

# **PUNJAB TECHNICAL UNIVERSITY KAPURTHALA**

## **Scheme and Syllabus of Masters in Business Administration (MBA)**

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**Batch 2012 onwards**

**By  
Board of Studies Business Administration**

**First Semester**

**Contact Hours: 36Hrs.**

| Course Code  | Course Title                           | Load Allocation |          |          | Marks Distribution |            | Total Marks | Credits   |
|--------------|--|-----------------|----------|----------|--------------------|------------|-------------|-----------|
|              |  | L               | T        | P        | Internal           | External   |             |           |
| MBA 101      | Principles and Practices of Management | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA 102      | Organizational Behaviour               | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA 103      | Accounting for Management              | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA 104      | Quantitative Techniques                | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA 105      | Managerial Economics                   | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA 106 *    | Business Communication                 | 2               | -        | 2        | 40                 | 60         | 100         | 3         |
| MBA 107 *    | Information Technology for Management  | 2               | -        | 2        | 40                 | 60         | 100         | 3         |
| MBA 108      | Viva Voce                              | -               | -        | -        | -                  | 50         | 50          | 2         |
| <b>Total</b> |  | <b>19</b>       | <b>5</b> | <b>2</b> | <b>280</b>         | <b>470</b> | <b>750</b>  | <b>28</b> |

**Second Semester**

**Contact Hours: 28 Hrs**

| Course Code  | Course Title                         | Load Allocation |          |          | Marks Distribution |            | Total      | Credits   |
|--------------|--------------------------------------|-----------------|----------|----------|--------------------|------------|------------|-----------|
|              |                                      | L               | T        | P        | Internal           | External   |            |           |
| MBA 201      | Business Environment                 | 3               | 1        | -        | 40                 | 60         | 100        | 4         |
| MBA 202      | Production and Operation Management  | 3               | -        | 2        | 40                 | 60         | 100        | 4         |
| MBA 203      | Human Resource Management            | 3               | 1        | -        | 40                 | 60         | 100        | 4         |
| MBA 204      | Marketing Management                 | 3               | 1        | -        | 40                 | 60         | 100        | 4         |
| MBA 205      | Financial Management                 | 3               | 1        | -        | 40                 | 60         | 100        | 4         |
| MBA 206      | Research Methodology                 | 2               | -        | 2        | 40                 | 60         | 100        | 3         |
| BTHU 101*    | Human Values and Professional Ethics | 3               | -        | -        | 40                 | 60         | 100        | 3         |
| MBA 207      | Viva Voce                            | -               | -        | -        | -                  | 50         | 50         | 2         |
| <b>Total</b> |                                      | <b>20</b>       | <b>4</b> | <b>2</b> | <b>280</b>         | <b>470</b> | <b>750</b> | <b>28</b> |

**Third Semester**

**Contact Hours: 28 Hrs.**

| Course Code  | Course Title                     | Load Allocation |          |          | Marks Distribution |            | Total Marks | Credits   |
|--------------|----------------------------------|-----------------|----------|----------|--------------------|------------|-------------|-----------|
|              |                                  | L               | T        | P        | Internal           | External   |             |           |
| MBA 301      | Applied Operations Research      | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA 302      | Corporate Legal Environment      | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA XXX***   | Specialization I                 | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA XXX***   | Specialization II                | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA XXX***   | Specialization -III              | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA XXX***   | Specialization -IV               | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA 307**    | Presentation on Training Reports | -               | -        | -        | 100                | -          | 100         | 2         |
| MBA 308      | Viva Voce                        | -               | -        | -        | -                  | 50         | 50          | 2         |
| <b>Total</b> |                                  | <b>18</b>       | <b>6</b> | <b>-</b> | <b>340</b>         | <b>410</b> | <b>750</b>  | <b>28</b> |

## Fourth Semester

Contact Hours: 33 Hrs

| Course Code | Course Title  | Load Allocation |          |          | Marks Distribution |            | Total Marks | Credit    |
|-------------|---|-----------------|----------|----------|--------------------|------------|-------------|-----------|
|             |   | L               | T        | P        | Internal           | External   |             |           |
| MBA 401     | Strategic Management                                | 4               | 1        | -        | 40                 | 60         | 100         | 5         |
| MBA 402     | Entrepreneurship and Managing Small Medium Business | 2               | -        | 2        | 40                 | 60         | 100         | 3         |
| MBA XXX***  | Specialization I                                    | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA XXX***  | Specialization II                                   | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA XXX***  | Specialization III                                  | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA XXX***  | Specialization IV                                   | 3               | 1        | -        | 40                 | 60         | 100         | 4         |
| MBA 407     | Research Project Report                             | -               | -        | -        | -                  | 100        | 100         | 4         |
| MBA 408     | Viva Voce   | -               | -        | -        | -                  | 50         | 50          | 2         |
|             | <b>Total</b>  | <b>18</b>       | <b>5</b> | <b>1</b> | <b>240</b>         | <b>510</b> | <b>750</b>  | <b>30</b> |

XXX represents the subject code as per specialization

\* The internal assessment of this course is based on the report to be prepared individually by the students. Such reports may be checked and signed by external examiner / University official at the time of subject viva voce examination.

\*\* The experts from industry/ academia may be invited for evaluation.

Note: The viva voce examination of MBA 308 will be held on the basis of Sumer Training report and other subjects of 3<sup>rd</sup> semester. Such reports may be checked and signed by external examiner at the time of subject viva voce examination.

The student can opt for either **Super specialization** or **Dual combination**.

- In Super specialization the student will study the following subjects

Semester III; 04 subjects and Semester IV 04 subjects

- In Dual specialization the student will study the following subjects

Semester III; 2+2 and Semester IV 2+2

The student may opt for either super specialization or dual specialization.

The students opting for super specialization must study 04 subjects of the chosen specialization in Semester III and Semester IV. Thus student must opt for 08 subjects in all specialization either as super specialization or as a dual must study these subjects in the respective semester.

The student opting for dual specialization must study 02 subjects of each of these specializations in Semester III and Semester IV. Thus the student must study a total of 04 subjects of each specialization.

In Semester III two subjects each from 02 specializations. In semester IV two subjects each from 02 specializations.

**\*\*\* Semester III (Specialization)**

**Marketing (Compulsory)**

MBA 901 (M) Consumer Behaviour

MBA 902 (M) Advertising Management

**Marketing (Optional)**

MBA 903 Product and Brand Management

MBA 904 Retail and Franchising

MBA 905 Rural and Industrial Marketing

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**Finance (Compulsory)**

MBA 921 Security Analysis and Portfolio Management

MBA 922 Management of Financial Services

**Finance (Optional)**

MBA 923 Direct Tax Planning

MBA 924 Strategic Financial Management

MBA 925 Treasury and Credit risk Management

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**Operations (Compulsory)**

MBA 941 Project Management

MBA 942 Total Quality Management

**Operations (Optional)**

MBA 943 Materials Management

MBA 944 Production Planning and Control

MBA 945 Managing ERP

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**Human Resource Management (Compulsory)**

MBA 961 Social Security & Labour Welfare

MBA 962 Training & Development

**Human Resource Management (Optional)**

MBA 963 Industrial Psychology

MBA 964 Manpower planning

MBA 965 Conflict and Negotiations

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**Information Technology (Compulsory)**

MBA 981 Programming in C

MBA 982 Relational Database Management System

**Information Technology (Optional)**

MBA 983 Software Engineering

MBA 984 Enterprise Resource Planning

MBA 985 Data Mining and Pattern Recognition

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**\*\*\* Semester IV (Specialization)**

**Marketing (Compulsory)**

MBA 906 (M) Service Marketing

MBA 907 (M) International Marketing

**Marketing (Optional)**

MBA 908 Sales and Distribution Management

MBA 909 Logistics Management

MBA 910 Customer Relationship Management

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**Finance (Compulsory)**

MBA 926 International Finance

MBA 927 Banking and Insurance Operations

**Finance (Optional)**

MBA 928 Global Capital Market

MBA 929 Management Control System

MBA 930 Financial Engineering

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**Operations (Compulsory)**

MBA 945 Supply Chain Management

MBA 946 Technology Management

**Operations (Optional)**

MBA 947 Knowledge Management

MBA 948 Manufacturing Policy and Implementation

MBA 949 Lean Manufacturing

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**Human Resource Management (Compulsory)**

MBA 966 Organization Development

MBA 967 International Human Resource Management

**Human Resource Management (Optional)**

MBA 968 Industrial Relations and Labour Laws

MBA 969 People Management and Leadership

MBA 970 Stress Management

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**Information Technology (Compulsory)**

MBA 986 Programming in C++

MBA 987 E-commerce and Cyber Securities

**Information Technology (Optional)**

MBA 988 System Analysis and Design

MBA 989 Visual Programming

MBA 990 Introductions to Computer Networks

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**Instruction to Paper Setter**

The question paper will consist of three parts:

**Part A (20 marks):** This section will have 6 questions covering the whole syllabus carrying 05 marks each. The student has to attempt any 04 questions.

**Part B (32 marks):** This section will consist of 04 sub sections. Each section consists of 02 questions from the each unit of the syllabus. The student has to attempt one question each subsection. Each question carrying 08 marks.

**Part C (08 marks):** This section will consist of one case study of 8 marks

## **MBA101 Principles & Practices of Management**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

### **Unit I**

**Introduction:** Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills, Managerial ethics: need, importance, classification and ethical dilemma, Corporate social responsibility: concept, need, tools and strategies. **Evolution of management thought and Management thinkers.** Scientific Management, General administrative theories, Quantitative approach, Behavioral approach, Systems approach, Contingency approach.

### **Unit II**

**Planning:** Importance, types of plans, and process of planning, business forecasting. Concept, importance, benefits, limitations and process of Managing by Objectives. **Strategic management** : Nature, importance, purpose, types, process and major kinds of strategies. **Decision-Making:** Importance, types, steps and approaches, Decision Making in various conditions, decision tree.

### **Unit III**

**Organizing:** Concept, types, structure and process of organization, Bases of departmentation, Line & Staff concept; problems of use of staff & ways to avoid line-staff conflict. Authority & power :-concept, responsibility and accountability. **Delegation:** concept, importance, factors affecting delegation, Reasons for failure and ways to make delegation effective, Span of Management. **Decentralization vs centralization:** concept, reasons types and advantage vs disadvantages of decentralization. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.

**Unit IV**

**Control:** Concept, importance, characteristics, planning-control relationship, process of control –setting objectives, establishing standards, measuring performance, correcting deviations, types, process and techniques of control, **Comparative study:** Comparative study of main features of Japanese Management and Z-culture of American Companies, Chinese Style Management, **Modern management techniques:** an overview of various latest techniques: Business process Re engineering, business outsourcing, benchmarking, knowledge management, total quality management process, McKinsey's 7-S Approach, E-Business Management.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings /Books:**

- Heinz Wehrich, Cannice & Koontz, *Management (A Global Perspective)*, Tata McGraw Hill
- Griffin, *Management: Principle & Applications*, Cengage Learning
- Stephen Robbins & Coulter Mary, *Management*, Pearsons Education
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Daft, *Principles of Management*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill
- Mukherjee, *Principles of Management and Organisational behaviour*, Tata McGraw Hill.

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**MBA102 Organisational Behaviour**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario. The course must be taught using case study method.

**Unit-I**

**Organizational Behavior:** What managers do, Definition of OB, contributing disciplines to OB, challenges and opportunities for OB. **Foundations of Individual Behavior:** biographical characteristics, **Learning**, Theories of Learning, **Attitudes**, Attitude Change, **Values & Beliefs**, **Prejudices**, **Personality:** Determinants of Personality, **Perception**, Attribution Theory, Person's Perception.

**Unit II**

**Motivation:** Definition & Process of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation, Nature and process of Motivation, Application of Motivation Concept. **Job Satisfaction:** Nature & Significance of Job satisfaction, **Leadership:** Theories of Leadership; Leadership Effectiveness Model; Leadership in Indian

Culture; Nature & Significance of Leadership; Leadership traits & Skills; Behavioral Styles in Leadership. Transactional Analysis, Life Position, Johari Window Model.

### **Unit-III**

**Foundations of Group Behavior:** Nature & Concept of Group Formation, Stages of Group Formation, Theories of Group Formation. **Teams** Difference between Group & Team. **Group Decision Making:** Meaning & Nature; Decision making in groups; Decision making process; Steps in Decision making; Decision Making Styles; Advantages & disadvantages of Decision Making; Techniques of Decision Making; Group Size & Decision Making; Consensus Decision Making in Groups. **Conflict Management:** Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict; Conflict Management; Negotiations-Meaning & definition; Negotiations Process; Issues in Negotiations.

### **Unit-IV**

**Stress Management:** Meaning and Concept of Stress, Stress in Organization, Management of Stress. **Power and Politics in Organization:** Nature & Concepts, Sources & Types of Power, Techniques of Politics. **Organizational Change & Development:** Meaning & Definition, Change Agents, Change Models, Resistance to Change. **Learning Organization:** Meaning & Definition, Creating a Learning Organization. **Organizational Culture:** Meaning & Concept, Cultural Differences & Business Ethics.

#### **Suggested Readings/ Books:**

- Robbins, *Organization Behaviour*, Pearson Education
  - Luthans, *Organization Behaviour*, Tata McGraw Hill
  - Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill
  - Kalliath, *Organization Behaviour*, The McGraw –Hill
  - Griffin& Moorhead, *Introduction to Organisational Behaviour*, Cengage Learning
  - Hersey, *Management of Organizational Behaviour*, Prentice Hall India
  - Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill
  - Aswathappa, *Organization Behaviour*, Himalaya Publications
  - Locum, *Fundamentals of Organisational Behaviour*, Cengage Learning.
  - Saiyadain , M.S. : *Organization Behaviour* , Tata McGraw Hill
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**MBA-103 Accounting for Management**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

**Unit –I**

Accounting as an information system, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Introduction of Accounting Standards. Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

**Unit- II**

Financial Analysis-Concepts and objectives, Tools of Financial Analysis: trend analysis, common size statements, comparative statements, Introduction to ratio analysis, fund flow and cash flow statements (with additional information).

**Unit- III**

Cost Accounting-Meaning, Scope and Classification of costs, Absorption costing, Marginal costing. Introduction to Break Even Analysis, Use of Cost-data in managerial Decision-making with special reference to pricing and make or buy decisions. Introduction to Standard Costing including Variance Analysis – materials and labour variances. Cost Control Techniques-Preparation of budgets and their control, Zero base budgeting.

**Unit- IV**

Introduction to recent developments in cost management: Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing , Activity based costing, Life Cycle Costing. Introduction to Tally Software Package in Accounting – Creating Companies, journal entries and ledger accounts.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings/ Books**

- Garrison, *Managerial Accounting*, Tata McGraw
- Maheshwari, *Financial Accounting*, Vikas Publishing
- Khan and Jain, *Management Accounting*, Tata McGraw
- Ramchandran, *Financial Accounting for Management*, Tata McGraw
- Jawahar Lal, *Accounting For Management*, Himalaya Publishing
- J.Madegowda, *Accounting For Managers*, Himalaya Publishing

- Sankar, Narayana, Ramanathan, *Financial Accounting for Managers*, Cengage Learning

**MBA-104 Quantitative Techniques**Max. Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objective:** The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making. . The course aims at providing fundamental knowledge and exposure to the students to use various statistical methods in order to understand, analyze and interpret data for decision making.

**Unit-I**

**Introduction to statistics:** meaning, scope, importance and limitations, applications of inferential statistics in managerial decision-making. **Analysis of data:** source of data, collection, classification, tabulation, depiction of data. **Measures of Central tendency:** Arithmetic, weighted, geometric mean, median and mode. **Measures of Dispersion:** Range, Quartile deviation, Mean deviation, Standard deviation Coefficient of variation, Skewness and Kurtosis.

**Unit-II**

**Sampling and Sampling Distribution:** Concept and definitions, census and sampling, probability samples and non-probability samples, relationship between sample size and errors, simple numerical only. **Hypothesis Testing:** Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test, techniques of association of attributes & testing. Test of significance for small sample

**Unit-III**

**Correlation Analysis:** Significance, types, Methods of correlation analysis: Scatter diagrams, Graphic method, Karl Pearson's correlation co-efficient, Rank correlation coefficient, Properties of Correlation. **Regression analysis:** meaning, application of regression analysis, difference between correlation & regression analysis, regression equations, standard error and Regression coefficients. **Index Number:** Definition, and methods of construction, tests of consistency, base shifting, splicing and deflation, problems in construction and importance of index number.

