Discount Model; Dividend Growth Model; Price-earnings ratio; No dividend firm.

Suggested Readings:

1. Brealey & Myers, Principles of Corporate Finance, TMH
2. Pandey, I.M., Financial Management, Vikas Publishing House
3. Chandra, P., Projects: Preparation, Appraisal, Budgeting & Implementation, TMH.

MBAE 609: INTERNATIONAL FINANCIAL MANAGEMENT (IFM)

Unit-I: Nature & Scope of International Financial Management – International Monetary System – Bretton woods conference and afterwards, - IMF and the World Market – Multilateral Financial institutions – International investors and foreign investment institutions (FII) – FDI vs. FPI.

Unit-II: Exchange Rate Determination-Parity conditions in International Finance – Exchange Rate Determination – Factors influencing Exchange Rates.

Unit-III: Spot and Derivative Market - The Foreign Exchange Market: Spot Market – Forward Market- Futures Market – Options Market – Swaps – Arbitrage opportunities

Unit-IV: Foreign Exchange Risk Management- Transaction exposure, translation exposure and economic exposure – Management of exposure – Hedging – Internal Techniques of Hedging

Unit V: International Investment Decisions- Capital Budgeting – Current Assets Management including Financing of International Trade; Mechanics and Financing of Foreign Trade and Indian Institutional Framework – International Equity Investment.

Suggested Readings:

1. Bhalla, V.K. *International Financial Management, Anmol, New Delhi.*
2. Mudura, Jeff, *International Financial Management, South Western Thomson, Asion Books Private Ltd., New Delhi.*
3. Apte,P.G., *International Financial Management, Tata Mc-Graw Hill, New Delhi.*
4. Sharan, V., *International Financial Management, PHI, New Delhi.*

5. Viz, Madhu., *International Financial Management, Excel Books.*
6. Shaprio, A.C., *Multinational Financial Management. Prentice Hall of India.*
7. Levi, M.D., *International Finance, McGraw Hill.*
8. Siddaiah, T, *International Financial Management, Pearson*

MBAE 610: CORPORATE TAXATION (CT)

Unit I: Basics, Profits and Gains of Business & Profession, Capital gains.

Unit II: Set off & Carry forward of Losses.

Unit III: Clubbing of income, Computation of total income & Tax Planning.

Unit-IV: Assessment Procedure & Advance Tax.

Unit V: Central Excise and CENVAT -Customs Duty - Service Tax - Central Sales Tax and VAT.

Suggested Readings:

1. Vinod K Singhania, Direct Tax
2. Ahuja & Gupta, Direct Tax
3. V.S Datey, Indirect tax

MBAE 611: MERGERS AND ACQUISITIONS (M & A)

Unit I: Economic Setting of Buyer's Industry-Important characteristics of the industry. Challenges faced by the industry over the 5 years prior to the transaction. Industry trends, if applicable, prior to the transaction. Outlook for the industry over next 5-10 years as of time of transaction.

Unit II: Business Economics Reasons For The Transaction- Reasons stated in SEC filings, annual report, and the deal announcement. Reasons stated in financial press.

Unit III: Strategy- How did this particular transaction fit into the broad strategy of the acquiring firm? The selling firm?-Was the acquisition related or unrelated to buyer's operations at time of deal?If related, explain how they are related-If unrelated, did this appear to occur because growth opportunities for the buyer's industry as a whole were not favorable or were opportunities lacking just for the individual firm studied?

Unit IV: Value Creation-How did buyer expect to create value-Describes sources of value creation.

Unit V: Post-Merger Performance (From Closing to Now)-How did the economy and industry perform subsequent to the subject acquisition?-How did the buyer perform subsequent to the acquisition? (Include impact on firm's financial health, organization structure, market position and reputation.)-How do you think the firm would have performed absent the acquisition?

Suggested Readings:

1. Valuation for Mergers, Buyouts, and Restructuring By E. R. Arzac Willey Publishers
2. Outlines & Highlights for Mergers, Acquisitions, and Corporate Restructurings by Patrick A. Gaughan Academic International Publishers
3. Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions by Donald Depamphilis.

MBAE 612: FINANCIAL TIME SERIES ANALYSIS (FTSA)

Unit I: Nature of time series data, difference equations,- Stochastic process: Stationary versus Non-stationary Stochastic Process - Tests of Stationarity: Correlogram, Unit Root Tests, Random Walk Models.

Unit II: Multivariate Times Series Analysis - Vector Autoregression Model (VAR): Estimation and Identification-Variance decomposition and Impulse response functions- Causality applying Granger Causality Tests and VAR model- Forecasting using a VAR model.

Unit III: Modeling Short Run and Long Run Relationships - Cointegration: Cointegration and common trends, - Tests of cointegration: Engle-Granger Two Step Procedure, the Johansen-Juselius -Multivariate Test, -Error

Correction Models:- Estimation and interpretation off an Error Correction Model - Forecasting Using an Error Correction Model.

Unit IV: Modeling Volatility- Time varying volatility model: ARCH, GARCH models and its extension -Forecasting volatility and Other Volatility models.

Unit V: Modeling Non-linear Time Series - Simple nonlinear models Threshold Autoregressive Model (TAR), The Smooth Transition Autoregressive model etc., Nonlinearity Tests etc.

Suggested Readings:

1. Analysis of Financial Time Series, 3rd Edition Ruey S. Tsay Wiley
2. Financial Econometrics by Chris Brooks Willey
3. Applied Econometric Times Series
4. By Walter Enders Wiley
5. A Course in Time Series Analysis by Daniel Peña, George C. Tiao, Ruey S. Tsay Wiley.

MBAE 613: COMMODITY DERIVATIVE MARKET (CDM)

Unit I: Historical changes and growth of global and domestic Commodities derivatives markets FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India Issues in Agricultural Commodities Markets; Issues in Non-Agricultural Commodities Markets.

Unit II: Commodities Derivative Exchanges and design of the markets 6. Issues Related to Product Design and contract specifications; Issues related to Spot price and present practices of commodities exchanges; Clearing House operations and Risk Management Procedures.

Unit III: Delivery Related Issues like delivery centers, deliverable varieties, assying Issues related to monetizing and surveillance by Exchanges and Regulator; Role of intermediaries in Commodities Markets; Basis Risk and its importance in pricing; Agricultural Commodity Futures trading pattern in Exchange – Case study; Non-Agricultural Commodity Futures trading pattern in Exchange – Case study.

Unit IV: International commodity indices and as an investment tool for investors; Commodity Options on Futures and its mechanism; Internationally traded Commodities based ETFs.