**Unit-IV**

**Time Series Analysis:** Meaning, Components and various methods of time series analysis  
Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in

business decision-making. **Theory of Probability:** Definition, basic concepts, events and experiments, random variables, expected value, types of probability, classical approach, relative frequency and subjective approach to probability, theorems of probability, addition, Multiplication and Bays Theorem and its application. **Theoretical Distributions:** Difference between frequency and probability distributions, Binomial, Poisson and normal distribution

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings/ Books:**

- Levins, Krehbiel, *Business Statistics*, Pearson Berenson
- Gupta & Gupta, *An Introduction to Statistical Methods*, Vikas Publications
- Levin & Rubin, *Statistics for Management*, Prentice Hall
- S P Gupta, *Statistical Methods*, Sultan Chand
- Beri, *Business Statistics*, Tata Mc Graw Hill
- Croucher, *Statistics: Making Business Decisions*, Tata McGraw Hill
- C.R. Reddy, *Quantitative Techniques for Management Decisions*, Himalaya Publishing
- Anderson Statistics for Business & Economics, Cengage Learning

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**MBA 105 Managerial Economics**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** This course is intended to make students understand various social, political, legal and economic and other factors that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

**Unit-I**

**Managerial Economics:** Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept. **Marginal Analysis:** Law of diminishing marginal utility, Law of equi-marginal utility, **Indifference Curve Analysis:** Meaning Assumptions Properties, Consumer Equilibrium, Uses.

**Unit-II**

**Demand Analysis and Theory of Production: Law of Demand:** Meaning, Determinants, Exceptions, Bandwagon and Snob effects, Demand function, Application of demand analysis in managerial decision making. **Elasticity of Demand:** Meaning, Types & Degree of elasticity of demand, Methods of measuring price elasticity of demand, Factors determining the elasticity of demand, **Demand Forecasting:** Importance, Scope, Techniques of forecasting. **Theory of Production:** Production function, Short run and Long run production,

Analysis, Isoquants, Optimal combination of inputs, Application in managerial decision making.

### **Unit-III**

**Theory of Cost and Market Structure: Cost Analysis:** Cost Concepts and Determinants of cost, **Traditional and Modern Theory of Cost:** Long run and Short run, Economy of scale, Revenue Curve, **Market Structure:** Price Output Decision under Perfect Competition, Monopoly, Monopolistic and Oligopoly Competition, Application in Managerial Decision Making. **Behaviour of Firms and Game Theory:** Nash Equilibrium, Prisoner's Dilemma.

### **Unit-IV**

**Macro Economics: Concept of National Income:** Conceptual Framework, Measure of National Income, Methods of Measurements, Phillips Curve, Okun's Law and Kuznets Curve, Classical Keynesian Theory, Investment Multiplier, Balanced Budget and Foreign Trade Multiplier, **Business Cycle:** Concepts, Causes, Measures to control through Fiscal and Monetary Policy, **Inflation:** Meaning, Types, Theories – Demand and Cost Push Inflation, Causes, Effects and Cures of Inflation Through Price, Demand and Income Policies

**Note:** Relevant Case Studies will be discussed in class.

#### **Suggested Readings/ Books:**

- K.K .Dewett, *Modern Economic Theory*, S. Chand Publication
- D.M.Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
- Peterson and Lewis, *Managerial Economic*, Prentice Hall of India
- Gupta, *Managerial Economics*, TataMcGraw Hills
- Geetika, *Managerial Economics*, Tata McGraw Hills
- D.N.Dwivedi, *Managerial Economic*, Vikas Publications
- Froeb, *Managerial Economics*, Cengage Learning

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### **MBA106 Business Communication**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** This course is designed to give students a comprehensive view of communication, its scope and importance in business, the role of communication in establishing a favourable image of the organization. The aim is to develop students' ability to communicate correctly and effectively on matters having relevance to day-to-day business operations. This course will make student conversant with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform their communication abilities.

## Theoretical Framework

### Unit- I

**Introduction to Communication:** Meaning, Process, Importance of Communication in Business, Types of Information, Formal and Informal Communication, Internal and External Communication, Communication Channels, Choosing the Means of Communication, Audience Analysis, Ethical Considerations for Business Communication, Media of Communication, Barriers of Communication, Approaches to Effective Communication, Essentials of Effective Business Communication (7Cs model)

### Unit –II

#### **Strategies to Improve Individuals Reading and Listening Skills- Developing Reading**

**Skills:** Identify The Purpose of Reading, Factors Effecting Reading, learning how to think and read, developing effective reading habits, reading tactics and strategies: training eye and training mind (SQ3R), Recognizing a broad range of thought patterns in reading selections, reading and interpreting visuals, making inferences, recognizing facts and opinions.

**Developing Listening Skills:** importance, purpose of listening, art of listening, factors affecting listening, components of effective listening, process of listening, principles and barriers to listening, activities to improve listening.

### Unit- III

**Types of Communication:** *Oral Communication:* Advantages and Disadvantages, Conversation as Communication, Art of Public Speaking, Telephonic Conversations and Voice Mails, Group Communication through Committees, Preparing and Holding Meetings, other formal communication with public at large, seminar, symposia and conferences, Overcoming Stage fright, Ambiguity Avoidance. *Written Communication:* Advantages and Disadvantages, Covering letter, Need, Functions and Kinds, Layout of Letter Writing, **Types of Letter Writing:** Persuasive Letters, Request Letters, Sales Letters, Complaints and Adjustments; **Departmental Communication:** Meaning, Need and Types: Interview Letters, Promotion Letters, Resignation Letters, Newsletters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, **Press Release Report Writing:** Structure, Types, Formats, Drafting of Various Types of Report. *Nonverbal* – Features, Understanding of Body Language, Posture, Gestures. **Influences on Communication:** Social influences, Culture and Communication, Few Guidelines for Better Multicultural Communication, Business Etiquettes and Communication.

**Practical Framework****Unit- IV**

**Developing Effective Public Relations:** Drafting Speech, Press Release, Brochures, Handouts, Leaflets, e-newsletters. **Group Discussion-** Nature, Uses and Importance, Guidelines for GD **Presentations:** How to make effective Presentations, Four P<sup>s</sup> of

Presentation, Structuring, Rehearsing, and Delivery Methods. **Resume Writing:** Planning, Organising Contents, Layout, Guidelines for Good Resume. **Interviews:** Preparation Techniques, Frequently Asked Questions about How to face an interview board, Proper body posture, Projecting a positive image, Steps to succeed in interviews, Practice Mock Interview in classrooms,. **The Case Method of learning:** Dimensions of a case, Case Discussion, Usefulness of the case method, Training of Managers, Use the Case Method. **Report writing:** Structure, Types, Formats, Preparations and Presentation.

**Important Note:** Final Examination paper shall comprise of both theoretical framework and practical framework. All the students have to prepare file / report on various practical tasks undertaken during the semester in the class. At time of viva voce the student has to carry the report

**Suggested Readings / Books:**

- Lesikar, Petit & Flatley, *Lesikar's Basic Business Communication*, Tata McGraw Hill
- Raman Meenakshi Prakash Singh, *Business Communication*, Oxford University Press.
- Rizvi Ashraf, *Effective Technical Communication*, Tata McGraw Hill
- Krizan, Buddy, Merrier, *Effective Business Communication*, Cengage Learning
- Poe & Fruchling, *Basic Communication*, AITBS
- Diwan & Aggarwal, *Business Communication*, Excel
- Baugh, Frayer & Thomas, *How to write first class Business Correspondence*, Viva Books
- Taylor, *English Conversion Practice*, Tata McGrawHill
- Devaraj, *Executive Communication*, Tata McGraw Hill
- Ober, *Effective Bossiness Communication*, Cengage Learning.

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**MBA 107 Information Technology for Management**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes. Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management.

**Unit –I**

**Computer Fundamentals:** Block Structure of a Computer, Characteristics of Computers, Generations of Computers, Classification of Computers, Computer Memory and Mass

Storage Devices, Input-Output Devices. **Number System:** Bit, Byte, Binary, Decimal, Hexadecimal, and Octal Systems, Conversion from One System to the other.

### **Unit –II**

**Computer Software:** application and system software, programming languages and their classification, assemblers, compilers and interpreters, process of software development, operating systems: functions of operating systems. **Computer Network & Communication:** Network types, network topologies, network communication devices, physical communication media, network protocol (TCP/ IP), internet and its applications: E-mail, TELNET, FTP, World Wide Web, internet chatting.

### **Unit –III**

**Personal Productivity Software: Word Processing:** Editing Features, Formatting Features, Saving, Printing, Table Handling, Page Settings, Spell-Checking, Macros, Mail-Merge, and Equation Editors. **Spreadsheet :** Workbook, Worksheets, Data Types, Operators, Cell Formats, Freeze Panes, Editing Features, Formatting Features, Creating Formulas, using Formulas, Cell References, Replication, Sorting, Filtering, Functions, Charts and Graphs. **Presentation Graphics Software:** Templates, Views, Formatting Slide, Slides with Graphs, Animation, Using Special Features, Presenting Slide Shows.

### **Unit –IV**

**Database Management System:** Traditional File Concepts and Environment, Database Management Systems Concepts. **MS Access: Creating Tables,** Adding and Deleting Records, **Querying:** Creating, Saving and Editing; Joining Tables in Queries **Forms:** Creating and using forms, **Reports:** Creating and Printing Reports.

**Note:** Relevant Case Studies should be discussed in class.

**Important Note:** Final Examination paper shall comprise of both theoretical framework and practical framework. All the students have to prepare file / report on various practical tasks undertaken during the semester in the class. At time of viva voce the student has to carry the report.

#### **Suggested Readings / Books:**

- ITL Education Solutions, Introduction to Information Technology, Pearson Education.
- Turban, Rainer and Potter, Introduction to information technology, John Wiley and Sons.
- Roger Jennings, Microsoft Access 2010, Pearson Education



- Forouzan, Basics of Computer Science, Cengage Learning
  - Joseph Brady & Ellen F Monk, Problem Solving Cases in Microsoft, Excel Thomson Learning
  - A. K. Saini & Pradeep Kumar, Computer Applications in Management, Anmol Publications
  - Deepak Bharihoke, Fundamentals of Information Technology, Excel Books.
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# *Second Semester*

**MBA 201 Business Environment**

Max. Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objectives:** To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy. The objective is to make the student understanding how the economy works, covering microeconomic description of business applications, including pricing for profit maximization, price elasticity, market structures and modeling of business in varying economic climates.

**Unit –I**

**Introduction:** definition, components and overview of Business Environment, Complexity and Diversity of Business Environment in the 21st century, Concept of Business Cycle, Need to scan the business environment and techniques of scanning the business environment.

**Political Environment:** Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy, Rationale and extent of state intervention.

**Unit –II**

**Economic Environment:** Concept and Salient features of various economic system, New Industrial policy and industrial licensing, New economic policies, Aspects of economic reforms and its effects on business, Emerging Economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan. Monetary and Fiscal Policy. **Legal Environment:** Company Regulatory Legislations in India, FEMA, Latest. EXIM policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005

**Unit –III**

**Public Sector in India:** Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India.

**Social Environment:** Corporate Social Responsibility, Consumer Movement, Business Ethics, Cross-Cultural Business Environment, Ecological Environment Protection: Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

## Unit –IV

**Technological Environment:** Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer. **International Environment:** Emergence of Globalisation. Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.

**Note:** Student must consult Economic Times, Financial Express and Economic Survey of current years.

Relevant Case Studies should be discussed in class.

**Suggested Readings / Books:**

- Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
- S.K. Mishra, and V.K Puri, Economic Environment of Business, Himalaya Publishing
- Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.
- Aswathappa, Essential of Business Environment, Himalaya Publishing
- Aggarwal & Diwan, Business Environment, ExcelBooks
- Sengupta, Government & Business Vikas Publishing House
- Economic Survey, Government of India (Latest)

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**MBA 202 Productions & Operations Management**

Max. Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objective:** It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional

**Unit- I**

**Operations management:** concept, functions. transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of henryford, deming, crossby, taguchi. **Facility Location** – importance, factors in location analysis, location analysis techniques. **Product Design and development** – product design and its characteristics, product development process (technical), product development techniques. **Process selection-** project, job, batch, mass and process types of production systems. operations management in corporate profitability and competitiveness

**Unit- II**

**Facility Layout** – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout. **Production Planning & Control (PPC):** –Concepts, Objectives, and Functions, work study – **Productivity:** Method study; Work measurement. **Capacity Planning** – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

**Unit- III**

**Quality Management:** Introduction, Meaning, Quality Characteristics of Goods and Services, Juran“ s Quality Trilogy, Deming“ s 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality

Management (TQM) Model Concept of Six Sigma and its Application. **Acceptance Sampling** – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

**Unit- IV**

**JIT and Lean Production System:** JIT Approach, Implementation requirements, Services, Kanban System. **Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising. **Purchasing Management** – Objectives, Functions, Methods, **Procedure, and Value Analysis:** Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings / Books:**

- Mahadevan B, Operations Management: Theory And Practice, 2<sup>nd</sup> Edition, Pearson Education
- Krajewski & Ritzman, Operations Management, 5th Pearson Education
- Buffa & Sarin, Modern Production/Operations Management, 8th John Wiley
- Chary, Production and Operations Management, Tata McGraw-Hill
- Johnston R et al – Cases in Operations Management, Pitman
- McGregor D – Operations Management, McGraw-Hill
- Nair Production & Operations 1st Tata McGraw Management
- Adam and Eben, Production & Operations, 5<sup>th</sup> ed Prentice Hall.

**MBA-203 Human Resource Management**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** The objective of the paper is to make student aware of the various functions and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization, which is the most challenging and daunting look for any organization today.

**Unit-I**

**Human Resources Management:** Meaning, Scope, Objective, Functions, Roles and Importance. interaction with other functional areas. HRM &HRD a comparative analysis. Human Resource Management practices in India. **Human Resource Planning:** Meaning & Concept, Process and importance , Methods of Human Resources Planning, Importance of HRIS. **Job Analysis, Job Description, Job Specification & Job Evaluation** – Meaning, Concepts and Methods.

**Unit-II**

**Recruitment & Selection:** Meaning & Concept, Process & Methods Recruitment & Selections. Induction & Placement Process. **Training & Development:** Meaning & Concept of Training & Development, Methods of Training & Development, Difference Between Training & Development, Aligning Training to Business Needs, Future of Training & development. Career Planning & Coaching & Mentoring.

**Unit-III**

**Performance Appraisal:** Meaning & Concept of Performance Appraisal, Methods & Process Of Performance Appraisal, Issues in Performance Appraisal and Potential Appraisal. **Compensation Management-** Wage & Salary Administration: Meaning & Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans & Fringe Benefits. **Internal Mobility:** Promotion, Transfer, Demotion, Separation. **Quality of work life (QWL):** Meaning, Concept, Development and Various Approaches of QWL, Techniques for improving QWL. Health, Safety & Employee Welfare, Social Security, Job Stress, Counselling and Monitoring, Job Satisfaction and Morale. Competency Mapping

**Unit IV**

**Industrial Relations:** Meaning & Concept of Industrial Relations. **Collective Bargaining -**

Meaning, Scope and Objectives; Collective Bargaining – Issues and Strategies; Negotiations Skills and Strategies; **Participative Management**; **Employee Grievances** and their Resolution – Model for Grievance Resolution Procedure. **Quality Circles**: Concept, Structure. Role of Management, Quality Circle in India, HR Audit, Contemporary Issues in HRM.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings/ Books:**

- V.S.P.Rao, Human Resource Management, Excel Books
- C.B. Memoria, Personal Management, Himalaya Publications
- Edwin B.Flippo, Personal Management,Tata Mc Graw Hill
- K. Aswathappa, Human Resource Management, Tata McGrawHill
- Bohlander, Snell &Vohra, Human Resource Management, Cengage Learning
- Dale Yoder, Personal Management & Industrial Relations, Tata McGraw Hill
- C.B. Gupta, Human Resource Management, Sultan Chand and Sons
- R.S. Dwivedi, HRD in India Companies, Himalaya publications
- Gary Dessler, Human Resource Management, McMillan
- Gomez-Mejia, Managing Human Resources,Pearson Education .

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## MBA 204 Marketing Management

Max. Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objectives:** The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

### Unit –I

**Understanding Marketing and Consumers:** Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs Selling, Effect Of Liberalization and Globalization, Creating Customer Value. **Analyzing Marketing Environment-** Micro, Macro Corporate Strategic Planning: defining role marketing strategies, Marketing planning process. **Marketing Information System:** Concept and Components. Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Business Buying Process, Understanding Business Buyer Behaviour.

### Unit –II

**Creating and Managing Product:** Market Segmentation & Targeting. Differentiation & Positioning, Competitors Analysis. Product Decisions: Product Mix, Packaging And Labelling Decisions, Branding & Brand Equity, Services Marketing, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies. **Pricing**

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**Decisions:** Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

### **Unit –III**

**Delivering and Promoting Product: Supply Chain Decisions:** Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain. **Promotion Decisions:** Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing. **Personal Selling:** Personal Selling Process, Managing the Sales Force, Designing Quota & Territories, Evaluating Performance.

### **Unit –IV**

**Emerging Trends in Marketing:** Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism, Customer Relationship Management (CRM), Customer Satisfaction, Loyalty, Retention, Global Marketing, Rural Marketing, E-Commerce: Marketing In The Digital Age.

**Note :** Relevant Case Studies should be discussed in class.

#### **Suggested Readings/ Books**

- Kotler & Koshy, *Marketing Management*, Pearsons Education
- Ramaswamy & Namakumari, *Marketing Management*,McMillan
- Etzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGrawHill,
- Kurtz & Boone, *Principles of Marketing*, Cengage Learning
- Kotler & Armstrong, *Principles of Marketing*, Prentice Hall
- Biplab S. Bose, *Marketing Management*, Himalaya Publications
- Subhash c. Jain, *Marketing Management*, Cengage Learning
- Rajan Saxena,, *Marketing Management*, Tata McGraw Hill.