Unit V: Commodities as a New Asset Class; Essential Commodities Act and role of state governments; Warehousing Act Bill and its implications.

Suggested Readings:

NCFM Commodity market Module

MBAE 614: BUSINESS VALUATION (BV)

Unit I: Approaches to Valuation & Identifying Value Drivers - Approaches to Valuation & Identifying Value Drivers.

Unit II: Estimating the Discount Rates, Growth Rates, and Cash Flows -. Dividend Discount Models.

Unit III: FCFE Models - FCFF Models - Valuation Using Multiples.

Unit IV: Strategy-Finance-Valuation Trilogy; Real Options & Brand Valuation.

Unit V: Which is the appropriate method to use? - Identifying frequently made errors in Valuation.

Suggested Readings:

1. Business Valuations by P. Chandra TMH
2. Damodaran on Valuations by A. Damodaran Willey
3. Dark Side of Valuations by A. Damodaran Willey
4. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance Willey
5. Standards of Value: Theory and Applications
6. By Jay E. Fishman, Shannon P. Pratt, and William J. Morrison

AREA - VII : HUMAN RESOURCE MANAGEMENT

CORE COURSE

MBA 701: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT (FHRM)

Unit-I: Introduction to Human Resource Management – Concept of HRM, Nature and Scope, Evolution of HRM, Relevance of HRM, Difference between Personnel Management Approach & Human Resource Management Approach.

Unit-II: Acquisition of Human Resources – Human Resource Planning; Recruitment and selection, Induction, socialization, placement.

Unit-III: Developing Human Resources – Career Planning and Development; Employee Training; Executive Development; Performance Management System; Potential Appraisal; Succession Planning; Concept of HRD.

Unit-IV: Maintenance of Human Resource – Compensation Management; Job evaluation; Fringe Benefits & Incentives; Employee Health & Safety; Industrial Relations; Trade Unionism, Collective Bargaining, Grievance Management, etc.

Unit-V: Control Function of HRM – Human Resource Accounting; Human Resource Auditing; Human Resource Information System (HRIS) etc.

Suggested Readings:

1. Pattanayak, B. *Human Resource Management*, 2nd ed., New Delhi, Prentice-Hall of India, 2004.
2. De Cenzo, D.A. & Robbins, S.P., *Human Resource Management*, 6th ed., New York, John Willey, 1997.
3. Rao, V.S.P., *Human Resource Management*, 1st ed., New Delhi, Excel Books, 2000.
4. Armstrong, M., *A Handbook of Human Resource Management Practice*, 8th ed., Kogan Page, U.K., 2001.

ELECTIVE COURSES

MBAE 702: HUMAN RESOURCE PLANNING (HRP)

Unit-I: Origin and Evolution of Human Resource Planning(HRP)---Contemporary approach to HRP; Relation between HRP and other HR functions; Impact of technology on HRP; Job Analysis---Job description and job specification; Skill Analysis.

Unit-II: Human Resource Planning: Tools, Methods and Techniques—Application of quantitative and non-quantitative techniques in Demand Forecasting; Supply Forecasting; Employee Turnover indices; Succession Planning; Replacement Charts.

Unit-III: Action Planning: Matching Requirement with Availability---Resourcing, Flexibility, Retention and Downsizing strategies; Managing Redundancy and Alternative to Redundancy; Recent trends and practices in HRP.

Unit-IV: The Recruitment and Selection Process—Recruitment Strategies, Current practices in recruitment: Recruitment on the Web, Outsourcing etc. ---Basic Selection Model; Issues involving Talent Management and Employer Branding.

Unit-V: Human Resource Development(HRD)---Introduction and scope; HRD mechanisms; Integrated HRD system; Roles of HRD managers; HRD Climate; HRD Audit; Relevant Case Studies.

Suggested Readings:

1. Bramham, J. *Human Resource Planning*, Orient Blackswan.
2. Leek, E. et al. *Manpower Planning: Strategies and Techniques in Organizational Context*. John Wiley & Sons.

3. Walker, J.W. *Human Resource Planning*. McGraw Hill, New York.
4. Armstrong, M. *A Handbook of Human Resource Management Practices*, Kogan Page, London.
5. McGuire, D. and Jorgensen, K.M. *Human Resource Development-Theory and Practice*, Sage Publications.

MBAE 703: COMPENSATION AND REWARD MANAGEMENT (CRM)

Unit-I: Conceptual and theoretical understanding of Wage and Salary Administration (WAS) [Compensation and Reward Management, Its Strategy & Policies, Factors Affecting WAS, Economic Theory of Wages.

Unit-II: Job Evaluation [Meaning, Purpose, Principles, Techniques, Steps to draw job evaluation programme etc.]

Unit-III: Job Pricing [Pay structure – its basis, Steps in the development of pay structure, Types of Pay structure – Special emphasis upon broad – banded & integrated structures, pay spines, Maturity Curves etc., Selection of particular structure.], Market rates [Aims, Type of Data, Job Matching etc.]

Unit-IV: Different Kinds of Wages & Wage Plans – wage incentives, Inter & Intra Industry Differentials – PRP, Incentive Schemes & Degeneration, Skill-Based Pay, Competence – Based pay etc.].

Unit-V: Understanding various components of compensation packages [fringe benefits, Reward Management procedures – Compa-ratio analysis, Attrition, Pay reviews, Pay Budgeting, Incentives & Retirement Plans], The executive pay package, Pay & Benefits – Professionals, Compensation practice of MNC(s) & strategic compensation systems, working of Wage Boards, Pay Commissions etc.

Unit-VI: Statutory Provisions [The Payment of Wages Act, The Minimum Wages Act, Bonus Law & Payment of Bonus, Basic Understanding about Income Tax Laws relating to salaried persons], Analysis of Cases, Maturity Benefit Act.

Suggested Readings:

1. Armstrong & Brown. *Strategic Reward*. Kogan Page.
2. Armstrong, M and Murlis H. *Reward Management*. Kogan Page.
3. Armstrong & Stephens. *Employee Reward Management and Practice*. Kogan Page.
4. Cascio. *Costing Human Resource*. Thomson Learning, India.
5. Henderson, R.O. *Compensation Management in a Knowledge-Based World*. Pearson Education.
6. Henderson, R.O. *Compensation Management*. Englewood Cliffs, Prentice Hall.
7. Martocchio, Joseph J. *Strategic Compensation - A Human Resource Management Approach*, Pearson Education.

MBAE 704: EMPLOYMENT RELATIONS (ER)

Unit-I: Employment Relations---Introduction, Concept, Characteristics, Objectives, Significance and Functions; Perspectives; Employment Relations and the Emerging socio-economic scenario; The Systems Framework.

Unit-II: Trade Unions—Theories of Trade Union; Trade Unions in India; Problems of Trade Unions in India; Trade union recognition; Trade Union movement in India.

Unit-III: Collective Bargaining- Introduction, Concept; The Nature of collective bargaining; Levels of bargaining and agreements; Collective bargaining and stakeholders; Negotiating techniques and skills; Factors contributing to the success of collective bargaining.

Unit-IV: Grievances and Discipline Handling---Concept, Nature and Causes of Grievances; Grievance redressal procedure; Managing Discipline—Concept and Principles of Natural Justice; Misconduct; Approaches to dealing with Indiscipline; Domestic Enquiry---Steps in domestic enquiry.

Unit-V: Employee Participation and Labour-Management cooperation-Purpose and Form of participation, Direct Vs. Indirect Participation; Levels of participation; Technological Change and Employment Relations, Relevant Case Studies.

Suggested Readings:

1. Venkata Ratnam, C.S. *Industrial Relations*, Oxford University Press.
2. Mamoria, C.B ,Mamoria, S.and Gankar, S.V. *Dynamics of Industrial Relations*, Himalaya Publications.
3. Monappa, A. *Industrial Relations*,Tata McGraw Hill.
4. Sen, Ratna. *Industrial Relations in India: Shifting Paradigm*, Macmilan.
5. Ghosh, A.K. *Industrial Relations: Text and Cases*. Manas Publications.

MBAE 705: LABOUR LAWS (LL)

Unit-I: Human Resource Management and Labour regulatory framework, Role of ILO in framing labour legislations in India; Conventions and Recommendations.

Unit-II: Laws relating to Working Conditions in Manufacturing concern: The Factories Act, 1948----Laws relating to Special types of concerns.

Unit-III: Laws relating to Labour Relations----The Industrial Disputes Act, 1947; The Industrial Employment (Standing Orders) Act, 1946; The Trade Unions Act, 1926.

Unit-IV: Laws relating to Social Security---- The Employees State Insurance Act,1948; The Employees Compensation Act,1923; The Employees Provident Fund and Miscellaneous Provisions Act,1952; The Payment of Gratuity Act,1972.

Unit-V: Laws relating to Wages----The Minimum Wages Act, 1948; The Payment of Wages Act, 1936; The Equal Remuneration Act, 1976; The Payment of Bonus Act, 1965.

Suggested Readings:

1. Kapoor,N.D. *Handbook of Industrial Law*, Sultan Chand& Sons
2. Kumar,H.L. *Practical Guidance to Labour Management*, Universal.
3. Malik,P.L. *Handbook of Industrial Establishment Law*.
4. Srivastava,S.C.. *Industrial Relations and Labour Laws*, Vani Education.
5. Relevant Bare Acts.

MBAE 706: STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)

Unit I: Strategic Human Resource Management – Concept and Aims of Strategic Human Resource Management –Models of Strategic HRM – Strategic HRM: Best Fit and Best Practice – Strategic HRM and the Resource- Based view of the firm– Strategic role of HR function– Aspects of Alignment between Business Strategies and HR strategies- Case Studies.

Unit II : Functional Strategic Human Resource Strategies- Employee resourcing strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Relations Strategy- Case Studies.

Unit III: Strategic HRM and Strategic Change- Strategic HR issues and role of HR in the context of Change, Culture Management, Total Quality Management, Knowledge Management, Merger and Acquisition, HR Perspective of Corporate Governance etc.- Case Studies.

Unit IV: Evaluating and Measuring the Impact of Strategic HRM–Overview and Approaches–Quantitative and Qualitative Criteria– Balanced Scorecard and HR Scorecard Perspective, Benchmarking etc. –Evaluating strategic Contributions of Traditional HR Areas- Strategic contribution of HRM to organizational success–High Performance Work Practices (HPWP)- Case Studies.

Unit V: Human Resource Strategy and the Dynamics of industry-based Competition–Strategic HRM for specific business situations- Talent Management, Knowledge Management with special reference to HRM practice in

Knowledge Based Industry—Strategic HR issues vis-à-vis Emerging Organizational Forms—Corporate HR Strategy in the Global Economy and other contemporary issues in strategic HRM- Case Studies.

Suggested Readings:

1. Michael Armstrong, *Strategic Human Resource Management – A Guide to Action*, Kogan Page.
2. G. F. Dreher and T. W. Dougherty, *Human Resource Strategy*, Tata McGraw-Hill
3. Charles Greer, *Strategic Human Resource Management, A general managerial approach*, Pearson Education.
4. Linda Holbeche, *Aligning Human Resource and Business Strategy*, Butterworth Heinemann.
5. C. Maybey and G. Salaman: *Strategically Managing Human Resource*, , Infinity Books.
6. Peter Boxal and John Purcell, *Strategy and Human Resource Management*, Palgrave, Macmillan.
7. *Business-led HR Strategies*, All India Management Association, Excel Book
8. Linda Holbeche, *Aligning Human Resource and Business Strategy*, Butterworth Heinemann.

MBAE 707: PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT (PM & ED)

Unit-I: An Overview of Performance Management—Definitions, Purpose and Aims of performance management; Evolution and significance of the concept; Principles of Performance management; The Performance Management Cycle; Distinction between Performance management and Performance appraisal.

Unit-II: Performance Management Process—Performance planning; Defining expectations, Setting objectives, Measuring Performance, Performance rating.

Unit-III: Performance Management and Development—Performance management and learning; Personal development planning; Performance management and Reward---Performance management as a motivating process, Link between performance management and pay.

Unit-IV: Performance Appraisal System—Introduction, Methods—Traditional and Contemporary methods; Potential Appraisal; Competency Mapping—Concept and Issues, Competency models, Competency based performance management strategies, Drivers of Competency.

Unit-V: Strategies for effective Training and Development---Training Need Analysis, Training Design, Transfer of Training, Training Evaluation: Rationale for Evaluation-Types of Evaluation techniques and Instruments; Training methods; Training Vs. Development; Importance of Management Development.

Suggested Readings:

1. Armstrong, M. and Baron,A. *Performance Management and Development*, Jaico Publishing House.
2. Kohli,A.S. and Deb,T. *Performance Management*,Oxford University Press.
3. Khandula,S.R.*Performance Management: Strategies,InterventionsandDrivers*.PHI.
4. Sanghi,S. *The Handbook of Competency Mapping*, Response Books.
5. Dayal,I. *Management Training in Organisation*, Prentice Hall of India.
6. Kirpatrick,D.L. *Evaluating Training Programmes*, Berret-Koehler, San Francisco.