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## **MBA 205 Financial Management**

Max. Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objectives:** To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations. Problem-solving methodology will be used to illustrate the theories and tools in financial decision making.

### **Unit –I**

**Introduction to Financial Management:** Objectives - Functions and Scope - Evolution - Interface of Financial Management with Other Functional Areas - Environment of Corporate Finance. **Sources of Long-Term Finance:** Equity Capital and Preference Capital -

Debenture Capital - Term Loans and Deferred Credit, Leasing and Hire-Purchase - New Instruments. **Raising Long-term Finance:** Venture Capital, Initial Public Offering, Public Issue by listed companies, Rights Issue, Preferential allotment, Private placement, Term Loans **Valuation of Securities:** Concept Of Valuation - Bond Valuation - Equity Valuation: Dividend Capitalization Approach and Ratio Approach -Valuation of Warrants and Convertibles.

### **Unit –II**

**Introduction to Risk and Return:** Risk and Return Concepts - Risk in a Portfolio Context - Relationship Between Risk and Return -CAPM and Dividend Capitalization Model. **Time Value of Money:** Introduction - Types of Cash flows - Future Value of a Single Cash Flow, Multiple Flows and Annuity - Present Value of A Single Cash Flow, Multiple Flows and Annuity, Growing Annuity, Perpetuity and Growing Perpetuity. **Basics of Capital Expenditure Decisions:** The Process of Capital Budgeting - Basic Principles in Estimating Cost and Benefits of Investments -Appraisal Criteria: Discounted and Non-Discounted Methods (Pay-Back Period -Average rate of return - Net Present Value -Benefit Cost Ratio - Internal Rate of Return) **Analysis of Project Cash Flows:** Cash Flow Estimation - Identifying the Relevant Cash Flows - Cash Flow Analysis - Replacement, Cash Flow Estimation Bias - Evaluating Projects with Unequal Life - Adjusting Cash Flow for Inflation.,Capital Rationing.

### **Unit –III**

**Leverage:** Measuring and analyzing the implications of Leverage - Operating Leverage, Financial Leverage and Total Leverage. **Capital Structure Policy:** Business & Financial Risk - A Total Risk Perspective - Business & Financial Risk - A Market Risk Perspective - Determinants of Capital Structure Decision -Approach to Estimating the Target Capital Structure - Variations in Capital Structures, EBIT / EPS Analysis and ROI / ROE Analysis. **Capital Structure Theories:** Net Income Approach - Net Operating Income Approach - Traditional Approach - Modigliani-Miller Model (MM), Miller Model - Criticisms of MM and Miller Models - Financial Distress & Agency Cost - Asymmetric Information Theory. **Dividend Policy:** Traditional Position - Walter Model - Gordon Model - Miller-Modigliani Position - and Rational Expectations Model

**Unit –IV**

**Estimation of Working Capital Needs:** Objectives of Working Capital (Conservative vs Aggressive Policies), Static vs Dynamic View of Working Capital - Factors Affecting the Composition of Working Capital Independence among Components of Working Capital - Operating Cycle Approach to Working Capital and Cash Management. **Inventory Management:** Nature of Inventory and its Role in Working Capital - Purpose of Inventories - Types and Costs of Inventory -Inventory Management Techniques - Pricing of Investments **Receivables Management:** Purpose of Receivables - Cost of Maintaining Receivables - Credit Policy Variables (Credit Standard, Credit Period, Cash Discount, Collection Program), Credit Evaluation - and Monitoring Receivables. **Financing Current Assets:** Behavior of Current Assets and Pattern of Financing -Accruals - Trade Credit - Provisions - Short-Term Bank Finance - Public Deposits, Commercial Paper - Factoring

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings/ Books :**

- I.M. Pandey, *Financial Management*, Vikas publishers
- Khan & Jain, *Financial Management*, Tata McGraw Hill
- Prasanna Chandra, *Financial Management (Theory & Practice)*, Tata McGraw Hill
- Brigham, *Financial Management : Text & Cases*, Cengage Learning
- Brealy & Myres, *Principles of Corporate Finance*, Tata McGraw Hill
- John J., *Financial Decision Making: Concept, Problem & Cases*, Prentice Hall
- G.S. Reddy, *Financial Management: Principles and Practice*, Himalaya Publishing .

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**MBA206 Research Methodology**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

**Theoretical Framework****Unit –I**

**An Introduction To Research:** Meaning, Definition, Objectives, And Process; Research Problem: Selection Of Problem, Understanding Problem, Necessity Of Defined Problem; Review Of Literature In Research. **Research Design:** Meaning, Types – Descriptive, Diagnostic, Exploratory, And Experimental.

**Unit –II**

**Sources Of Data:** Primary And Secondary; Data Collection Methods; Questionnaire Designing: Construction, Types And Developing A Good Questionnaire. **Sampling Design**

and Techniques, Scaling Techniques, Meaning, Types, Data Processing Operations, Editing, Coding, Classification, Tabulation. Research Proposal/Synopsis Writing.

**Practical Framework**

**Unit –III**

**Statistical Software - Use of SPSS / Systat and Excel:** Windows Process, Basic Structure of Data File, Using Data Editor, Working With Multiple Data Sources, Graphs and Charts, Sorting And Selecting Data, Descriptive Statistics: Central Tendency and Dispersion, Correlation: Linear, Partial and Multiple, Simple and Multiple Regression, Discriminant Analysis, Conjoint Analysis, Time Series and Business Forecasting. Applications Of Index Numbers; Sampling Distribution; Tests Of Significance: Z- Test, T- Test, Chi-Square Test, F -Test, And ANOVA; Use Of SPSS For T-Test, Chi-Square Test And ANOVA.

**Unit –IV**

Multi Dimensional Scaling, Factor Analysis, Cluster Analysis, Interpretation of Data, Report Preparation and Presentation. Each Student has to prepare Mini Research Project on Topic / Area of their Choice and Make Presentation. The report should consist of application of tests and techniques mentioned in above units.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings/ Books**

- D R. Cooper, & P.S,Schindler, Business Research Methods, Tata McGraw Hill
- N. Malhotra, and S.,Dash, Marketing Research : An Applied Orientation, Pearson Education
- C.R,Kothari, Research Methodology: Methods & Techniques, New Age International Publishers
- Hiolton, Brownlow McMurray,Cozens, SPSS Explained, Tata McGraw Hill
- Willian G.Zikmund, Business Research Methods,Thomson South-Western Learning
- Darren George & Paul Mallery, SPSS for Windows Step by Step, Pearson Education
- Churchill & Israel, Marketing Research, Cengage Learning
- Rajendra Nargundka Marketing Research : Text & Cases, Tata McGraw Hill
- Srivastava and Rego, Business Research Methodology, Tata McGraw Hill
- Zikmund, Essentials of Marketing Research, Cengage Learning.

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**HVPE 101 Human Values & Professional Ethics**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective/s and Expected outcome:**

To help the students to discriminate between valuable and superficial in the life. To help develop the critical ability to distinguish between essence and form, or between what is of value and what is superficial, in life - this ability is to be developed not for a narrow area or field of study, but for everyday situations in life, covering the widest possible canvas. To help students develop sensitivity and awareness; leading to commitment and courage to act on their own belief. It is not sufficient to develop the discrimination ability, it is important to act

on such discrimination in a given situation. Knowingly or unknowingly, our education system has focused on the skill aspects (learning and doing) - it concentrates on providing to its students the skills to do things. In other words, it concentrates on providing "How to do" things. The aspects of understanding "What to do" or "Why something should be done" is assumed. No significant cogent material on understanding is included as a part of the curriculum. A result of this is the production of graduates who tend to join into a blind race for wealth, position and jobs. Often it leads to misuse of the skills; and confusion and wealth that breeds chaos in family, problems in society, and imbalance in nature. This course is an effort to fulfill our responsibility to provide our students this significant input about understanding. This course encourages students to discover what they consider valuable. Accordingly, they should be able to discriminate between valuable and the superficial in real situations in their life. It has been experimented at IITB, IITK and UPTU on a large scale with significant results.

### **PART A**

#### **1. Course Introduction - Need, Basic Guidelines, Content and Process for Value Education**

- Understanding the need, basic guidelines, content and process for Value Education.
- Self Exploration—what is it?- its content and process; „Natural Acceptance“ and Experiential Validation- as the mechanism for self exploration.
- Continuous Happiness and Prosperity- A look at basic Human Aspirations
- Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
- Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
- Method to fulfill the above human aspirations: understanding and living in **harmony** at various levels

**(6 Hrs.)**

#### **2. Understanding Harmony in the Human Being - Harmony in Myself!**

- Understanding human being as a co-existence of the sentient „I“ and the material „Body“
- Understanding the needs of Self („I“) and „Body“ - *Sukh* and *Suvidha*
- Understanding the Body as an instrument of „I“ (I being the doer, seer and enjoyer)

- Understanding the characteristics and activities of „I“ and harmony in „I“
- Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail
- Programs to ensure *Sanyam* and *Swasthya*

**(6 Hrs.)**

**3. Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship**

- Understanding harmony in the Family- the basic unit of human interaction.
- Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*; Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship.
- Understanding the meaning of *Vishwas*; Difference between intention and competence
- Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship
- Understanding the harmony in the society (society being an extension of family): *Samadhan*, *Samridhi*, *Abhay*, *Sah-astitva* as comprehensive Human Goals
- Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj*), Universal Order (*Sarvabhaum Vyawastha* )- from family to world family!

**(6 Hrs.)**

**PART B**

**4. Understanding Harmony in the Nature and Existence - Whole existence as Co-existence**

- Understanding the harmony in the Nature
- Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
- Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space
- Holistic perception of harmony at all levels of existence

**(4 Hrs.)**

**5. Implications of the above Holistic Understanding of Harmony on Professional Ethics**

- Natural acceptance of human values

- Definitiveness of Ethical Human Conduct
- Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
- Competence in professional ethics:
  - Ability to utilize the professional competence for augmenting universal human order
  - Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems
  - Ability to identify and develop appropriate technologies and management patterns for above production systems.
- Case studies of typical holistic technologies, management models and production systems
- Strategy for transition from the present state to Universal Human Order:
  - At the level of individual: as socially and ecologically responsible engineers, technologists and managers
  - At the level of society: as mutually enriching institutions and organizations

(6 Hrs.)

**Recommended Books:**1. R R Gaur, R Sangal, G P Bagaria, 2009, *A Foundation Course in Value Education*.**Suggested Readings / Books:**

1. Ivan Illich, 1974, *Energy & Equity*, The Trinity Press, Worcester, and HarperCollins, USA
2. E.F. Schumacher, 1973, *Small is Beautiful: a study of economics as if people mattered*, Blond & Briggs, Britain.
3. A Nagraj, 1998, *Jeevan Vidya ek Parichay*, Divya Path Sansthan, Amarkantak.
4. Sussan George, 1976, *How the Other Half Dies*, Penguin Press. Reprinted 1986, 1991
5. PL Dhar, RR Gaur, 1990, *Science and Humanism*, Commonwealth Publishers.
6. A.N. Tripathy, 2003, *Human Values*, New Age International Publishers
7. Subhas Palekar, 2000, *How to practice Natural Farming*, Pracheen(Vaidik) Krishi Tantra Shodh, Amravati.
8. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, *Limits to Growth – Club of Rome's report*, Universe Books.
9. E G Seebauer & Robert L. Berry, 2000, *Fundamentals of Ethics for Scientists & Engineers*, Oxford University Press
10. M Govindrajran, S Natrajan & V.S. Senthil Kumar, *Engineering Ethics (including Human Values)*, Eastern Economy Edition, Prentice Hall of India Ltd
11. B P Banerjee, 2005, *Foundations of Ethics and Management*, Excel Books.
12. B L Bajpai, 2004, *Indian Ethos and Modern Management*, New Royal Book Co., Lucknow. Reprinted 2008.

# Third Semester



**Applied Operation Research (MBA 301)**

Max. Marks – 100

External assessment – 60

Internal Assessment - 40

**Objective:** objective of the syllabus is to acquaint the students with the knowledge of various tools and techniques which helps in optimal utilization the scarce resources of an organization.

**Unit I**

Decision-making environments: Decision-making under certainty, uncertainty and risk situations; Uses of Decision tree, Uses, scope and applications of Operation Research in managerial decision-making

Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Crashing and resource leveling of operations Simulation and its uses

**Unit II**

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality  
Transportation problem: Various method of finding Initial basic feasible solution and optimal cost  
Assignment model: Algorithm and its applications

**Unit III**

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game -Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems.

**Unit IV**

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers  
Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

- 1) Taha Hamdy- Operations Research- An Introduction, Prentice-Hall
- 2) J K Sharma- 'Operations Research' Pearson Learning
- 3) Vohra- Quantitative Techniques in Management, Tata McGraw-Hill
- 4) Peter C Bell- Management Science/ Operations Research, Vikas Publications.
- 5) Anand Sharma 'Operations Research' Himalaya Publications
- 6) Prasad 'Operations Research' Cengage Learning

**Corporate Legal Environment (MBA 302)**

Max. Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objective:** The objective of this paper is to acquaint the students with the corporate legal framework prevalent in the country.

**Unit I**

**Law of Contract:** Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract.

Introduction to the concept of agent and different types of mercantile agents

Bailment and Pledge, Indemnity and Guarantee

**Unit II**

**Sale of Goods Act:** Meaning, Formation of contract, Meaning of condition and warranties. Difference between Transfer of Property and Possession, Right of an Unpaid Seller **Negotiable Instrument:** Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques.

Dishonour of cheques and liability of banker and drawer.

**Law of Insurance:** Fundamentals Elements of Insurance.

Basic features of law relating to carriers (Air, Road, Rail and Shipping)

**Unit III**

**Company Law** Incorporation of companies Memorandum of Association and Articles of Association Membership of a company Prospectus, Issue of capital, Loans, investments, deposits and charges, Meetings, Accounts and Auditors, Amalgamation, reconstructions, arrangements and compromises Provision with respect to appointment and removal of Director, Meeting, Winding up by court

**Unit IV**

**Taxation:** Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, Customs, Central, state sales tax and VAT.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested text Books:**

1. Majumdar A. K. and Kapoor G. K. 'Company Law' Taxmann Publishers
2. Bansal C. L. 'Business Laws' Taxmann Publishers
3. Singhanian V. K. and Singhanian K. 'Direct Tax Laws and Practice' Taxmann Publishers.
4. Chawla, Garg and Sarin 'Mercantile Law' Kalyani Publishers.
5. K. R. Bulchandani 'Law and corporate law' Himalya Publishing

**CONSUMER BEHAVIOUR (MBA 901)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The objective of this course is to help students understanding the various factors effecting consumer behavior and to understand the process of consumer buying. Based on the understanding of Consumer behavior, the students are expected to design the strategy.

**Unit I**

Introduction to Consumer Behaviour: Consumer Behavior: Scope, importance and interdisciplinary nature, strategic applications, Research in Consumer behaviour: need, scope, types, research process, application of research in consumer behaviour, Market Segmentation: meaning and bases of segmentation, criteria for effective targeting, implementing segmentation strategies

**Unit II**

Individual Determinants of Consumer Behaviour: Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Personality: Theories, Product Personality, Self, Self image, Vanity, Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Perceived Risk, Consumer Learning: Elements of learning, Behavioural and Cognitive Learning Theories, Consumer Attitude: Functions of Attitude, Attitude Theories: Tricomponent, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies, Designing persuasive communications

**Unit III**

External Influences on Consumer Behaviour: Group behaviour: Meaning and types of group, Influence of Reference Groups, group appeals, Family: Functions of family, Family decision making, Family Life Cycle, Culture: Values and Norms, Characteristics and Affect on Consumer Behaviour, Types of sub culture, Cross cultural consumer, Social Class: Categories, Measurement and Applications of Social Class

**Unit IV**

Consumer Decision Making Process: Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's promotional Strategy, Diffusion of innovations: Diffusion Process, Adoption Process, Profile of Consumer Innovator, Introduction to Consumer Decision Making: levels, decision making process- pre purchase, purchase and post purchase process, Models of consumer decision-making,

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education
2. Loudon, D. and Bitta, D., 'Consumer Behaviour', Tata McGraw Hill
3. Assael, H., 'Consumer Behaviour in Action', Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F., 'Consumer Behaviour', Cengage Learning
5. Batra S and Kazmi S, 'Consumer Behaviour', Excel Books
6. Nair, 'Consumer Behaviour in Indian Perspective' Himalaya Publications.

**Advertising Management (MBA 902)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies

**Unit – I**

Meaning, nature, scope and classification, Key players in advertising, role of advertising and its importance, surrogate advertising, puffery in advertising. Advertising's role in Marketing Mix, Integrated marketing communication, AIDA Model, Laivdge – Stenier Model of communication, Setting goals and advertising objectives, concept of DAGMAR in setting objectives, Role of advertising in India's economic development, Ethics in advertising, Social, Economic and Legal aspects of advertising.