MBAE 708: MANAGERIAL COUNSELLING AND NEGOTIATION SKILLS (MCNS)

Unit I: Managers as Counsellors—Specific Role of HR managers in counselling—The Helping Relationship and the Helping Process— Helpers and Clients as diverse persons.

Unit II: Development of Counselling Skill—Internal Frame of Reference—Attention and Interest—Managing resistance and making referrals—Active listening—Problem-solving—Coaching, demonstrating and rehearsing.

Unit III: Important issues in managerial counseling—Multi-cultural and gender issues—Ethical issues— Specific counselling issues for HR managers.

Unit IV: Significance of Negotiation skills for Managers– interpersonal skills–Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process

Unit V: Negotiating integrative agreements—HR Manager as Negotiator –Background to Negotiation– Development of Negotiation Skill—Phases of Negotiation and the Role of HR Managers–Skills and Requirements of Negotiation — Current trends, issues and practices in Negotiation in Indian Industries

Suggested Readings:

1. Richard Nelson-Jones, Basic Counselling Skills: A Helper's Manual, SAGE.
2. Stephen Palmer, Gladeana McMahon, Handbook of Counselling, Psychology Press.
3. Michael L Spangle, Myra Warren Isenhardt, Negotiation Communication for Diverse Settings, Regis University.
4. K. Singh, Counselling Skills for Managers, Prentice-Hall.
5. F. Alan, Negotiation Skills and Strategies, Universities Press.

MBAE 709: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (IHRM)

Unit I: Understanding International Business Operations– Stages of Internationalization and Global Business– Importance of People Management Issues– Evolution, Concept and Characteristics of International Human Resource Management (HRM)– Variables that moderate differences between Domestic & International HRM– Economic Development and the management of human resources–Organisation of work in International context

Unit II: International Recruitment, Selection and Compensation: Executive nationality staffing policies– Global pressures on domestic recruitment–Issues in staff selection–Expatriate Selection–Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs— Objectives of International Compensation–Key Components of a Potential Compensation program–Approaches to International Compensation.

Unit III: Performance Management and Employee Development in IHRM–Criterion used for performance appraisal of International employees–appraisal of HCNs – The International HRM perspectives in Training and Development –expatriate training: Important Issues and Concerns

Unit IV: Global Employment Relations and Employment Laws– Cross-border Communications and Employment Relations– Comparative patterns of employee relations structures–Best practice in employee relations in cross-country perspective– Labour Union and International Employment Relations—Response of labour unions to multinationals.

Unit V: Issues and Challenges in I.H.R.M:– Multinational as a global citizen–International Accord and Corporate Codes of Conduct–Implication for the HR function of the multinational firm– Contemporary issues in managing people in an international context– flexibility–IHRM issues in different strategic options of organizations–Case studies on International Human Resource Management.

Suggested Readings:

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
2. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
4. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford
5. Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press

MBAE 710: CONTEMPORARY INTERVENTIONS IN HUMAN RECRUITMENT MANAGEMENT (CIHRM)

Unit-I: HR in knowledge era – Knowledge creation and knowledge Management; Knowledge Process Outsourcing (KPO); Corporate success vis-à-vis competitive advantage; Entrepreneurship Development.

Unit-II: Human Resource Information System (HRIS); Human Resource Accounting; Human Resource Auditing; Human Resource in Information Technology Organizations; Quality of work life.

Unit-III : Virtual Organization – characteristics, Types of virtual organization; Emerging HR issues in virtual organizations; Performance Management in virtual organizations; Learning organization; Business Process Outsourcing (BPO).

Unit-IV: Strategic Alliance, Human Resource Mergers' and Acquisitions – Stages of Merger & Acquisition; key to success of M & A; skills and competencies of HR professionals; International Human Resource Management; Domestic vs International HRM.

Unit-V: Corporate Social Responsibility (CSR); Job stress – Eustress and Distress; Symptoms of stress; Sources; Consequences of stress; Management of stress; Burnout: Symptoms & strategies; employee counseling; Mentoring.

Suggested Readings:

1. Serge, P.M. *The Fifth Discipline: The art and practice of learning organization*, New York, Double Day, 1990.
2. Pattanayak, B., *Human Resource Management*, New Delhi, Prentice-Hall of India, 2004.
3. Rao, V.S.P. *Human Resource Management*, New Delhi, Excel Books, 2000.

MBAE 711: TRAINING AND DEVELOPMENT (T & D)

Unit I: Training: An Overview–Role of training in organisations–Structure of Training Organisations–Training Process Model–Forces influencing the workplace and training–Learning Theories & Training–The Trainer: Roles and competencies of Trainers. Current Training & Development Practices– Business Strategy and Training–Strategies for Effective HR Training & Development– Future trends.

Unit II: Training Needs Analysis– Why, When and Where to look for Performance Discrepancies –Framework for conducting TNA, Outcomes of TNA, Approaches to TNA, Needs Assessment Techniques. Training Design–Organisational/Environmental constraints–Training Objectives–Facilitation of Learning–Facilitation of Transfer–Training Design Process–Key Factors in Designing–Training Design Theories.

Unit III: Training Evaluation: Rationale for Evaluation–Training outcomes–Training Evaluation Design Issues–Types of Evaluation Techniques & Instruments–Costing Training Programmes–Measuring ROI of training programmes.

Unit IV: Training Methods: Matching training methods with outcomes–Lectures & Demonstrations, Computer-based Training, Games & Simulations, On-the-Job Training–Audiovisual Enhancements to Training–Training facilities–Key Areas of Organisational Training: Orientation Training, Diversity Training, Sexual Harassment Training, Team Training, and other training programmes & Issues– Impact of Technology on Training–Choosing a training method–Training of special groups like sales and retail staff

Unit V: Management Development– Training vs. Development–Importance of Management Development – Management Development Implications– Approaches for Management Development–Strategies for Development of Technical Managers, Executives and Future Executives.

Suggested Readings:

1. Agochiya: *Every Trainer's Handbook*, Sage Publications.
2. R. L. Graig: *Training and Development Handbook*, Mc Graw Hill international
3. Lynton and Pareek, *Training for Organisational Transformation*, Sage Publications.

4. I. Dayal: Management Training in Organisation, Prentice Hall of India
5. D. L. Kirpatrick : Evaluating Training Programmes, Berret-Koehler, San Francisco.
6. Bhirmani and Seth: Evaluating Management Training and Development, Vision.
7. Raymond Noe, Employee Training, McGraw Hill

MBAE 712: HUMAN CAPITAL MANAGEMENT (HCM)

Unit I: Concept of Human capital-Intellectual capital-Social capital-Organisation capital-Practical Implications of intellectual capital theory. Concept of HCM- Rationale for HCM- HCM and HRM- concept of human capital advantage and resource-based strategy-Process of HCM-HCM Drivers, HCM Journey, Developing HCM— Measuring HR.

Unit II: Practice of HCM: Human Capital Data-Measuring human capital-Measurement Issues, Classification of measures, Developing Measures-Human Capital Measurement Models-Human Resource Accounting, Balanced scorecard, HR Scorecard, Workforce Scorecard, Human Capital Monitor, Organisational Performance Model, Human Capital Index, Engagement Model, People and Performance Model -Human capital reporting-applications of HCM.

Unit III: The link between HCM & business strategy, HCM & strategic HRM, HCM and talent management, learning & development, knowledge management, Performance management and Reward Management. Role of HR in HCM-The business partner concept and HCM-The skills HR specialists need for HCM-Future of HCM

Unit IV: ROI of Human Capital- Measurement of Human capital's contribution to enterprise goals- Human capital value circle, Enterprise-level Metrics, Foundation Trait Metrics, Structural trait Metrics-Leverage of Human capital ROI.

Unit V: Human Resource Accounting-Concept, Development & State of the Art, Role of HR Accounting, HR Accounting Models, Applications & Implementation. HR Audit-Concept, Types, Process, Approaches. Human Resource Audit-Information gathering, evaluation, analysis and action planning.

Suggested Readings:

1. Angela Baron & Michael Armstrong, Human Capital Management- Achieving Added Value Through People, Kogan Page
2. Eric G. Flamholtz, Human Resource Accounting-advances in concepts, Methods, and Applications, Kluwer Academic Publishers
3. Jac Fitz-enz, The ROI of Human Capital-Measuring The economic Value of Employee Performance, Amacom
4. M K Kolay, Human Resource Accounting, ICWAI
5. John McConnell, Auditing your Human Resources Department
6. T V Rao, HRD Audit.

MBAE 713: EMPLOYER BRANDING (EB)

Unit I: Brand-Basics- Brand Ideals-Brand elements-Brand dynamics – brand and its Stakeholders.

Unit II: Introduction: Concept of employer brand, needs and aspiration of employees, managerial challenges, role of leadership, developing employer brand concept, strategic perspectives of employer brand.

Unit III: Brand fundamentals: Benefits, brand analysis, brand value, brand positioning and differentiation, brand management and development, brand life cycle, branding process.

Unit IV: Employer Brand insight and positioning: Employee insights, labour market insight, brand identity, brand integration, positioning model, brand vision model, employee value proposition-measuring employer brand.

Unit V: Brand communication and management: Emotional engagement, employee commitment and behavioural change, branding policy, practices, key responsibilities of employer brand management-Employee Engagement, components-Case studies.

Suggested Readings:

1. The Employer Brand: Bringing the Best of Brand Management to People at Work [Simon Barrow, Richard Mosley, Wiley
2. Employer Branding by Hugh Davies, BookPal
3. Designing Brand Identity: An Essential Guide for the Whole Branding Team by Alina Wheeler
4. The Employer Brand by Helen Rosethorn, Gower
5. Employer Branding and the Employee-Life-Cycle: How to become an attractive employer by Cyrill Ting, AV Akademik erverlag.
6. The Cultural Fit Factor: Creating an Employment Brand That Attracts, Retains, and Repels the Right Employees by Lizz Pellet , Society for Human Resource Management
7. The HR Trailblazer: Unlock the Potential of Your Employer Brand by Jeff Waldman, Christine McLeod

AREA - VIII : SYSTEMS, OPERATIONS & DECISION SCIENCES**CORE COURSES****MBA 801: QUANTITATIVE TECHNIQUES IN MANAGEMENT (QTM)**

UNIT-I: Different measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode. Measures of Dispersion: Range, Quartile Deviation, Mean Absolute Deviation, Standard Deviation, Measures of Relative Dispersion. Moments: Raw Moments & Central Moments, Measures of Skewness and Kurtosis.

UNIT-II: Correlation and Regression: Simple correlation analysis, properties of product moment correlation coefficient; Simple regression analysis -Derivation of regression lines by the OLS method -properties of regression lines; Time Series: Preliminary adjustments of time series data, component of time series, Measurements of secular trend: Moving average, Mathematical curve fitting -linear trend, parabolic trend, exponential trend.

UNIT-III: Probability: Definition, Conditional probability and statistical independence, Addition and Multiplication probability rules, Bayes theorem. Random Variable: Probability mass function/ probability density function and Distribution function– properties and their relations, Expectation, Variance – their properties, Joint probability distribution – Covariance of two random variables. Theoretical Distribution: Binomial, Poisson, Exponential and Normal distributions – Probability model, Mean, Variance, Application of these distributions.

UNIT-IV: Sampling Distributions: Parameter, Statistics and Sampling distribution, Expectation and Standard error of sample mean and sample proportion in the cases of SRSWR and SRSWOR, Central limit theorem (only statement), Sampling distributions: χ^2 , t and F – their properties (without Proof) and uses.

Unit-V: Statistical Inference: Types of inference, Point estimation – methods of point estimation – criteria of a good estimator; Interval estimation of population mean, proportion and variance; Hypothesis testing – hypotheses, errors and level of significance, Small and Large sample tests for location and dispersion for single population and two population cases.

Suggested Readings:

1. Levin, Richard I and Rubin, David S., *Statistics for Management*, Prentice Hall Inc.
2. Vohra, N.D., *Quantitative Techniques in Management*, Tata McGraw Hill.
3. Goon, Gupta and Dasgupta, *Fundamentals of Statistics*, Vol. I & II, World Press Private Ltd.
4. Mathai and Rathie, *Probability and Statistics*, MacMillan.

5. Gupta and Kapoor, *Fundamentals of Mathematical Statistics*, Sultan Chand.
6. Arora, P.N., Arora, S. and Arora, S., *Comprehensive Statistical Methods*, S.Chand
7. Weiss, *Introductory Statistics*, Pearson Education.
8. Doane, D.P. and Seward, L.E., *Applied Statistics in Business and Economics*, Tata McGraw Hill.

MBA 802: FUNDAMENTALS OF PRODUCTION AND OPERATIONS MANAGEMENT (FPOM)

Unit– I: Nature and Scope of Production and Operations Management; Types of Manufacturing systems; Operation Decisions. Mass Production, Batch / Job Order Manufacturing. Facility Location problem. Layout Planning Analysis.

Unit–II: Capacity Planning – Models; Process Planning; Aggregate Planning, Scheduling.