**Unit – II**

How advertising works: perception, cognition, affect, association, persuasion, behaviour, Associating feeling with brands, Use of research in advertising planning, Advertising Media; industry structure, functions, advantages, disadvantages of print, Television, Radio, Internet, Outdoor, Basic concept of media planning, media selection, Media Scheduling strategy, setting media budgets.

**Unit – III**

Planning and managing creative strategies, creative approaches, Building Advertising Program: Message, Theme, advertising appeals, art of copywriting, Guidelines for copywriting, Copywriting for print, Audio, TV and outdoor media, advertising layout: how to design and produce advertisements, Advertising Budget: nature and methods of advertising appropriation.

**Unit – IV**

Measuring Advertising Effectiveness: stages of evaluations and various types of testing-Pre and Post testing, Advertising, Advertising agencies: history, role, importance, organizational structure, functions, selection of agency, client agency relationship, compensation strategies.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Reading:**

1. Belch, G. E. & Belch, Advertising and Promotion, Tata McGraw Hill.
2. Wells W., Burnet J. and Moriarty S, Advertising: Principles & Practice, Pearson Education.
3. O' Guinn, T. and Allen, C. 'Advertising Management with Integrated Brand Promotion' Cengage Learning
4. Aaker, D A, Myers and Batra, Advertising Management, Pearson Education
5. S. A. Chunawalla, Foundation of Advertisement Theory and Practices, Himalaya Publications

**Product and Brand Management (MBA 903)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** To create understanding among students for concepts, process, techniques of product and brand management

**Unit I**

Product management: meaning, importance the product manager's job, planning and control systems for product management, product portfolio planning and analysis, Mapping, understanding company product/brands and competitive brand market position, Impact of global forces on products.

**Unit II**

Product planning and development: Meaning, objectives, Strategic reasons, processes challenges and issues, Forecasting demand, Estimating market opportunity, test marketing, types, design issues, Evaluation of test marketing results, Market entry decisions - Launching new product programs, National launching of new products, Tracking the launch, absorbing the new product in the mix.

**Unit III**

Brand concept: meaning, nature and importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker's Model of Brand Equity, Designing marketing programs to build brand Equity, customer based brand equity ,Brand Loyalty, Measures of Loyalty, Branding strategies – product, line , range and umbrella branding, Brand Personality: Definition, Measures and Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.

**Unit IV**

Brand Positioning: Concepts and Definitions, 3 Cs of positioning ,Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension: need, various types, implication of extension, Managing brands over time, Brand reinforcement , brand revitalization, measuring brand value, managing global brands ,Branding in different sectors

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Murthi YRL, Brand Management, Vikas Publications
2. Keller K. L., Strategic Brand Management, Pearson Education
3. Aaker, David, Managing Brand Equity, Prentice Hall of India.
4. Verma H 'Brand Management', Excel Books
5. Venugopal 'Product and Brand Management' Himalaya Publications
6. Sasikumar and Chandrasekar 'Brand Management Practices' Himalaya Publications.



**RETAIL AND FRANCHISING MANAGEMENT (MBA904)**

Max. Marks: 100

Internal Assessment: 40

External Assessment: 60

**Objectives:** the course will enable learner to comprehend retail and franchising concepts, its process and application in today's scenario.

**Unit I**

Retailing: Definition, Scope, Economic significance, Opportunities in retailing, various retail formats, Multichannel retailing including online retailing (E-tailing), Changing scenario of retail, Customer Buying Behaviour in Retailing: Types of buying decisions, Buying process, Social factors influencing buying decisions in retailing.

**Unit II**

Retailing Strategy: Retail strategy, Target market and retail planning process, Financial strategy. Retail Locations and Site Selection, location opportunities, factors affecting the site selection, estimating demand for a new location. Human Resource Management in Retailing: Gaining competitive advantage through HRM, Designing retail organization structure, Motivating retail employees.

**Unit III**

Merchandise Management: Planning merchandise, buying merchandise, Pricing decision for merchandise. Retail Communication Mix: Developing brands and building customer loyalty, Promotion strategy, planning a retail promotion strategy. Store Management: Managing the store, store layout, design and visual merchandising.

**Unit IV**

Franchising: Meaning, scope, types, history and overview, advantages and disadvantages to franchisee and franchisor, Recognizing franchising opportunities, Assessing franchise feasibility, The franchising market process, Selling and marketing research, Franchisor's operations process, Location and site selection, Information systems, Franchise legal documents, Trademarks, Copyrights, Patents, & Trade Secrets, Investigating franchise opportunities, Developing franchisee business plans

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Levy, Weitz, & Pandit ,Retail Management, Tata McGraw Hill, New Delhi.
2. Cullen,Retailing : Environment and cases Cengage India
3. Barry Berman & Joel R Evans, Retail Management, PHI, New Delhi.
4. Kati, 'Franchising' Himalaya Publications.
5. Sheikh and Fatima 'Retail Management' Himalaya Publications.
6. Dunne 'Introduction to Retail' Cengage Learning.

**RURAL AND INDUSTRIAL MARKETING (MBA 905)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** The course aims at creating an understanding of challenges of rural and industrial marketing. The student should be able to apply the concepts and methods of marketing management to rural and industrial markets

**Unit I**

Rural Marketing: Nature, definition, scope, importance, challenges and opportunities in India. Factors influencing rural marketing, Rural market: size & structure, segmentation of Indian rural market. Rural and urban market: A comparative analysis, Future of rural marketing

**Unit II**

Rural marketing research, Rural consumer behaviour, Rural market mapping, Rural market Index, Product and service marketing in rural India, Rural marketing mix: product planning, new product development for rural markets, Brand management in rural market and communication media & message, distribution channels, Rural retail channel management marketing strategies & tactics with reference to rural markets, e-Rural Marketing, role of IT Cultivation, Processing & retailing organized rural retailing

**Unit III**

The concept of industrial marketing: Nature and scope, evaluation, The industrial customer: Industrial Buying organisation, Industrial buying process, Market segmentation models, Measurement of potential, Market development strategy and process, managing industrial product line, Product portfolio analysis, Managing existing product line and developing new products.

**Unit IV**

Pricing industrial products: Formulation of pricing strategy, Review of pricing objectives, Methods, Pricing across product life cycle, Price administration, Price leadership, Managing channels of distribution: Channel participants, Channel design, Evaluation, Selection of alternatives, channel management, physical distribution, communication mix, Industrial sales force management, Industrial marketing control strategies, marketing audits.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings**

1. Dogra and Ghuman, 'Rural Marketing' Tata McGraw-Hill
2. Kashyap P and Raut S 'The Rural Marketing', Biztantra
3. Krishnamacharyulu & Ramakrishnan, 'Rural Marketing –Text & Cases', Pearson Education
4. Samiudin & Rehman, 'Rural Marketing', National Publishing House
5. Sukhpal Singh, 'Rural Marketing Management', Vikas Publications
6. Cherunilam 'Industrial Marketing' Himalaya Publications.



**Security Analysis and Portfolio Management (MBA 921)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** To acquaint the students with the working of security market and principles of security analysis; and to develop the skills required for portfolio management so as to be able to judge the competitive position of firm in capital market to support investment decisions

**Unit 1**

Introduction: Concepts of investment, Objectives of investment, various alternatives of investments, Investment vs speculation. Financial Markets: Primary Markets and secondary markets. Introduction to Primary Market, Primary Market Design and its Role, Types of Offers in the Primary Market, Major Eligibility Guidelines for the issuers in Primary Market, Contribution of Promoters, Issue of Sweat Equity

Secondary Market : Introduction, Major players, Trading and settlement Mechanism, Types of orders, Stop Loss, Trading on Margin and how margin works, Short Selling Price freeze, Market Wide Circuit breaker, Basis of Market Wide Circuit Breaker, Insider Trading, Odd lot Trading, Bulk Deals, Block Deals, Arbitrage Opportunity in the market.

Risk and Return: Concept, types and measurement of risk and return.

**Unit 2**

Security analysis: Fundamental Analysis: International Environment: Global Economy Overview, Global Markets, Global Market and Indian Market Inter linkages. Economic Analysis: GDP, Fiscal Policy, Monetary Policy and Liquidity, Inflation, Interest Rate , Unemployment, Individual Savings, Domestic corporate Tax Rate, Balance of Trade. Industry Analysis: Tools for Industry Analysis, Cross Sectional Industry Performance over Time, Industry Life Cycle. Company Analysis: Analysis of Financial statements.

Technical Analysis: Introduction, Basic Tenets of Dow Theory , Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory, Different Types of charts, Concept of trend, Trend lines: support and resistance, Importance of Volume, Reversal Patterns, Continuation Pattern, Moving averages, other market indicators

**Unit 3**

Portfolio Management: Meaning, Importance and Approaches of Portfolio Management, Portfolio analysis, Portfolio evaluation and revision techniques.

Portfolio theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory. Market Efficiency and Behavioral Finance

**Unit 4**

Derivatives: Introduction, Meaning of Future contracts, Forward Contracts, Difference, Trading of Stock futures. Option Contracts: Introduction, types, Payoffs and option strategies.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings**

1. Reily and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
2. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
3. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
5. A. Avdhani ‘Security Analysis and Portfolio Management’ Himalaya Publications

6. Preeti Singh 'Investment Management' Himalaya Publications

**MANAGEMENT OF FINANCIAL SERVICES (MB 922)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** The objective of this paper is to acquaint the students with emerging trends in financial services.

**Unit - I**

Financial Services - Meaning, types and their importance. Depository - Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository systems in India, Dematerialization and Rematerialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.

**Unit - II**

Mutual funds and AMCs - Concept, origin and growth of mutual funds, Constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. Recent trends in mutual funds in India.

Credit rating - the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects.

**Unit - III**

Leasing - concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Tax aspect of leasing.

Merchant Banking - Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers.

Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

**Unit - IV**

Debt Securitisation: Meaning, Features, Scope and process of securitisation.

Factoring - Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

Plastic Money - Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organisations. Factors affecting utilisation of plastic money in India.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. S Gurusamy 'Financial Services & System' Thomson Publications
2. M Y Khan 'Financial Services' Tata McGraw-Hill
3. L M Bhole 'Financial Institutions & Markets' Tata McGraw- Hill
4. Gordon & Natarajan 'Financial Markets & Services' Himalaya Publications
5. V. A. Avdhani 'Financial Services in India' Himalaya Publications
6. Vasant Desai 'Financial Markets and Financial Services' Himalaya Publications

**DIRECT TAX PLANNING (MB 923)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** To acquaint the students with the understanding and planning of direct tax aspects in the Indian context.

**Unit - I**

Meaning of Tax management, tax planning, tax avoidance and tax evasion. Type of direct taxes. Basic definitions under income tax act & determination of residential status, Exempted Incomes, Tax planning in relation to Income from salary, Income from house property.

**Unit - II**

Tax Planning in relation to income from business & profession, Capital gains, Income from other sources. Clubbing provisions, Set off and carry forward of losses, Deductions out of GTI, Introduction to TDS and payment of Advance Tax, Rates of tax & computation of tax liability of individuals. Double Taxation Avoidance Agreements.

**Unit - III**

Tax planning under Wealth Tax Law. Corporate Taxation: MAT provisions. Introduction to Direct Tax Code (DTC)

**Unit - IV**

Tax planning in relation to Ownership pattern, Location of Business, Nature of Business, Dividend policy, issue of bonus shares, inter corporate dividends, Amalgamation and merger of companies. Managerial decisions like make or buy, own or lease, close or continue, export or local sales, replace or repair, Foreign collaborations or joint ventures.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Girish Ahuja & Ravi Gupta, Corporate Tax Planning & Management, Direct Taxes Ready Reckoner, Bharat Law House Pvt. Ltd.
2. Dr. Vinod K. Singhanian, Kapil Singhanian, Monica Singhanian, Direct Taxes Planning & Management, Taxmann's Publication Pvt. Ltd.
3. Dr. Vinod K. Singhanian, Kapil Singhanian, Monica Singhanian, Direct Taxes – Law & Practice, Taxmann's Publication, Pvt. Ltd.,
4. R.N. Lakhota, Subhash Lakhota, Corporate Tax Planning, Vision Books.

**Strategic Financial Management (MBA 924)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** To help students to understand the contemporary issues relating to finance having strategic impact on business.

**Unit I**

**An Overview of Strategic Financial Management:** Financial and Non Financial Objectives of a Firm, Agency Theory, Conflicts of Interest in a Firm, Long-term and Short-term Financial Planning in a Company.

**Corporate Valuation:** Strategic Decision Making Framework, Interface of Financial Policy and Strategic Management, Shareholder's Value Creation - Value drivers. Value Based Management System (VBMS): Approaches to Facilitate VBMS- Marakon Approach, Alcar Approach, Mckinsey Approach. DCF Approach Managerial Implication of Shareholder's Value Creation – FCFE and FCFE model. Shareholder's Value Creation - MVA Approach - EVA Approach- EVA Analysis of an Indian Corporate.

**Unit II**

**Long Term Projects:** Valuation of long term infrastructure, capital intensive Projects – Real options valuations. Risk Management techniques – Use of Risk adjusted discounting rates.

**Strategic Cost Management Systems:** Importance of Cost System, Strategic Cost Management: Value Chain Analysis, Competition Cost Analysis, Activity-based Costing, Life Cycle Costing, Target Costing and Strategic Control Systems.

**Dividend and Bonus Policy:** Dividend Policy Decisions - Pay-Out Ratio, Stability, Residual Payment, Linter's Model - Corporate Dividend Behavior, Legal Aspects, Procedural Aspects, Dividend Policies in Practice, Repurchase or buyback of shares - Bonus Issues and Stock Splits.

**Unit III**

**Corporate Risk Management:** Risk Management in Practice, Guidelines for Risk Management, Evaluation of Hedging Strategies- Forward, Futures, Options.

**Financial Planning and Forecasting Ratios System:** Types of Financial Planning Models, Development of Simulations Models, Improving financial modeling, Conditions for the Successful Use of Models, Growth with Internal Equity, Higging's sustainable growth model

**Unit IV**

**Quantitative Techniques for Working Capital Management:** Cash Management Models: Baumol Model and Miller and Orr Model, Simulating a Cash Budget, Factoring services – Evaluation/Cost Benefit Analysis.

**Financial Management in Public Sector Undertakings:** Role of Financial Advisor, Financial Objectives, Capital Budgeting, Long- term Financing, Working Capital Management, Miscellaneous Aspects.

**Financial distress and Corporate restructuring:** Revival of sick units and Turnaround Strategies.

**Financial Modelling & Simulation Techniques using Monte Carlo or Crystal Ball (Application of Excel)**

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Reading:**

1. Damodran Aswath, 'Corporate Finance: Theory and Practice'. John Wiley & Sons.
2. Brealy, Richard A. and Myers, Stewart C., 'Principles of Corporate Finance' Tata McGraw Hill.
3. Frank J. Fabozzi 'Financial Management and Analysis' John Wiley & Sons.
4. Damodran, Aswath 'Strategic Risk Management' John Wiley & Sons.
5. Grinblatt, Mark and Titman, Sheridan, 'Financial Markets and Corporate Strategy' Mcgraw Hills
6. Mao J. C. T. 'Quantitative Analysis of Financial Decisions' Mcmillan.
7. Chandra, Prasana 'Financial Management Theory and Practice' Tata Mcgraw Hills.
8. Ramesh Babu 'Strategic Financial Management' Himalaya Publications.

**Treasury & Credit Risk Management (MB 925)**

Max. Marks – 100

External assessment – 60

Internal Assessment - 40

**Objectives:** To provide an understanding and application of credit and risk management in financial sector.

**Unit I**

Scope and Function of Treasury Management: Objectives of Treasury, Structure and Organisation, Responsibilities of Treasury Manager, Function of treasury – Centralised vs Decentralised. Domestic Cash Management: Short Term/Medium Term Funding – Meaning and Importance of Cash Management, Objectives of Cash Management, Cash Flow Cycle, Cash Flow Budgeting and Forecasting, Electronic Cash Management. Medium term and Long term Funding: FDs/NCDs/Term Loans, Securitisation, Evolving role of treasury as profit centre

**Unit II**

Treasury products: Short term funds and investment management, Financial marketing: Money market, Capital market, Call money, Government securities, REPOs, Certificate of deposits, Rediscounting bills, Commercial paper, Foreign Exchange Markets & treasury: Linkage of domestic operations with foreign operations. Liquidity planning and managing cash assets : Measurement of liquidity, Objectives of cash management, Reserve with Central banks , Managing float, Managing correspondent balances , Liquidity planning , Traditional liquidity measures Treasury's role in International Banking: Changing Global Scenario and Treasury Functions , Treasury Structure- Front and Back Office, Forex Cash Management – Positions vs Cash Flows

**Unit III**

Risk Management: Introduction: Meaning of Risk in Banking Operations- Financial and Non-Financial Risks, Risk Process, Key Risks in Relation to Treasury Management – Interest Rate Risk, Currency Risk, Liquidity Risk, Credit Risk and Operational Risk, Relationship with other Financial Risks. Measurement and Control of Risk: Identifying Measures and Controlling Risk – Statistical Methods, Risk Exposure Analysis, Risk Management Policies, Risk Immunisation Strategies, Fixation and Delegation of Limits, Different Limits- Open Position / Asset Position Limits/ Deal Size/Individual Dealers/Stop Loss Limits

**Unit IV**

Assets Liability Management: Components of Assets and Liabilities – History of Asset- Liability Management, Organisational and Functions of ALCO Management and Interest rate Exposure/Liquidity, Risk Adjusted Return on Capital, Capital Adequacy Concerns, ALCO Techniques – GAP Analysis, Simulation, Duration, Analysis and Linear and other mathematical methods. Hedging the Risk: Forward, Futures and Options Market, Mechanics of Futures, Cash and Futures Market, Foreign Currency Futures Market, Options Market- Options Strategies, Hedging Strategies and Arbitrage, Call Options and Put Options.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings**

1. IIBF. "Risk Management" Macmillan, New Delhi.
2. Bagchi, S. K. "Credit Risk Management." Jaico Publishing House, Mumbai.
3. Chance D. M. "Introduction to Derivatives & Risk Management" Thomson Learning
4. V. A. Avdhani 'Treasury Management' Himalaya Publications.