Unit–III: Work Study; Method Study; Work Management; Work Sampling; Work Environment.

Unit–IV: Material Management- An overview of Material Management; Material Planning; and Inventory Control; JIT; Materials Planning Budgeting; Material Requirement Planning.

Unit–V: Quality Assurance- Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management.

Suggested Readings:

1. Adam, E.E. and Evert, R.J., *Production and Operation Management*; Prentice Hall of India, New Delhi.
2. Buffa, E.S., *Modern Production management*; John Wiley, New York.
3. Chary, S.N., *Production and Operations Management*; Tata McGraw Hill, New Delhi.
4. Dilworth, James B., *Operations Management: Design, Planning & Control for Manufacturing and Services*, McGraw Hill, Singapore.
5. Moore, F.G. and Hedrick, T.E., *Production / Operations Management*; Homewood, Illinois

MBA 803: MANAGEMENT INFORMATION SYSTEM (MIS)

Unit-I: System: Concepts, Characteristics and Classification – Open & Closed, Deterministic & probabilistic etc. Concept of data, Information & information system; Information System: Role, Functions & Types- Organisations and Information Systems- Characteristics of quality information; Role of information system at different levels of organization.

Unit-II: System Development - Different methodologies of system development - SDLC, prototyping, and object oriented approach of system development.

Unit-III: Managerial Decision Making - Information Systems and Business Strategy - Basic Concepts of TPS and Office Automation System –Decision support system: Definition, classical managerial decision making process; Component of DSS, GDSS and application of GDSS.

Unit-IV: Database Management System: Definition, problems with traditional file system; Advantages and disadvantages of DBMS, Concept and classification of data model.

Unit-V: Knowledge Based Systems - Business Intelligence, Expert System, Artificial Intelligence (AI) - Data Warehousing - Data Mining.

Suggested Readings:

1. Jaiswal & Mittal. *Management Information System*.OxfordUniversity Press.
2. Keen, Peter GW. *Decision support system: An Organizational Perspective*. Addison-Wesley.
3. Laudon, K.C. &Laudon, J.P. *Management Information Systems*. Pearson Education.
4. Moris Mano. *Digital Electronocs*. PHI.
5. NavathaElmasari. *Database Management System*. McGraw Hill.

6. Stalling, W. *Computer Architecture and organization*.
7. Sinha, P.K. and Sinha, P. *Computer fundamentals and Application*, BPB Publication.
8. TurbaEfrin. *Decision Support & Expert Systems - Management Perspective*. Macmillan Publishing Company, New York.

MBA 804: OPERATIONS RESEARCH (OR)

Unit-I: Introduction to OR- Origin, Nature, definitions; Managerial applications and limitations of OR. Linear Programming Problem (LPP): Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

Unit-II: LPP-Simplex Method, Optimality conditions; Degeneracy; Duality, Interpretation of dual; Sensitivity analysis and its implications.

Unit-III: Transportation Problem (TP) - Mathematical model, IBFS, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method; Travelling Salesman Problem (TSP); Managerial applications of AP and TSP.

Unit-IV: Inventory Management Techniques.

Unit-V: Network Analysis - PERT/CPM, Crashing, Time-Cost Trade off. Queuing Theory. Simulation.

Unit-VI: Game Theory. Decision Theory.

Suggested Books:

1. Gould, F.J., *Introduction to Management Science*, Englewood Cliffs, Prentice Hall Inc. New Jersey.
2. Mathur, K. and Solow, D., *Management Science*, Englewood Cliffs, Prentice Hall Inc. New Jersey.
3. Narag,A.S., *Linear Programming and Decision Making*, Sultan Chand, New Delhi.
4. Sharma, J.K., *Operations Research: Theory and Applications*, McMillan India Ltd., New Delhi.
5. Taha. H.A., *Operations Research- An Introduction*, McMillan, New York.
6. Vohra, N. D., *Quantitative Techniques in Management*, TMH.

ELECTIVE COURSES

MBAE 805: TOTAL QUALITY MANAGEMENT (TQM)

UNIT-I: Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop.

UNIT-II: Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies.

UNIT-III: Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools.

UNIT-IV: Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability; Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions: Total Productive Maintenance (TPM).

UNIT-V: Quality Audits; Lead Assessment and ISO- Standards; Marketing Aspects of T.Q.; Total Quality of Services; Total Quality and Safety; Six Sigma.

Suggested Readings:

1. Carruba, Eugene R and Gorden, Ronald D. *Product Assurance Principles: Integrating Design Assurance & Quality Assurance*. New York, McGraw Hill, 1991.
2. Grant, Eugene L and Leavenworth, Richards. *Statistical Quality Control*, McGraw Hill, New York, 1991.
3. Ireson, W G. and Coombas, C. P. *Handbook of Reliability Engineering & Management*, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E. *Designing for Quality*. London, Chapman & Hill, 1990.
5. Pike, John and Barnes, Richard. *TQM in Action*. London, Chapman & Hill, 1994.

6. Schmidt, Warren H. and Finnigan, Jerome P. *TQ Manager*. San Francisco, Jossey Bass, 1993.
7. Spenley, Paul. *World Class Performance through TQ*, London, Chapman & Hall, 1992.

MBAE 806: DATA BASE MANAGEMENT SYSTEM (DBMS)

Unit- I: Data Processing Concepts – Data Structures – File Processing and Access Methods – Taxonomy of Data Management Systems.

Unit-II: Various Data Base Management Models – Distributed Data Processing Systems – Data Normalization and Logical Design.

Unit-III: Managerial Issues Related to Data Base Management – Database Architecture and Data Modelling – E-R Model and E-R Diagram – Normalization Techniques.

Unit-IV: Database Security – Data Integrity – Transaction Management and Concurrency Control – Back Up and Recovery.

Unit-V: Database Technologies – Database Applications – Introduction to RDBMS.

Suggested Readings:

1. Coad, Peter and Edward, Yourdon. *Object-Oriented Analysis*. Englewood Cliff, NJ, Yourdon Press.
2. Kroenke, David M. *Database Processing: Fundamentals, Design, Implementation*. McMillan, NY.
3. Coleman, Pat and Peter Dyson. *Internets*. BPB Publications, Delhi.
4. Keen, Peter and Mark McDonald. *The e-Process Edge*. Tata McGraw Hill, Delhi.
5. Leon, A. and Leon, M. *Database Management Systems*. Leon Vikas.
6. Salemi, Joe. *Client/Server Data Bases*. Emeryville, California, Ziff-Davis Press.

MBAE 807: PRODUCTION PLANNING & CONTROL (PPC)

Unit-I: Operating system; operational planning & control.