5. Vivek and Asthana 'Financial Risk Management' Himalaya Publications.
6. Stulz 'Risk Management and Derivatives' Cengage Learnings.



**Project Management (MBA 941)**

Max. Marks – 100

External assessment – 60

Internal Assessment - 40

**Objective:** To acquaint the students with the steps involved in the planning, implementation and control of projects.

**UNIT - I**

**Project Management Concepts** Attributes of a Project, Project Life Cycle, The Project management Process, Global Project Management, Benefits of Project Management, Needs Identification,

**UNIT - II**

Project Selection, Preparing a Request for Proposal, Soliciting Proposals, Project organization, the project as part of the functional organization, pure project organization, the matrix organization, mixed organizational systems

**UNIT - III**

**Project Planning and Scheduling:** Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM)/ GERT, Resource allocation, Crashing and Resource Sharing

**UNIT - IV**

**Project Monitoring and Control and Project Performance:** Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System). Coordination; Procedures, Meetings, Control; Scope/Progress control, Performance control, Schedule control, Cost control, Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor, Responsibilities of the Project Manager.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Kanda 'Project Management – A Life Cycle Approach' PHI
2. Gido 'Project Management' Cengage Learnings
3. Vasant Desai 'Project Management' Himalaya Publications.
4. Maylor 'Project Management' Pearson Education
5. Prasanna Chandra 'Projects, Preparation, Appraisal Budgeting & Implementation' Tata McGraw Hills.

**Total Quality Management (MBA 942)**

Max. Marks – 100  
External assessment – 60  
Internal Assessment - 40

**Objective:** The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

**UNIT I**

Introduction to TQM: History, aims, objectives, benefits, gurus and their principles, TQM reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagrams

**UNIT II**

Customer focus: External and internal customers, Measuring customer satisfaction, Continuous improvement process, Role of TQM's control and improvement process, designing for quality, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, Benchmarking, JIT

**UNIT III**

TQM for Marketing Function: Quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change management, Quality in after sales services.

Organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture.

**UNIT IV**

Total employee involvement: Awareness of quality, recognition and rewards, empowerment and self development,

Education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, benefits of costs of quality control, supporting technologies: overview of supplier quality assurance system, TQM implementations & barriers to implementation, Six sigma, Introduction to ISO 9000, ISO 9001: 2000 series of standards

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Hurbert K. Rampersad, Managing Total Quality, Tata McGraw Hill Publishing Company Ltd.,
2. Mukherjee 'Total Quality Management' PHI Learning
3. Singhal & singhal 'Implementing ISO 9001:2008 Quality Management Systems: A Reference Guide' PHI Learning
4. Bhat 'Total Quality Management' Himalaya Publications.

**Material Management (MBA 943)**

Max. Marks – 100

External assessment – 60

Internal Assessment - 40

**Objective:** The aim is to create understanding and importance of managing materials through purchasing, inventory control, pricing and negotiation.

**UNIT I**

Introduction to materials management, importance, scope. Systems approach to Materials Management. Importance of forecasting in Material management, handling materials, vendor development and management. Materials Planning

**UNIT II**

Purchasing – Purchasing in Materials Management – System Concept – Purchasing and Procurement activities under Materials management – Value Analysis and Value Engineering – Purchasing and Quality Assurance. Pricing theory, pricing practices and contracts.

**UNIT III**

Incoming Material Quality Control – Statistical Quality Control – Purchasing capital equipment, plant and machinery – International Buying and Import purchasing – Governmental purchasing practices and procedures. Negotiation skills.

**UNIT IV**

Inventory Management and Control Systems – Stores Management and Operation – Material Accounting, Flow of Costs and Inventory Valuation, Physical Verification, Security and Materials Audit. Stores management and waste management.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested readings:**

1. S. A. Chunawalla 'Materials and Purchasing Management' Himalaya Publications.
2. K. Shridhara Bhat 'Materials Management' Himalaya Publications.
3. P. Gopala Krishan 'Materials Management: An Integrated Approach' PHI Learning

**Production Planning and Control (MBA 944)**

Max. Marks – 100  
External assessment – 60  
Internal Assessment - 40

**Objective:** To understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, Inventory Control. Recent trends like manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP).

**UNIT I**

Objectives and benefits of planning and control-Functions of production control-Types of production-job- batch and continuous-Product development and design-Marketing aspect - Functional aspects-Operational aspect-Durability and dependability aspect aesthetic aspect. Profit consideration-Standardization, Simplification & specialization- Break even analysis-Economics of a new design.

**UNIT II**

Method study, basic procedure-Selection-Recording of process - Critical analysis, Development - Implementation - Micro motion and memo motion study – work measurement - Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data - Predetermined motion time standards.

**UNIT III**

Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production-Machine capacity, balancing-Analysis of process capabilities in a multi product system.

**UNIT IV**

PRODUCTION SCHEDULING Production Control Systems-Loading and scheduling-Master Scheduling- Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems - Line of balance – Flow production scheduling-Batch production scheduling-Product sequencing – Production Control systems-Periodic batch control-Material requirement planning kanban – Dispatching-Progress reporting and expediting-Manufacturing lead time-Techniques for aligning completion times and due dates.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings**

1. Narsimhan, McLeavey and Billington ‘Production Planning and Inventory Control’ PHI Learnings.
2. Panneersenvam ‘Production and Operations Management’ PHI Learnings
3. Starr ‘Production and Operations Management’ Cengage Learnings.
4. Aswathapa and Bhat ‘Production and Operations Management’ Himalaya Publications

**Managing ERP (MBA 945)**

Max. Marks – 100  
External assessment – 60  
Internal Assessment - 40

**Objective:** The course has been designed to provide an in depth knowledge of managing ERP. The course aims to create understanding and using of the managerial aspects of ERP systems.

**UNIT I**

**ERP AND TECHNOLOGY:** Introduction, Related Technologies, Business Intelligence, E-Commerce and E-Business, Business Process Reengineering, Data Warehousing, Data Mining, OLAP, Product life Cycle management, SCM, CRM

**UNIT II**

**ERP IMPLEMENTATION:** Implementation Challenges, Strategies, Life Cycle, Pre-implementation Tasks, Requirements Definition, Methodologies, Package selection, Project Teams, Process Definitions, Vendors and Consultants, Data Migration, Project management, Post Implementation Activities.

**UNIT III**

**ERP IN ACTION & BUSINESS MODULES:** Operation and Maintenance, Performance, Maximizing the ERP System, Business Modules, Finance, Manufacturing, Human Resources, Plant maintenance, Materials Management, Quality management, Marketing, Sales, Distribution and service.

**UNIT IV**

**ERP MARKET:** Marketplace, Dynamics, SAP AG, Oracle, PeopleSoft, JD Edwards, Enterprise Application Integration, ERP and E-Business, Future Directions, Trends in ERP.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Altekhar 'Enterprisewide Resource Planning: Theory and Practice' PHI Learning.
2. Murthy 'Enterprise Resource Planning' Himalaya Publications
3. S. Sadagopan, ERP: A Managerial perspective. Tata McGraw Hill
4. Alexis Leon Enterprise Resource Planning, Tata McGraw-Hill

**Social Security & Labour Welfare (MBA 961)**

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** To acquaint the students with basic Acts pertaining to social security and labour welfare as applicable in India.

**UNIT- I**

The concept of scope of social security. Social assistance and social insurance Evolution of Social Security. Law relating to social security Payment of wages Act,1936

**UNIT-II**

Scope, importance, features and implications of the following Acts as applicable in India:

Minimum Wages Act, 1948

Payment of Bonus Act, 1965

Workman's Compensation Act,1923

Maternity Benefit Act,1961

**UNIT-III**

Scope, importance, features and implications of the following Acts as applicable in India:

Employment State Insurance Act,1948

Provident Fund & Miscellaneous Provision Act,1951

Gratuity Act,1972

I.L.O and social Security. The concept of Labour welfare: definition, Scope and Objectives, welfare work and social work

**UNIT-IV**

Evolution of labour welfare, classification of welfare work, agencies for welfare work. Welfare activities of govt. of India; welfare work by trade unions Labour welfare work by voluntary social organizations. Labour administration; agencies for administering labour welfare laws in India.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Reading:**

1. A. M. Sharma 'Social, Security Labour Welfare' Himalayas Publishing House
2. I.L.O Social Security, International labour Office

**Training & Development (MB-962)**

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** To create understanding among students for need, importance and implementation of training so as to achieve employee development.

**UNIT- I**

Training and Development: Meaning & Concepts. Importance & Objectives of Training & Development, Process and Significant of T&D, Identification of Training Needs, Methods of Training needs, Principles and theories of Learning.

**UNIT-II**

Types of Training & Development Methods, Training and Development System, Training & Development Centers, Role of External Agency in Training and Development, Training for change, Resistance in Training.

**UNIT-III**

Developing Effective Trainers, Designing & Implementing Training Programs. Approaches to Management Development, Designing & Implementing Development Programmers, Team Building Exercises, Management Games, Simulations.

**UNIT-IV**

Evaluation of Training and Development Programs, Criteria, Problem and Steps Involved in evaluation. Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis of Training. Emerging issues in Training and Development in India. Evolving Training Policy.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Dayal ,I 'Manpower Training in organizations' Prentice Hall of India, New Delhi
2. Craig ,Robert 'Training and Development' McGraw Hill, New York
3. Lynton,R.P and U.Pareek 'Training and Development' Irwine Doresy, Hopwood
4. Reddy 'Effective Human Resource Training and Development Strategy' Himalaya Publications
5. Goldstein 'Training in Organisations' Cengage Learnings
6. Radha Sharma - 360 Degree Feedback, Competency Mapping and Assessment Centres
7. Biswajeet Pattanayak : Human Resources Management
8. Armstrong M.A. : Handbook of Human Resource Management Practice Cogan Page, London

**INDUSTRIAL PSYCHOLOGY (MB 963)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The objective of the course is to acquaint the students about the psychology of the executives in the organization and then to use it to enhance the productivity.

**Unit I**

Introduction: Nature, Scope, and Problems; Brief history of industrial and organizational psychology.

Individual differences and their evaluation, Role of heredity and environment, Types of individual differences.

**Unit II**

Psychological testing: Utility, Reliability, and Validity. Attitudes: Meaning, Characteristics, Methods of measuring attitudes, Implication for organization.

**Unit III**

Hawthorne Studies: The studies and their implications Industrial Morale: Meaning, Characteristics, Factors that influence morale, Measures of improving morale.

**Unit IV**

Motivation: Meaning, Types, Applications; Job redesign, Work on incentives. Characteristics of the workplace: Physical working conditions: Noise, Illumination, Colour, Music, Miscellaneous Factors; Work Schedules: Working Hours, Permanent Part-Time Employment, Flexible Work Schedules, Rest

Pauses, and Shift Work; Psychological and Social Issues: Job Simplification, Boredom & Monotony, Fatigue, and Telecommuting.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. M.L. Blum & J. C. Naylor Industrial Psychology (Its Theoretical & Social Foundations) CBS
2. Ghosh, P. K. & Ghorpade, M.B. 'Industrial Psychology' Himalaya Publications
3. Miner, J.B. 'Industrial-Organisation Psychology' - Tata McGraw Hill
4. Riggio 'Industrial/Organisational Psychology' 4th Prentice Hall India
5. Dubrin 'Applying Psychology: Industrial & Organisation Effectiveness' 5th Prentice Hall India



**Manpower Planning (MBA 964)**

Max. Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objective:** To appraise the students about the importance of manpower planning specially in today's dynamic environment with emphasis on effective recruitment and selection.

**Unit - I**

Human Resource Planning; Macro level scenario of manpower planning, setting up of objectives, organizing planning concept, process of manpower planning. Demand and Supply Forecasting; analyzing Jobs and Work; Types of Employment.

**Unit - II**

The Recruitment Process; Advertising for Recruitment; Issues in Recruitment; Screening Applications; Measuring and Interpreting Individual Differences; Creating Psychometric Tests, Validation of Measurement; Using Psychometric Tests.

**Unit - III**

Conducting Interviews, Types of Interviews, Group Discussions; Decision Making for Selection; Managerial Selection; New Tools for Recruitment.

**Unit - IV**

Recruitment and Selection: Linking with other HRM Systems; Selecting Expatriates; Use of Technology in Recruitment and Selection; Communicating the Decision; Induction and Socialization; Internal Selection; Designing Systems, Administering and Evaluating the system; Ethical Issues; Present Trends in Recruitment and Selection.

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**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Dessler Gary & V. Biju, *Human Resource Management*, Pearson Education,
2. Roberts. Gareth, "*Recruitment & Selection- A competency approach*", Chartered Institute of Personnel & Development, London
3. Billsberry Jon, *Experiencing Recruitment & selection*, Wiley Publications
4. Cooper Dominic, Robertson T Ivan & Tinline Gordon, *Recruitment & Selection –A framework for success*, Thomson Publications, London

**Conflict and Negotiations (MBA 965)**

Max. Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objective:** To help students develop the skills of conflict avoidance, resolution and negotiation.

**Unit - I**

Conflict: Understanding Conflict; Principles Of Interaction; Dynamics Of Competition; Nature and Types of Conflicts, Why Conflict Arise In Organizations And Industry; Assertiveness and Aggression In Conflict.

**Unit - II**

Learning To Manage Conflicts; Conflict Management Strategies; Cultural Influences In Conflict; Resolving Conflicts – Strategies And Systems; Organizational Systems For Dealing With Conflict; Collaboration In Organizations; Self Awareness For Conflict Management; Managerial Skills And Competences For Effective Conflict Resolution.

**Unit - III**

Introduction to Negotiation as a Decision Making Process; The Process of Negotiation; Planning & Preparing to Negotiate; Internalizing Negotiating Processes.

**Unit - IV**

Managing Negotiations in the following Contexts: Cross Functional Coordination; Marketing Relations; International Business; Labour-Management Relations; Intangibles in Negotiation: Power; Time and Information; Post Negotiation Phase; Ethical Considerations in Negotiation.

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**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Barbara A. Budjac Corvett, *Conflict Management-A Practical Guide to Developing Negotiation Strategies*, Pearson Education,
2. Carell R. Michael & Heavrin Christina, *Negotiating Essentials- Theory, skills and Practices*, Pearson Education,
3. *Harvard Business Review on Negotiation and Conflict Resolution*, Harvard Business Press,
4. Luecke and Patterson, *“How to Become a Better Negotiator”*, American Marketing Association

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**Programming in C (MBA 981)**

Max Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objective:** The objective of the C programming language is to make user familiar with the programming approach. The C programming offers a new powerful way to cope with the complexity of a program. We can familiarize our self with the development environment.

**Unit I**

**Programming process and Problem Solving:** Problem Identification, Analysis, Flowcharts and algorithms. Program Coding and Execution. C Character set, Identifiers and keywords, Data types, Declarations, Expressions, Statements and Symbolic Constants. Input-Output functions. Pre processor Program structure. Operators and their procedure, Various Expressions and Statements.

**Unit II**

**Control statements:** Branching, looping using for, while and do-while Statements, Nested control structures, switch, break, continue statements. **Functions:** Definition, Call, prototypes, and passing arguments to functions. Storage classes, automatic, external and static variables.

**Unit III**

**Pointers:** The basics of Pointer, Pointer Expressions and arithmetic. **Arrays:** Single and Multidimensional Arrays, Initializing the arrays Memory Representation, Accessing array elements. Introduction to String and String Manipulation Functions.

**Unit IV**

**Structures:** initialization, accessing members, Arrays of structures, structures containing arrays, Unions **File handling:** Introduction, Defining & Opening a File Closing a File, Input/Output Operations on Files.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Herbert Schildt, C: The Complete Reference, McGraw-Hill Osborne Media
2. Y.P. Kanetkar, Let us C Solutions: BPB Publications
3. Brain W. Kernigham and Dennis M. Richie, The C Programming Language: PHI Learning
4. Ashok Kamthane, Programming with ANSI and Turbo C : Pearson Education
5. Gottfried, B, Theory and Problems of Programming in C: Tata Mcgraw-. Hill Ltd



**Relational Database Management System (MBA 982)**

Max Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objective:** The course has been designed to provide an introduction of Database Management Systems. The student will be introduced to various fundamental concepts of Database Management Systems including various models, database design and languages. Overview of DBMS, Relational Database Management System, Object Based Data Bases

**Unit I**

Data Base Concepts: Introduction to files and Data base approach, Architecture of a DBMS, Components of a DBMS, Advantages and Disadvantages of DBMS. Data Independence.

**Unit II**

Different Types of Models, Introduction to ERD, Hierarchical Database, Network Database, Relational Database, Codd's Rules, Concept of Domain, Tuples, Cardinality, Comparison between HDB-NDB-RDB, Relational Algebra.

**Unit III**

Normalization: Functional dependencies, First Normal Form, Second Normal Form, Third Normal Form with examples, Anomalies.

**Unit IV**

Brief introduction to Concurrency, Recovery, Integrity and types of database Security. Introduction to Oracle data types, Basic DDL and DML Commands , working with Null values, Nested queries.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Vipin Desai, An Introduction to Database Systems, West*Publishing* Company
2. Silberschatz , Korth, Sudarshan, DATABASE System Concepts, Tata Mcgraw - Hill
3. Date, C.J., Data Base Systems, Vols. I & II, Narosa Publication.
4. Scott Urman, Oracle *PL/SQL* Programming (Oracle Series) Tata Mcgraw Hill
5. Ivan Bayross, *SQL/PL SQL*, BPB *Publishing*

**Software Engineering (MBA 983)**

Max Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objective:** This course introduces the concepts and methods required for the construction of large software intensive systems. It aims to develop a broad understanding of the discipline of software engineering.

**Unit I**

**System Concept:** Definitions, Sub-systems, Modules, Software Engineering goals,  
**Software Process Models:** Waterfall, Prototyping, Spiral, Communication skills for Software Engineer/Analyst. Software requirements, Software requirements specifications (SRS), Components of SRS.

**Unit II**

**Systems Development Life Cycle:** Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design, Testing, On-site Implementation and Maintenance.

**System Analysis:** Principles of Structured Analysis, DFD, E-R-diagram, Data Dictionary, Cost estimation models, COCOMO model, Risk in estimation.

**Unit III**

**Software Design:** Objectives, Principles, Concepts, Design Process, Design Methodologies, Structured design, Modular design, Object oriented design,

**User-interface design:** Menu, Screen and Report Layout Designing, The Mode/Style of interaction between the system and the user.

**Unit IV**

**Testing Fundamentals:** Objectives, Principles, Testability, Test Cases, White Box & black box Testing, Testing Strategies: Verification & Validation, Unit Test, Integration Testing, Validation Testing, System Testing. Introduction to Computer Aided Software Engineering (CASE), Types of Data Processing - Batch, On-line and Real Time Processing.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Roger Pressman, Software Engineering Practitioner's Approach, McGraw-Hill
2. Fairley, Software Engineering Concepts, Tata McGraw-Hill
3. Pankaj Jalote, An Integrated Approach To Software Engineering, Springer
4. Shere, Kenneth, Software Engineering & Management, Prentice Hall.
5. Software Quality Engineering: A Total Technical and Management Approach, Prentice Hall

**Enterprise Resource Planning (MBA 984)**

Max Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objective:** The course has been designed to provide an in depth knowledge enterprise resource planning to students of management. The course aims to create understanding of the technical aspects of ERP systems, understand the steps and activities in the ERP.

**Unit I**

**ERP: Enterprise Perspective:** An Overview, Features of ERP, Need of ERP. Advantage of ERP Growth of ERP Trends in ERP, ERP in India.

**Unit II**

**ERP: System Perspective:** Management Information System, Operations Support System, DSS, Transaction Processing System, Executive Support System (ESS) Data Warehousing, Data Mining, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing) Supply Chain Management, Customer Relationship Management

**Unit II**

**Business Modules in ERP Packages,** Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, Business Process Reengineering, Relationship between ERP & BPR,

**Unit IV**

**ERP Implementation** Life Cycle, Implementation methodology, ERP Project Management & Monitoring. ERP: Key Issues: ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India, Future Directions in ERP

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Alexis Leon Enterprise Resource Planning, Tata McGraw-Hill
2. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India
3. V.K. Garg &N.K. Venkita Krishnan, ERP Concepts & Planning, Prentice Hall
4. Rahul V. Altekar "Enterprisewide Resource Planning", Tata McGraw Hill,
5. S. Sadagopan, ERP: A Managerial perspective. Tata McGraw Hill
6. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill,





**Data Mining and Pattern Recognition (MBA 985)**

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The objective of this course is to get students familiar with the data mining techniques, softwares and tools being used in Industries. After completing this course, students will learn various tools and techniques which are prominent from Industrial point of view.

**Unit-I**

**Data mining:** Overview, Definition & Functionalities,

**Data Processing:** Form of Data Preprocessing,

**Data Cleaning:** Missing Values, Noisy Data,(Binning Clustering, Regression, Computer and Human inspection), Inconsistent Data, Data Integration and Transformation.

**Data Reduction:** Data Cube Aggregation, Dimensionality reduction, Data Compression, Numerosity Reduction, Clustering, Discretization and Concept hierarchy generation

**Unit-II**

**Concept Description:** Definition, Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases. Measuring Central Tendency, Measuring Dispersion of Data, Graph Displays of Basic Statistical class Description, Mining Association Rules in Large Databases,

**Association rule mining:** mining Single-Dimensional Boolean Association rules from Transactional Databases– Apriori Algorithm Mining Multilevel Association rules from Transaction Databases Mining Multi- Dimensional Association rules from Relational Databases

**Unit-III**

**Classification and Predictions:** What is Classification & Prediction, Issues regarding Classification and prediction, Decision tree, Bayesian Classification, Classification by Back propagation, Multilayer feed-forward Neural Network, Back propagation Algorithm, Classification methods K-nearest neighbor classifiers, Genetic Algorithm.

**Cluster Analysis:** Data types in cluster analysis,

**Categories of clustering methods:** Partitioning methods. Hierarchical Clustering- CURE and Chameleon, Density Based Methods-DBSCAN, OPTICS, Grid Based Methods- STING, CLIQUE, Model Based Method –Statistical Approach, Neural Network approach, Outlier Analysis

**Unit –IV**

Introduction, Design principles of pattern recognition system, Statistical Pattern recognition,

**Parameter estimation methods:** Principle Component Analysis (PCA) and Linear Discriminant Analysis (LDA),

**Classification Techniques:** Nearest Neighbor (NN) Rule, Bayes Classifier, Support Vector Machine (SVM), K – means clustering.

**Note :** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. M.H.Dunham, Data Mining: Introductory and Advanced Topics, Pearson Education
2. Jiawei Han, Micheline Kamber, Data Mining Concepts & Techniques, Elsevier
3. C. M. Bishop, Pattern Recognition and Machine Learning, Springer

4. S. Theodoridis and K. Koutroumbas, Pattern Recognition, 4th Edition, Academic Press, 2009.
5. Arun k. Pujari, Data Mining Techniques, Universities Press Private Limited.

# *Fourth Semester*

## Strategic Management (MBA 401)

Max. Marks: 100

Internal Assessment: 40

External Assessment: 60

Objective: This course helps students to combine strategic and managerial approach towards various decisions of management.

### Unit I

Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists.

Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).

### Unit II

Internal Appraisal – The internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).

### Unit III

Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Mergers & Acquisitions. Corporate Restructuring. Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership,

Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence. Strategic Analysis and choice—Corporate level analysis (BCG, GE Ninecell, Hofer's product market evolution and Shell Directional policy Matrix).

### Unit IV

Industry level analysis ; Porters's five forces model. Qualitative factors in strategic choice. Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategic control and operational Control. Organistional systems and Techniques of strategic evaluation.

**Relevant case studies related to the topics should be discussed.**

### Suggested Readings

1. Kazmi A. 'Business Policy & Strategic Management' Tata McGraw Hill
2. Thomson & Strickland 'Strategic Management: Concept & Cases' Tata McGraw Hill
3. S. Reddy, Strategic Management by Himalaya Publication
4. Wheelen & Hungee 'Strategic Management & Business Policy' Addison- Wesley
5. Johnson & Scholes 'Exploring Corporate Strategy' Prentice Hall India
6. Jauch & Glueck 'Business Policy & Strategic Management' Tata McGraw Hill

## **Entrepreneurship and Managing Small Medium Business (MBA 402)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The purpose of this paper is to prepare a ground where the students view Entrepreneurship as a desirable and feasible career option. In particular the paper seeks to build the necessary competencies and motivation for a career in Entrepreneurship.

### **Unit I:-**

**Foundations of Entrepreneurship:** Concept , Need, Definition& role of Entrepreneurship ,Definition, characteristics& scope of Entrepreneur, Innovation, Invention, Creativity, Opportunities . Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur– comparative study , Roles& Responsibilities. Role of entrepreneur in Indian economy, Entrepreneurship as a career, Sustaining Competitiveness - Maintaining competitive advantage, Entrepreneurial culture. Reasons for the failure of entrepreneurial ventures, various case studies- successful, failed and turnaround ventures.

### **Unit II:-**

**Women entrepreneurs& Entrepreneurship Development:-**Meaning, role, problems& reasons for less women entrepreneurs. Various institutes & Govt schemes to help & uplift women entrepreneurs. Case studies for successful women entrepreneurs. Concept, need & role of Entrepreneurship Development. Role of the following agencies in the Entrepreneurship Development DIC , SISI ,EDII & NIESBUD .

### **Unit III:-**

**Small& Medium Enterprises:-** Small & Medium Industry: Meaning and importance - Definition of SME –role & importance in India Economy, Steps for Starting Small Industry: Decisions to become entrepreneur - Steps to be taken - Search for a business idea, source of ideas, idea processing, selection idea, input requirements, Nature and Components of SME Environment, SME Funding, Sources of Finance for SME's.

### **Unit IV:-**

**Project Management** Technical, Financial, Marketing Personnel and Management feasibility Reports

Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI,

SFCs, Venture Capital Funding, Angel Capitalist. Role of Central Government and State Government in

Promoting Entrepreneurship with various incentives, subsidies, grants.

**Relevant case studies related to the topics should be discussed.**

**Books Recommended:-**

1) Vasant Desai Management of small scale industries, Himalaya Publishing

2) Angadi, Cheema, Das, Entrepreneurship, Growth, and Economic Integration, Himalaya Publication

- 3) Roy Entrepreneurship Oxford University Press
- 4) Dr. R.K Gupta & Lipika k.Guliani Fundamentals of entrepreneurship development & project management-Himalaya Publication (in press)
- 5) Rizwana and Janakiran, Entrepreneurship Development, Excel Books
- 6) Murthy, Small Scale Industry and Entrepreneurial Development, Himalaya Publishing

### **SERVICES MARKETING (MBA-906)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** This course aims at creating understanding among the students to apply service marketing concepts and strategies to the create customer value in today's highly competitive environment.

#### **Unit I**

Introduction to Services, Growth of service sector economy, Service characteristics, Service classification, Service marketing mix, Consumer behaviour in services: customer expectation of service, customer perceptions of service.

#### **Unit II**

Managing relationship and building loyalty, Complaint handling and Service recovery strategies, Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process, Service blueprint, Physical evidence and the Servicescapes: types, role and its effect on behaviour.

#### **Unit III**

Delivering and performing service through employees and customers: service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self service technologies and Customer Participation, introduction to customer citizenship behavior  
Delivering services through intermediaries and electronic channels, Managing demand and capacity, Waiting line strategies integrated.

#### **Unit IV**

Services Marketing communications and services marketing triangle, Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and productivity: Integrated gaps model of service quality, Prescriptions for closing quality gaps,

**Relevant case studies related to the topics should be discussed.**

#### **Recommended Books**

1. Zeithmal A Valarie and Bitner Mary, 'Services Marketing', Tata McGraw Hill,
2. Lovelock, Christopher H, 'Services Marketing', Pearson Education ,
- 3 Hoffman, 'Marketing of services', Thomson South westen
4. Govind Apte, 'Service Marketing' Oxford Press
5. Shajahan , "Service Marketing" Himalya Publishing



## **INTERNATIONAL MARKETING (MBA 907)**

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations.

### **Unit I**

Definition, scope, importance and challenges of international marketing, International trade theories, Reasons for going international, economic analysis of multinational trade, International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

### **Unit II**

International Marketing Environment: Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis, International Economic Environment: IMF, WTO, International Monetary System, International Trade Barriers: Tariff and Non Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, MERCOSUR, International Marketing Research, Selection of export markets.

### **Unit III**

Direction & composition of Indian exports, Indian export and import policy export promotion organizations, export, incentives, Producing for exports, export quality control; export finance, shipment and procedures thereof, Export documents

### **Unit IV**

Processing of an export order, organisation and structure of export and import houses. International product policy: Product standardization & adaptation, international, product mix, International product life cycle, new product development, exports packaging, International pricing policy: Factors influencing selection of pricing policies, international pricing strategies, International distribution policy: Factors influencing selection of international distribution channels, types of international distribution channels, role of internet in international distribution International communication policy: communication strategies in international marketing, international promotion mix.

**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings:**

1. Onkvisit S. & Shaw, J., International Marketing: Analysis & Strategy, Pearson Education
2. CzinkotaM, Ronkaine I, Sutton Brady, C. and Beal, T. International Marketing, CengageLearning.
3. Cherunilam F, International Trade & Export Management, Himalaya Publishing.
4. Cateora & Graham, International Marketing, McGraw Hill.
5. Keegan, Global Marketing Management, Pearson Education Asia.
6. Daniels, J, International Business, Pearson Education.
7. Cherunilam, International Marketing, Himalaya Publishing.



## **SALES AND DISTRIBUTION MANAGEMENT (MBA 908)**

Max. Marks: 100

Internal Assessment: 40

External Assessment: 60

**Objectives:** The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

### **Unit I**

Sales Management: Scope, Importance, Objectives, Selling process, Personal Selling objectives, Determining sales related marketing policies, Sales organization structures: Types of sales organization structure, Relationship of sales department with other departments, Distributive network relations.

### **Unit II**

Sales Force Management: Recruiting and selecting sales personnel, Training sales force Motivating Sales Personnel, Compensating Sales Personnel, Managing expenses of sales personnel, Staff meeting and Sales Contests, Controlling the Sales Force: Sales Budget, Sales Quotas, Sales Territories, Sales control and cost analysis.

### **Unit III**

Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection of channel partner, Motivation, control and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

### **Unit IV**

Distribution System and Logistics: Physical Distribution System –Objectives Present need, Concept, Significance, and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing, Inventory Decisions, Reverse Logistics, Vendor evaluation, Supplier Service Policy (SSP), Purchase order processing; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Role of IT in distribution, Performance measurement and controls in supply chain management

**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings**

1. Cundiff, Govoni & Still, 'Sales Management', Prentice Hall India.
2. Mark W. Johnston & Greg W. Marshall, 'Sales Force Management', Tata McGraw-Hill
3. Ingram, 'Sales management', CengageLearning
4. Gupta, S L, 'Sales and Distribution Management', Excel Books
5. Panda, T.K. and Sahadev, S. 'Sales and Distribution Management', Oxford University
6. Rosenbloom, Bert, 'Marketing Channels: A Management View', Cengage Learning,
7. Havaldar, K. K. and Cavale, VM. 'Sales and Distribution Management', Tata McGraw Hill,
8. Chunawalla, S.A. Sales and Distribution Management, Himalaya Publishing House

## LOGISTICS MANAGEMENT (MBA 909)

Max. Marks: 100

Internal Assessment: 40

External Assessment: 60

**Objectives:** To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management.

### Unit I

Meaning, nature, scope and evolution of logistics, role of logistics in organisation and economy, key logistics activities and its relationship with cost, marketing and material management, Interdependence of transaction and exchange actions, Importance of channels and concept of logistical support, Geo-market dynamic logistical operation, its elements and network, logistics information system, Elements of Inventory: Inventory costs; concept of EOQ, Safety Stock.

### Unit II

Managing materials flow: purchasing, procurement, production control, inbound logistics, data and information system, inventory planning, material disposal, forecasting, development of warehouse resources: nature, scope, importance types, its productivity measures, Location Strategies ,financial dimensions of warehousing, issues of packaging, Types logistics organisational structure

### Unit III

Transportation: Different transportation modes and their pros and cons. Evaluation of transport decision, Freight rate structure and road transportation, Sea & Air cargo-tariff structure, Practices and procedures of their operation and services provided by them, Intermodal transportation, Containerization's concept and its operation, Inland container depot & terminals in India Liner Shipping conferences -its norms and practices, Chartering principles and practices, Insurance and claim procedures in different modes of transportation, Reviewing transportation infrastructure in India, Interstate tariffs and documentation, Carrier consignee liabilities, Pricing and related services.

### Unit IV

Elements of storage and material handling including warehousing and packing alternatives, Receipt, dispatch, loading and unloading. Handling machines, Dispatch of vehicles, System design and administration, Total costs planning, minimum total costs policy, maximum customer service policy, maximum profit policy, Organization and Control for physical distant Information system for P.D. Information system in Logistics.