Unit-II: Forecasting, product analysis, scheduling & loading.

Unit-III: Workforce balancing-job & machine assignment, machine interference.

Unit-IV: Line balancing- heuristic method, simulation method, mathematical programming method, system loss, complex line balancing, Batch production, line of balance techniques.

Unit-V: Controlling techniques-materials, processes & products.

Suggested Readings:

1. Ray Wild, *Operations management*, Thomson Asia Pte. Ltd, Singapore.
2. MandicR.G.,Rendu B and Russell's, *Service Operation Management*, Allyn bacon.
3. Scamander, RW, *Production /Operations Management, Concepts and substances*, Macmillan.

MBAE 808: BUSINESS PROCESS REENGINEERING (BPR)

UNIT-I: Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR.

UNIT-II: Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

UNIT-III: Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking.

UNIT-IV: Business Process Improvement. Business Process Redesign; Man Management for BPR implementation.

UNIT-V: Re-organizing People and Managing Change.

Suggested Readings:

1. Carr, D K and Johansson, H J. *Best Practices in Re-engineering*. New York, McGraw Hill.

2. Champy, James. *Re-Engineering Management: The Mandate for New Leadership*. London, Harper Collins.
3. Coulson-Thomas, C. *Business Process Re-engineering: Myth & Reality*. London, Kogan Page.
4. Davenport, T H. *Process Innovation: Re-engineering Work Through Information Technology*. Boston, Harvard Business School Press.
5. Hammer, Michael. *Re-engineering the Corporation: A Manifesto for Business Revolution*. London, Nicholas Brealey.
6. Jayaraman, M S. etc. *Business Process Re-engineering*. New Delhi, Tata Mc-Graw Hill.

MBAE 809: PURCHASING AND MATERIALS MANAGEMENT (PMM)

Unit-I: Role of Purchasing and Materials Management – Determination and Description of Material Quantity – MRP and JIT.

Unit-II: Determination and Description of Material Quality – Cost-Reduction Techniques – Value and Value engineering – Make or Buy Decisions.

Unit-III: Purchasing research – Price Determination and Negotiation – Vendor Rating, Selection and Development.

Unit-IV: Legal Aspects of Purchasing – Tendering – Different Appraisal Methods.

Unit-V: Material Logistics – Inventory Control of Spare Parts – Materials Information System.

Suggested Readings:

1. Ansan, A. and Moderress, B. *JIT Purchasing*. Free Press, New York.
2. Baily, P. etc. *Purchasing Principles and Management*. Pitman, London.
3. Burt, David N. *Proactive Procurement*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Dobler, D.W. etc. *Purchasing and Materials Management*. McGraw Hill, New York.
5. Dutta, A.K. *Integrated Materials Management*. PHI, New Delhi.
6. Farrington, B. and Waters, D.W. *Managing Purchasing*. Chapman, London.
7. Gopalakrishnan, P. and Sunderashan, M. *Handbook of Materials Management*. PHI, New Delhi.

MBAE 810: LOGISTICS & SUPPLY CHAIN MANAGEMENT (LSCM)

UNIT-I: Introduction to logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics.

UNIT-II: Logistics System Analysis and Design; Warehousing and Distributing Centres; Location.

UNIT-III: Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models.

UNIT-IV: Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling.

UNIT-V: International Logistics Management; Logistics Future Directions.

Suggested Readings:

1. Ballau, Renald H. *Business Logistics Management*. Englewood Cliffs, New York, PH Inc. 1992.
2. Beal K. *A Management Guide to Logistics Engineering*. U.S.A, Institute of Production Engineering, 1990.
3. Benjamin S B. *Logistics Engineering and Management*. Englewood Cliffs, New York, PH Inc., 1996.
4. Bowersox, D J and Closs, D J. *Logistics Management: A System Integration of Physical Distribution*. New York, Macmillan, 1986.
5. Christopher, M. *Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services*. London, Pitsman, 1992.
6. James, C J. and Wood, Donald F. *Contemporary Logistics*. New York, Macmillan, 1990.
7. Shapiro, R. *Logistics Strategy: Cases and Concepts*. St. Paul, West, 1995.

MBAE 811: SYSTEM ANALYSIS & DESIGN (SAD)

UNIT-I: Overview of Systems Analysis and Design; Software applications today- the changing scenarios- Introduction to different methodologies and Structured System Analysis-Problem identification- requirement analysis: tools and techniques-feasibility analysis- Operational, Technical and Economic Feasibility--details of SDLC approach.

UNIT-II: Business Systems Concept; Systems Development Life Cycle: Project Selection: Feasibility Study. Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis.

UNIT-III: Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization, Detailed Design; Modulation; Module Specification; File Design; Data Base Design. System Control and Quality Assurance; Documentation Tools; Testing Techniques Available.

UNIT-V: System Controls and Audit Trails; System Administration and Training. Conversion and Operations Plan. Hardware and Software Selection; Hardware Acquisition.

UNIT-VI: Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects.

Suggested Readings:

1. Awad, Elias M. *Systems Analysis and Design*. 2nd ed., New Delhi, Prentice Hall of India, 1990.
2. Coad, Peter and Edward, Yourdon. *Object-Oriented Analysis*. 2nd ed., Englewood Cliff, New Jersey, Yourdon Press. 1991.
3. Hawryszkiewycz, I T. *Introduction to Systems Analysis and Design*. 2nd ed., New Delhi, Prentice Hall of India, 1991.
4. Marco, T.D. *Structured Analysis 13 System Specification*, New Delhi, Yourdon Press, 1989
5. Rajaraman, V. *Analysis and Design of Information Systems*. New Delhi, Prentice Hall of India, 1991.
6. Van Over, David. *Foundations of Business Systems*. Fort Worth, Dryden Press, 1992.
7. Whitten, J L. etc. *System Analysis and Design Methods*. New Delhi, Galgotia, 1994.

MBAE 812: KNOWLEDGE MANAGEMENT & BUSINESS EXCELLENCE (KM&BE)

UNIT-I: Knowledge Management (KM) and Business Excellence (BE): Introduction – Post-industrial Society and Knowledge Society – The Objectivist and Practice-based Perspectives on Knowledge.

UNIT-II: Social and Cultural Issues Related to Managing, Sharing and Transfer of Knowledge – Intercommunity, Boundary-Spanning Knowledge Processes – ICT and Knowledge Management (KM) – Organisational Culture and KM – Learning and KM – Innovation Dynamics and Knowledge Processes – Knowledge -Intensive Firms and Knowledge Workers.

UNIT-III: Business Excellence in Various Functional Areas – Benchmarking Business Performance – Performance Measurement and Metrics in Business Management.