**Relevant case studies related to the topics should be discussed.**

### Suggested Readings

1. Bowersox Donald J., *Logistical Management*, Macmillan Publishing Co., Inc., New York.
2. Martin Christopher, *Logistics and Supply Chain Management*, Pearson Education, New Delhi, Sixth Edition, 2005.
3. Aliawadi & Singh, "Logistics Management" PHI

## **Customer Relationship Management (MBA 910)**

Max. Marks: 100

Internal Assessment: 40

External Assessment: 60

**Objective:** The purpose of this paper is to make students understand strategies and models of customer relationship

### **Unit-I**

Introduction to CRM: Meaning and Definition of Customer Relationship Management (CRM), Nature and Scope of CRM, Key Elements of Customer Management, Conceptual Framework of CRM, Components of CRM, Uses and Benefits of CRM, Challenges and Barriers in CRM; Understanding People component of CRM, Organization Environment and CRM, Value Chain Considerations for CRM, Difference between CRM and e-CRM.

### **Unit-II**

CRM Strategy: Sales Strategy – Sales challenges for FMCGs, Sales Processes and Participation in CRM, CRM and Sales Organization, Sales Customer Relationship Cycle, Sales Force Communications, Sales Force Automation Technology, Data Mining for CRM, Framework for Deploying Customer Relationships in Organizations; Marketing Strategy – Service Quality and Customer Satisfaction, Customer Loyalty, Customer Retention, Relationship between Customer Satisfaction and Loyalty, Relationship between Customer Loyalty and Profitability, CRM Strategy Cycle.

### **Unit-III**

CRM Models: Brief Introduction to Classic Marketing Models; Models of Customer Management – One-to-one, Transparent Marketing, Top Vanilla, Spot Sell, Pure Spot Sell, Channel Partnership; Impact of Web-based Marketing on these Models, Paradox of Technological Progress; Customer Requirements of CRM, Company's perspective of CRM, Concept of Share of Wallet.

### **Unit-IV**

Accountability for CRM: Tactical versus Strategic Application of CRM, Target Opportunities, Incremental Revenue, Cost Changes, Contact Strategies, Revenue and Cost Review, Feasibility Analysis, New Opportunities for improving CRM, Creating Long-term Customer Value (LTCV), Measuring Customer Relationships, Payback for Customer Relationships.

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings**

1. Baran, Roger J.; Robert J. Galka and Daniel P. Strunk (2008) Customer Relationship Management, Cengage Learning, 1<sup>st</sup> Edition.
2. Barnes, James G. (2001) Secrets of Customer Relationship Management, McGraw Hill, 1<sup>st</sup> Edition.
3. Kincaid, Judith (2003) Customer Relationship Management: Getting it Right!, Pearson Education, 1<sup>st</sup> Edition.
4. Peelen, Ed (2008) Customer Relationship Management, Pearson Education, 1<sup>st</sup> Edition.
5. Anderson, Kristin and Carol Kerr (2002) Customer Relationship Management, McGraw Hill Education, 1<sup>st</sup> Edition.
6. Sheth, Jagdish N. (2001) Customer Relationship Management: Emerging concepts, tools and applications, McGraw Hill Education, 1<sup>st</sup> Edition.
7. Sheth, Jagdish N.; Atul Parvatiyar and G. Shainesh (2002) Customer Relationship Management: Emerging concepts, tools and applications, McGraw Hill Education, 2<sup>nd</sup> Reprint.

## **International Finance (MBA 926)**

Max. Marks: 100

Internal Assessment: 40

External Assessment: 60

**Objective:** The objective of this paper is to help students to understand finance in global settings.

### **Unit-1**

International Finance: An overview, Importance, nature and scope, recent changes and challenges in IFM. International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. International Monetary System : Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

### **Unit 2**

Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates. Parity Conditions in international finance and currency forecasting: PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate.

### **Unit 3**

Foreign Exchange risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives

### **Unit 4**

International Sources of Finance: Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, Forfating, EXIM Bank of India

**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings:**

1. P. G. Apte, International Financial Management, Tata McGraw-Hill, New Delhi.
2. Alan C. Shapiro, Multinational Financial Management, Prentice Hall India Private Ltd,
3. Jeff Madura, International Financial Management, Thomson Publications.
4. Maurice D. Levi, International Finance, Tata McGraw-Hill, New Delhi.
5. S. Eun Choel and Risnick Bruce, International Financial Management, Tata McGraw Hill,
6. Avadhani, V.A. International Finance, Himalaya Publishing

## **Banking & Insurance Operations (MB 927)**

Max. Marks – 100

External assessment – 60

Internal Assessment – 40

Objective: The purpose of this paper is to make students understand the applications of banking and insurance operations in the business.

### **Unit I**

Banking system and structure in India, Types of banks, Role of Reserve Bank as regulator of banking system, Provisions of Banking Regulation Act & Reserve Bank of India Act. The terms banker and customer, Types of relationship between banker and customer, Bankers obligations to customers, Right of lien, set off, appropriation, Provisions of Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters

### **Unit II**

Customers' accounts with banks, Opening- operation, KYC norms and operation, Types of accounts and customers, Nomination, Settlement of death claims. Banking Technology, Home banking, ATMs, Internet banking, Mobile banking, Core banking solutions, Debit, Credit, and Smart cards, EFD, RTGS International banking, Exchange rates, Documentary letter of credit, financing exporters and importers, ECGC Policies and guarantees

### **Unit III**

Banker as lender, Types of loans, Overdraft facilities, Discounting of bills, Financing book dates and supply bills, Charging of Security bills, pledge, mortgage, assignment. Prudential norms for asset classification and capital adequacy. Management of NPAs. Asset liability management and risk management in banks, Basel norms. Money laundering.

### **Unit IV**

Introduction to Insurance, Elements of Insurance Risk, Players in Life and Non-Life Insurance sector, Insurance documents, Role and responsibilities IRDA, Provisions of Insurance Act 1938. Insurance Ombudsman. Types of Insurance, Life Insurance and General Insurance Products including unit linked plans, Alternative risk transfer mechanism and Re-Insurance, Nature of Re-Insurance risk, Legal framework of life and general insurance Bancassurance- concepts, critical issues, functional aspects, Indian Scenario, Future Prospects, Insurance Accounting, Financial Analysis and valuations, Solvency and performance measures.

**Relevant case studies related to the topics should be discussed.**

### **Recommended books:**

1. L M Bhole 'Financial Institutions & Markets' Tata McGraw- Hill
2. Sunderaram and Varshney. "Banking Theory, Law and practice" Sultan Chand & Sons, New Delhi.
3. Koch W, Timothy, & S. Scott. "Bank Management" Thomson, New Delhi,
4. Gordon & Natrajan, Banking (Theory, Law and Parctice) Himalaya Publishing
5. Agarwal, O.P. Banking and Insurance, Himalaya Publishing

**6. Gupta, P.K. Fundamentals of Insurance, Himalaya Publishing**

## Global Capital Market (MBA 928)

Max. Marks – 100  
External assessment – 60  
Internal Assessment - 40

**Objectives:** The objectives of the course is to provide the student with a thorough understanding of the structure and functions of different financial markets as well as the instruments that are in use in those markets.

### Unit I

**Introduction:** Type of Global Capital Markets, Theoretical benefits, advantages, Problems of supranational capital markets.

**The Structure of Global Financial Markets:** Money Markets-Advantages of Money Markets-Understanding Bond Markets-Advantages with Bonds-Types of Bond Market Instruments-Players in Bond Markets- Government Bond Issues and Agency Debt- The Need for MBS Market-Process of Securitization-Collateralized Mortgage Obligations (CMOs)-Comparing Different Mortgage Securities.

**The Eurocurrency Market:** Advantages and risk, Origin and history the market, Euro market centers, Euro market mechanism and instruments, Market participants, Eurocurrency Interest rate, Crisis and the market, recent development.

### Unit II

**European Markets:** monetary policy of the ECB, developments in money market, bond markets, equity markets, and derivatives markets since the start of the monetary union.

**The American Markets:** Introduction to US Money Markets-Instruments of Money markets-Variety Types of Municipal Securities-Eurodollar Market-Money Market Mutual Fund- The US Bond Market-Instruments in Bonds Markets-Types of Corporate Bonds-The US Equity Markets-Banking Regulations- Three Major Exchanges in US.

**Japanese Markets:** General Background of Japanese Markets- Japanese Banking Structure-Financial Sector Reforms in Japan-Major Funding Avenues-Export Finance in Japan-Credit Rating in Japan

### Unit III

**German Capital Markets:** The Germany Economy-The German Banking System-The German Bond Markets

**English Markets:** Introduction to UK Markets-The Big Bang of 1986- The UK Financial Market-The Financial Services Authority-Major Funding Routes-Export Finance

**Swiss Capital Markets:** General Scenario- The Swiss Banking Industry-The Swiss Insurance Industry-Performance of the Swiss Economy-Regulation of the Swiss Banking Industry-Swiss Fixed Income Markets-The Swiss Bond Market-Swiss Equity Markets-Exchange rates/Interest rates-Export Finance in Switzerland

### Unit IV

**Multilateral Financial Institutions:** World Bank Group- Detailed Study of World Bank-International Development Association (IDA)- International Finance Corporation (IFC)-Multilateral Investment Guarantee Agency (MIGA)-International Center for Settlements of Investment Dispute (ICID); International Monetary Fund (IMF)- Main Areas of Activities-Funding Avenues-Lending Activities-The Process of IMF Lending-Other IMF Facilities-Regional Development Banks; OPEC-AFDB-IADB-EBRD-ADB.

**Export Credits:** The Origin and Growth of Export Credits-How Exports are Financed-How Interest on Export Credits is Calculated-Role of Export Credit Insurance-Berne Union and its



Importance-The Indian Context.

**Relevant case studies related to the topics should be discussed.**

**Suggested Reading:**

1. Obstfeld Maurice and Taylor Alan M. 'Global Capital Markets: Integration, Crisis and Growth' Cambridge University Press.
2. Giddy Ian, 'Global Financial Markets' Houghton Mifflin Co
3. Frank J. Fabozzi 'Financial Management and Analysis' John Wiley & Sons.
4. Bhole, L.M., 'Financial Institutions and Markets' Tata Mcgraw Hill
5. Joshi, P.R., 'Global Capital Markets' Tata Mcgraw Hill

## Management Control System (MBA 929)

Max. Marks – 100

External assessment – 60

Internal Assessment - 40

**Objective:** The objective of this course is to make students understand control systems in the organization for better decision making.

### Unit I

**Introduction to Management Control Systems:** nature of management control- purpose of MCS-the organizational context of MCS-the formal systems the informal systems- the subsystems and the components of the control systems- use of information technology on control systems,

**Designing the Control Process and Managerial Control:** introduction- schools of thoughts in control (contingency approach, cybernetics approach) – designing management controls- the control process hierarchy- communication and reporting structures in the control systems. Ethical dimensions in MCS, corporate culture of MCS, organization structures.

**Behaviour in Organizations:** goal congruence, action control, result control, types of organizations, functions of controller.

### Unit II

**Responsibility Centers:** responsibility accounting, different types of responsibility centers (investment centers, revenue centers, expense centers, administrative and support centers, r&d centers, marketing centers, profit centers), general considerations/business units as Profit centers/measuring loose coupling between inter profit centers.

**Key Success Variables and Measures of Performance:** identifications of key success variables-key success variables and the control paradigm-performance indicators-eva and profitability measures.

### Unit III

**Budget Preparations & Financial Reporting:** nature of a budget, operating and other budgets, flexible and fixed budgets, budget preparation process, behaviour aspects. Analysing financial performance reports: calculating variances like material, labour and profit:Limitations of variance analysis, tools like standard costing, target costing, life cycle costing and activity based costing.(appropriate numerical examples should be given).

**MCS in service & non-profit organizations:** characteristics, professional service organizations, financial service organizations, healthcare organizations, non-profit organizations.

### Unit IV

**MCS in Multinational Corporation:** control issues, cultural differences, exchange rates, transfer pricing-objectives, methods, administration of transfer prices. (appropriate numerical examples should be given)

MCS in projects nature of projects, control environment, project planning and appraisal, project execution, project evaluation

**Management audit:** concepts, types, process, and applications in various functions.

**Relevant case studies related to the topics should be discussed.**

### Suggested Readings:

1. Robert Anthony and Vijay Govindarajan ‘Management Control System’ Tata McGraw Hills.

2. Kenneth. A Merchant 'Modern Management Control Systems Text & Cases' Prentice Hall
3. Maciariello, Joseph A / Kirby, Calvin J. 'Management Control Systems: Using Adaptive Systems to Attain Control' Prentice Hall.
4. Sinha Pradip, Management Control Systems, Himalaya Publishing
5. Ghosh, N. Management Control Systems, PHI

## **FINANCIAL ENGINEERING (MB 930)**

Max. Marks – 100

External assessment – 60

Internal Assessment - 40

**Objective:** The objective of this paper is to make student understand application of financial concepts with the help of financial tools.

### **Unit - I**

Overview - Meaning, scope, tools used in financial engineering, difference between financial engineering and financial analysis. Growth and Contributory factors to Growth of Financial Engineering. Skills and Knowledge Required: Statistical, Modeling, Technology, Legal, Accounting and Taxation.

### **Unit - II**

Determinations of value of financial instruments and products. Time value of money, the required rate of return. Absolute valuations versus relative valuation. Measuring return and risk. Portfolio consideration and investment horizons. Speculation, arbitrage and market efficiency.

### **Unit - III**

Derivatives: Types and uses; Basic Principles of options, Option trading strategies, Option pricing – Black Scholes Model, Option Greeks.

### **Unit - IV**

Forwards and futures: Basics & Types; Swap; Other derivative assets: futures options, warrants, forward rate agreement, swap options, exotic options, and credit derivatives. Risk Management and corporate strategy, the practice of hedging, Interest rate risk management.

**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings:**

1. Hull, John C.: Options, Futures and Other Derivatives, Prentice Hall of India
2. Walmsley, Julian: New Financial Instruments, Prentice Hall of India
3. Marshall, John F. and Bansal, Vipul K.: Financial Engineering, Prentice Hall of India
4. Grinblatt, Mark and Titman, Sheridan: Financial Markets and Corporate Strategy, Tata McGraw Hill
5. Strong, Robert A.: Derivatives – An Introduction, Thomson South-Western
6. Kumar, S.S.S: Financial Derivatives, Prentice Hall of India

## **Supply Chain Management (MBA 945)**

Max. Marks – 100

External assessment – 60

Internal Assessment - 40

### **Objective:**

#### **Unit I**

Introduction to supply chain management, Objectives, Importance , Supply chain drivers ,Obstacles, Decision phases in supply chain, Supply chain networks and Models, Supply chain planning: Strategic, operational and tactical, Supply chain strategies, Achieving strategic fit, value chain, Strategic Alliances and Outsourcing

Introduction to Supply Chain Inventory Management, Inventory theory models: Economic Order Quantity Models, Reorder Point Models and Multi echelon Inventory Systems, Relevant deterministic and stochastic inventory models.

#### **Unit 2**

Distribution Management: Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure, Facilities decisions in a supply chain. Supply chain facility layout and capacity planning

Designing the supply chain network, designing the distribution network ,role of distribution , factors influencing distribution, design options, network design in the supply chain , factors affecting the network design decisions

#### **Unit 3**

Coordination in a Supply Chain, Lack of supply chain coordination and the Bullwhip effect, obstacle to coordination, managerial levers, building partnerships and trust , vendor-managed inventories, continuous replenishment collaborative planning, forecasting and replenishment. Measurement of Supply chain performance: The balanced score card approach, Performance Metrics. Demand forecasting in supply chain, aggregate planning in supply chain, Predictable variability

#### **Unit 4**

Strategic Cost Management in Supply Chain, The financial impacts, Volume leveraging and cross docking, Target pricing, Measuring service levels in supply chains, Customer Satisfaction/Value/Profitability/Differential Advantage. Information Technology in the Supply Chain, IT Framework, customer relationship management, internal supply chain management, supplier relationship management, impact of e-business in supply chain, transaction management, future of IT

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings:**

1. David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies*, McGraw-Hill/Irwin, New York
2. Sunil Chopra and Peter Meindel. *Supply Chain Management: Strategy, Planning, and Operation*, Prentice Hall of India
3. Coyle, Bardi, Longley, *The management of Business Logistics – A supply Chain Perspective*, Thomson Press
4. Janat Shah, *Supply Chain Management*, Pearson Publication
5. Donald J Bowersox, Dand J Closs, M Bixby Coluper, *Supply Chain Logistics Management*, TMH
6. Wisner, Keong Leong and Keah-Choon Tan, *Principles of Supply Chain Management A Balanced Approach*, Thomson Press.

## **Technology Management (MBA 946)**

Max. Marks – 100  
External assessment – 60  
Internal Assessment - 40

**Objective:** To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.

### **UNIT I**

Management of technology: Various aspects and issues, strategic considerations, technological change and innovation, impact of technological change on employment and productivity, social consequences.

### **UNIT II**

Technology forecasting, technology development, technology acquisition and transfer. Technology absorption and diffusion, evaluation/assessment of competing technologies, foreign diffusion, collaboration and strategic technological alliances.

### **UNIT III**

Law regarding protection of trade intellectual property rights, patents, trademarks, TRIPS and W.T.O. - It's impact on Indian economy.