UNIT-IV: Methodologies and Tools for Business Excellence: Six Sigma, QFD, Taguchi Methods, Balanced Scorecard – Information Technology and Business Excellence.

UNIT-V: Leadership and Corporate Governance for Excellence in Business – Training and Relationship Development for Business Excellence – Creative Thinking and Innovative Process Redesign – Total Organisational Excellence.

Suggested Readings:

1. Allee, V. *The Knowledge Evolution: Expanding Organizational Intelligence*. Oxford University Press.
2. Baumard, P. *Tacit Knowledge in Organizations*. London, Sage.
3. Hislop, D. *knowledge management in organizations*. Oxford University Press.
4. Carter, C. *Investigating Knowledge Management*. London, CIPD.
5. Porter, L.J. and Tanner, S.J. *Assessing Business Excellence*. Elsevier
6. Robinson, P. *Business Excellence*, Delos.
7. Bhattacharya, S.K. *Achieving Managerial Excellence: Insights from Indian Organisations*. Macmillan Publishers India Ltd.
8. Jha, P.N. *Changing Perspectives of Business Excellence*. Macmillan Publishers India Ltd.

MBAE 813: DECISION SUPPORT SYSTEM (DSS)

UNIT-I: Managerial Decision Making and Information Systems: Requirement for Decision Support for Decision Making and other Executive Work, Human Decision Making Heuristics and Bounded Rationality, Types of Decision Support Systems.

UNIT-II: Decision Support Systems: Introduction and Overview, From Human Decision making to DSS, DSS Architecture, Decision Modeling and Analysis, Decision Support Developments, Executive Information Systems, Data Warehousing, Access, Analysis, Mining and Visualisation.

UNIT-III: Group Decision Support Systems: Goals of Group Decision Support Systems, Group versus Individual Activities, Types of Group DSS, Negotiation Support Systems.

UNIT-IV: Intelligent Decision Support Systems: Knowledge-based Decision Support Systems, Knowledge Acquisition and Validation, Knowledge Representation, Inference Techniques.

UNIT-V: Decision Making Under Uncertainty: Introduction and Overview, Understanding Risk in Making Decisions, Managerial Risk Taking and Organisational Decision Making, Modeling Uncertainty.

Suggested Readings:

1. Bratco, Ivan. *Prolog: Programming for Artificial Intelligence*, Addison-Wesley, California.
2. Davis, Michael W. *Decision Support*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Jayashankar, R. *Decision Support Systems*. Tata McGraw Hill, New Delhi.
4. Patterson, Dan W. *Introduction to Artificial Intelligence and Expert Systems*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Rolph, Paul. *How to Choose and Use an Executive Information System*. Viva Books, New Delhi.
6. Sprague, Ralph H. *Decision Support for Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Turban, E. *Decision Support and Expert Systems*. Macmillan, New York.

MBAE 814: PROJECT MANAGEMENT (PM)

UNIT-I: An Overview and Key Concepts of Project Management - Project Feasibility Studies: Project Identification, Market and Demand Analysis, Technical Analysis, Project Cost Estimate, Financial Appraisal of Single Projects, Financial Appraisal of Multiple Projects.

UNIT-II: Human Aspects in Project Management: Project Organisation, Project Leadership, Motivation in Project Management, Communication in the Project Environment, Conflict in Project Management.

UNIT-III: Project Scheduling with PERT/CPM - Time-Cost Trade-Off and Crashing of Projects - Project Cost Control (PERT/Cost) - Resource Scheduling and Resource Levelling.

UNIT-IV: Contract Management.

UNIT-V: Risk Analysis in Project Management - Project Audit and Project Termination - Project Control.

Suggested Readings:

1. Hobbs, Peter. *Project Management - Essential Managers*. Dorling Kindersley Ltd.
2. Meredith, J. R. and Mantel, S.J. *Project Management – A Managerial Approach*. John Wiley & Sons, NJ.
3. Nagarajan, K. *Project Management*. New Age International Publishers, New Delhi.
4. Keen, Peter and Marc, McDonald. *The e-Process Edge*. Tata McGraw Hill, New Delhi.
5. Oberoi, Sundeep. *e-Security and You*. Tata McGraw Hill, New Delhi.
6. Rich, Jason, R. "Starting an E-Commerce Business". IDG Books, New Delhi.
7. Samantha, Shureti. "E-Business with Net Commerce". Addison Wesley, Singapore.

MBAE 815: E-BUSINESS (EB)

UNIT-I: E-Business: Introduction, Background and Current Status - Architecture - Enabling Technologies - E-Business Infrastructure.

UNIT-II: E-Business Design, Capacity Planning, Performance Modeling.

UNIT-III: E-Business Models, e-Marketing, e-CRM, e-SCM, e-Procurement.

UNIT-IV: E-Business Security/Payment Services.

UNIT-V: ERP, E-Business Backbone, E-Business Strategy into Action, Challenges, E-Transition and Summary.

Suggested Readings:

1. Cady, G.H. and Part, McGregor. "The Internet". BPB, New Delhi.
2. Carpenter, Phil. *e Brands*. HBS Press, Boston.
3. Keen, Peter and Marc, McDonald. *The e-Process Edge*. Tata McGraw Hill, New Delhi.
4. Oberoi, Sundeep. *e-Security and You*. Tata McGraw Hill, New Delhi.
5. Rich, Jason, R. "Starting an E-Commerce Business". IDG Books, New Delhi.
6. Samantha, Shureti. "E-Business with Net Commerce". Addison Wesley, Singapore.

MBAE 816: APPLIED OPERATIONS RESEARCH (AOR)

UNIT-I: Advanced Linear Programming Methods: Simplex Directions and Matrix method of solving Linear Programming Problems (LPP): Bounded Variables Techniques in Solving LPP, Revised Simplex Method.

UNIT-II: Stochastic Processes: Introduction, Markov Processes, Queueing Processes.

UNIT-III: Non Linear Programming: Classical Optimization, Quadratic Programming.

UNIT-IV: Dynamic Programming.

UNIT-V: Replacement Models & Policies – Reliability Models.

Suggested Readings:

1. Gould, F.J. etc. *Introduction to Management Science*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Gupta, M.P. and Sharma, J.K. *Operations Research for Management*. National, New Delhi.
3. Taha Hamdy A. *Operations Research: An Introduction*. Macmillan, New York.
4. Mathur, K. and Solow, D. *Management Science*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Sharma, J.K. *Operations Research: Theory and Applications*. Macmillan India, New Delhi.
6. Srinath, L.S. *Operations Research for Executive*. Affiliated East West Press, New Delhi.