### **UNIT IV**

Technological environment in India - Technology policy, role of various government organisations such as DST, CSIR in development and dissemination of technology, technology development at organization level, role of information system, quality systems and market feedback.

**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings:**

1. Fredruck Betz, *Managing Technology*, Prentice Hall.
2. MaukDudgson, *Technology Strategy and the Firm*, Longman Publications.
3. Morse and Babcock, *Managing Engineering and Technology*, PHI

## **Knowledge Management (947)**

Max. Marks – 100  
External assessment – 60  
Internal Assessment - 40

Objectives – Knowledge Management course aims to develop behavioral and conceptual skills among students that are mandatory for the organizational growth. After completing the course, Students are expected to be able to formulate strategies for development, deployment and utilization of knowledge capabilities of organization.

### Unit 1

Data, information and knowledge; Fundamentals of Knowledge Management, Drivers of knowledge management, Knowledge Management and learning organizations - Learning organization: five components of learning organization, Knowledge sources and documentation. Essentials of Knowledge Management, Knowledge management techniques, Knowledge creation process, systems and tools, building the knowledge corporation and implementing Knowledge management in organization

### Unit 2

Analyzing business environment-knowledge audit and analysis – designing Knowledge Management team – creating Knowledge Management system blue print- implementation-capture –store and sharing. Organizational culture and knowledge management Knowledge system – Issues, challenges and benefits.

### Unit 3

Organizational Context of KM , Dispersed knowledge; Social boundary of knowledge processes; Knowledge workers and knowledge-intensive firms; Knowledge workers and their retention; Structuring of multinationals and knowledge processes. Organizational knowledge measurement techniques, organizational implementation barriers.

### Unit 4

Intellectual capital – Introduction, social innovation capital, false linearity, false orientation. Performance Measurement of KM Systems - Factors influencing knowledge management; KM Measurement Bell curve; Types of performance measures; Measurement approaches; Application softwares.

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings:**



1. Sudhir Warier, Knowledge Management , Vikas Publications.
2. Stuart Barnes Knowledge Management Systems , Thomson Learning.
3. J.M. Firestone, M.W. Mcelroy Key issues in the New Knowledge Management, MA: KMCI Press/Butterworth Heinemann
4. Pankaj Sharma, Knowledge Management –, APH Pub.
5. Amrit tiwana, 'The essential guide to knowledge management,' Pearson education.
6. Ratnaja gogula, 'Knowledge management', A new dawn- ICFAI
7. Awad and Ghaziri, Knowledge Management, PHI

## **Manufacturing Policy and Implementation (MBA 948)**

Max. Marks – 100  
External assessment – 60  
Internal Assessment - 40

**Objective:** The aim of this course is to make students understand manufacturing decisions, operation and production scheduling and quality control parameters.

### Unit I

Introduction to manufacturing, Strategic decisions in Manufacturing Management, Choice of Technology, Capacity Layout / Automation in Material handling systems Emerging trends Flexible Manufacturing Systems as enablers of low cost strategy – Their implications for Costing Systems

### Unit II

Aggregate planning and Master Production Scheduling , Materials Requirement Planning (MRP), Manufacturing Resources Planning (MRP – II), Implementation Problems / Indian experience, Quick response systems in Manufacturing Replacement Theory

### Unit III

Review of Operations Scheduling Process ,Industrial scheduling systems - Job Shop Scheduling, Batch Production Scheduling, Flow Production Line Balancing – Introduction to flexible Manufacturing Systems and World Class Manufacturing Quality control and Quality assurance in manufacturing; Acceptance sampling, Six Sigma, Kaizan, QC Circles, Statistical Process Control,

### Unit IV

Objective of TPM – Total System effectiveness, Break-down maintenance, Preventive Maintenance, Productive Maintenance, Predictive Maintenance, Condition Monitoring System, Maintenance Prevention, Reliability Improvement, Total Employee Involvement and Small Group Activities, FMEA

**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings:**

1. B.S. Sahay World Class Manufacturing , Macmillan publishers India Ltd., Chennai.
2. R. Panneerselvam, Production and Operations Management – PHI learning.
3. Kanishka bedi, Production and Operations management with solution manual, Oxford University press, Chennai.
4. Kachru Upendra, Production and Operation Management, EXCEL Books

5. Chunawalla and Patel, Production and Operations Management, Himalaya Publishing

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## **Lean Manufacturing (949)**

Max. Marks – 100

External assessment – 60

Internal Assessment - 40

### **Objectives**

This course will give integrated perspective of lean thinking started by Toyota and adopted by other manufacturing companies across the globe. The scope of lean manufacturing and its techniques are not only limited to manufacturing, in today's scenario it has been adopted by service industries also. Students will learn various quality control techniques that are important for providing quality products and services to customers.

### **Unit I**

INTRODUCTION, Mass production system, Craft Production, Origin of Lean production system, Why Lean production, Lean revolution in Toyota, Systems and systems thinking, Basic image of lean production, Customer focus, Waste Management.

### **UNIT II**

JUST IN TIME, Why JIT, Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production leveling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

### **UNIT III**

KAIZEN, Six – Sigma philosophy and Methodologies, QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system, Standards in the lean system, 5S system, Total Productive Maintenance, Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized work, Common layouts.

### **UNIT IV**

Involvement, Hoshin Planning & Lean Culture, Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How does lean culture feel

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings:**

1. Pascal Dennis, Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System, (Second edition), Productivity Press, New York, 2007
2. Mike Rother and John Shook, Learning to See: Value Stream Mapping to Add
3. Value and Eliminate MUDA, Lean Enterprise Institute, 1999.
4. Jeffrey Liker, The Toyota Way : Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
5. Michael L. George, Lean Six SIGMA: Combining Six SIGMA Quality with Lean Production Speed, McGraw Hill, 2002.
6. Taiichi Ohno, Toyota Production System: Beyond Large-Scale Production, Taylor & Francis, Inc., 1988.

**Organizational Development (MB-966)**

**Max. Marks: 100**

**External Assessment: 60**

**Internal Assessment: 40**

**Objective:** The objective of this course is to make students understand interventions processes in the organization

**Unit-I**

Introduction to OD; Definitions & its distinguishing characteristics Historical background: various stages, second-generation OD and extent of application, values, assumptions and beliefs in OD., Foundations of OD: Models and theories of planned change, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

**Unit-II**

Action Research and OD, Action Research: A Process and an Approach. Managing OD Process: Diagnosis, The Six-Box Model, Third Waves Consulting, Nature of OD intervention, Analysis of Discrepancies, Phases of OD Program, Model of Managing Change, Creating Parallel Learning Structures.

**Unit-III**

OD Interventions: AN overview, Team Interventions, Intergroup and Third Party Peace Making Interventions, Comprehensive Interventions, Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors. Power, politics and OD: Power defined and explored, theories about the sources of Power, Organizational Politics in the practice of OD.

**Unit-IV**

Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD,

Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings:**

1. Wendell L. French, Cecil H. Bell : Organization Development Prentice Hall
2. Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
3. Blake, Robert & Mouton : Building a Dynamic Corporate through Grid OD, Homewood
4. Thomas H, Patten Organization Development through Team Building , Thomas Publication
5. Edgar F. Huse : Organization Development & Change, Thomas Publication
6. Burke W.W.: Organization Development Principles & Practice, Sage Publication
7. S. Ramnarayan & Kuldeep Singh and T.V. Rao: OD – Interventions & Strategies, Response Books, New Delhi.
8. S. Ramnarayan, and T.V. Rao : OD – Accelerating Learning & Transformation, Sage, New Delhi

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT (MB-967)

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The aim is to make student understand HR Policies in Global settings

### UNIT- I

**Introduction to cross cultural management:** Significance of Culture for International Management. Culture dimensions, impact of cross culture on organizations, role of culture in Strategic Decision- Making. Influence of National Culture on Organizational Culture.

**Comparing Culture:** Cultural and behavioral differences in different countries, various models for comparing cultural- Hofstede. GLOBE, Kluchohm & Stood beck

### UNIT-II

**Shift in Culture:** Culture as a factor in a people's Response to Change, significance of shift in Culture, Economic Factors and Shifts in National Culture, Foreign Intervention and influence on shifts in Local Cultures.

**Cross- Cultural Communication:** Role of effective communication for international and cross-cultural management and in the field of international marketing, Cross, Cultural Verbal Non-Verbal communication across cultures, managing Culture, Specific Perception , Responding the Demographic Change.

### UNIT- III

**Cross Cultural Human Resources Management** – Staffing and Training for Global Operations Global Staffing Choices, Expatriates or Local Managers, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams.

**Cross –cultural Negotiation & Decision making:** Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context, Negotiations across culture, Cross , culture Negotiation Process with two illustrations from multi cultural context {India-Europe / India –US setting, for instance}

### UNIT- IV

**Cross-culture ethics:** Ethics values across cultures and Ethics dilemma, Overview of culture and management in Asia (India, China and Japan), US and Europe.

**Relevant case studies related to the topics should be discussed.**

### Suggested Readings:

1. Deresky Helen 'International management: Managing Across Borders and Cultural', 4th Ed., Prentice Hall India
2. Esen Drlarry, Rchildress John 'The Secret of a Winning Culture: Building High- Performance Teams', Prentice Hall India.
3. Cashby Franklin 'Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company into a Hiongh- Performance Organisation, Prentice Hall India.
4. Rao, P.L. Interantional Human Resource Management, Excel books

## **Industrial Relations and Labour Laws (MBA 968)**

Max Marks: 100  
External Assessment: 60  
Internal Assessment: 40

**Objective:** The aim of this course is to help students to understand basics of labour laws and industrial relations applicable in various business houses.

### **UNIT-I**

Industrial Relations-Concept , Theories and Evolution, System approach to IR-Actors, Context, Web of Rules & Ideology, Trade UNIONSIM, impact of trade unions on wages, The Trade unions Act ,1926 {with amendments}

### **UNIT-II**

Grievance Handling, Tripartite and bipartite bodies, Anatomy of Industrial disputes, Conciliation , arbitration and adjudication, Sexual Harassment.

### **UNIT-III**

Collective Bargaining : Concept, meaning and objectives, Approaches, technique & Strategies to collective Bargaining, Process of Collective Bargaining, Impact of CB and workers participation in management on IR

### **UNIT-IV**

Industrial relations in U, K & USA, Japan & Russia, The industrial Disputes Act,1947{with amendments}, Factories Act{with amendments}

**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings:**

1. Arun Monappa & J.T., Dunlop Industrial System , TATA McGraw Hill
- 2 C.N.Patil, Collective Bargaining , University press
3. Pramod verma, Industrial Relations, Tata McGraw Hill
4. S.C.Srivastava, Industrial Relation& Labor Laws, Vikas Publications
- 5.Singh and Sinha, Labour Laws in Brief, Excel Books

## **People Management and Leadership (MBA 969)**

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The aim of this course is to make students understand how to manage people, leadership strategies at work

### **Unit - I**

People Management: Meaning and Concepts. Importance of People Management, Interactive Approach to Managing People; The Role of Human Resources, Individual and Interpersonal Behaviour.

### **Unit - II**

Deciding How to Decide; Performance at Work; Work Planning and Organization. Interactive Communication Skills; Responsible Management of People at Work.

### **Unit - II**

Leadership; Types and Importance of Leadership, Role of Leadership in Creating a High-Performance Work Culture. Empowerment and Delegation; Interactive Problem-Solving and Leadership.

### **Unit - IV**

Creativity and Innovation; Knowledge Management, Meaning and Concept, Leadership and Knowledge Management, The Human factor of Knowledge Management.

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**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings**

1. Andrew J. DuBrin, Leadership Principles, Cengage Learning: India Edition 2009
2. Haldar U. Kumar, Leadership and Team Building, Oxford University Press, 2011
3. Lussier Achua, Effective Leadership, Cengage Learning, 5<sup>th</sup> Edition
4. Daft Richard . L , Leadership , Cengage Learning , 5<sup>th</sup> Edition



## **Stress Management (MBA 970)**

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The course aims to help the students understand how to cope with stress at work place.

### **UNIT -I**

Meaning and concept of Stress, Hans Selye Model of Stress, Physiological Stress, Pestonjee's Bounce Back Model of Stress, Modules of Stress

### **UNIT-II**

Life events and Stress, Organisational role stress, Meaning, concept and Types of Role Stressors

### **UNIT-III**

Coping styles or strategies, Moderators of stress, counteracting stress, spirituality and stress.

### **UNIT-IV**

Managing Stress, Stress Tolerance Level, Managing Stress in Individual, Managing stress in organization, Stress Audit.

**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings:**

1. Dutta, P.K., Stress Management, Himalaya Publication
2. D.M. Pestonjee Stress And Coping : An Indian Experience, Sage Publication
3. Udai Pareek Making Organizational Role Effective:
4. Udai Pareek Handbook of HRD Tools

## **Programming in C++ (MBA 986)**

**Max. Marks: 100**  
**External Assessment: 60**  
**Internal Assessment: 40**

**Objective:** The objective of this course to learn programming from real world examples and understanding object oriented approach for finding solutions to various problems with the help of C++ language. Students will learn to create computer based solutions to various real-world problems using C++ and will learn various concepts of object oriented approach towards problem solving.

### **Unit I**

Introduction to Object Oriented Programming: Objects, Classes, Data abstraction, Data Encapsulation, Inheritance, Polymorphism, Introduction to C++, Identifier and keywords, constants, C++ operators, Variable declaration, statements, expressions, Conditional expression loop statements, breaking control statements.

### **Unit II**

Defining function, types of functions, Parameter Passing: by value, by address and by reference, Arrays, Pointers: Pointer Operations, Pointer Arithmetic, Pointers and Arrays, Pointer to functions. Functions: Prototyping.

### **Unit III**

Classes, member functions, objects, nested classes, inline member functions, static class member, Friend functions and Friend classes, Constructors: properties, types of constructors :Default, parameterized and copy, Destructors, Inheritance, single inheritance, types of base classes, types of derivations, multiple inheritance.

### **Unit IV**

Polymorphism: Function, operator and constructor overloading. Operator overloading: Rules for operator overloading, unary, binary operator overloading, virtual functions, pure virtual functions and abstract base classes.

Files and streams: Classes for file stream operations, opening and closing of files, binary file operations. Opening and closing of files, file operations.

**Relevant case studies related to the topics should be discussed.**

#### **Suggested Readings:**

1. D. Ravichandran, Programming with C++, Tata McGraw-Hill
2. Herbert Schildt, The Complete Reference C++, McGraw-Hill Osborne Media
3. Robert Lafore, Object Oriented Programming in C++, Pearson Education
4. Deitel and Deitel, C++ How to Program, Prentice Hall
5. Bjarne Stroustrup, The C++ programming language, Addison-Wesley Professional



## **E-Commerce and Cyber Securities (MBA 987)**

**Max. Marks: 100**

**External Assessment: 60**

**Internal Assessment: 40**

**Objective** The overall objective of this subject is to familiarize the students with internet, online system and html tags. A brief description of how web pages are made and knowledge of ASP.Net

### **Unit I**

Basics of E-Commerce Need of e-commerce, elements of electronic business process :- Basics of Internet and networking; Network Economics; Commerce Paradigm; Interactions ; Transactions; Introduction to electronic Payment System; digital cash, electronic check, on line credit card, on – line banking, Internet Basics: What is internet? What Special about Internet, Internet Protocols: TCP, IPv4, IPv6, FTP, HTTP, SOAP, SMTP, UDP.

### **Unit II**

Security Issues in e-business, Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Security, Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure(PKI) for Security, E-Business models, Futures of E-Commerce : Cyber-laws; Nation State in New Millennium; Entrepreneurial Opportunities; Embedded E- Commerce, Strategies for E-Commerce. Legal, Ethical and Societal Impacts of E-Commerce

### **Unit III**

An Introduction to Java Script: Statements, Comments, Variables, Operators, Functions, Loops, Objects, HTML: Basic HTML and tags, Language description, usability, static creation of HTML web pages. Creating tables, forms and their advantages. An overview of XML, Use of XML, integrity of XML with databases.

### **Unit IV**

ASP.Net (Active Server Pages), An Introduction to ASP.Net, variables and data types, Site Design: Creating Master Pages, Content Pages, Use of web.config file, global.asax file, Styling with themes, Events and code, Database connectivity through ADO.net, caching, Introduction of Web Services, Deployment, Builds and Finishing Up. An Introduction to AJAX.

**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings:**

1. Chris Hart, John Kauffman et al., Beginning ASP.NET 2.0, Wrox, Wiley India Pvt Ltd
2. Stephen Walther, ASP.NET Unleashed, Sams Publications
3. Bharat Bhaskar, Electronics Commerce, Tata McGraw-Hill
4. Ivan Bayross, Web Enabled Commercial Application Development, BPB Publications
5. James Conard, Patrick Rengler, Birn Erancis, Introduction to .net , Jay Elynn Wron Publications
6. Dave Chaffey. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Pearson Education

## **System Analysis and Design (MBA 988)**

**Max. Marks: 100**

**External Assessment: 60**

**Internal Assessment: 40**

**Objective:** The overall objective of this subject is to familiarize the students with System Development concepts. System development life cycle, system project planning, system design & testing fundamentals.

### **Unit I**

System Definition and concepts: General Theory systems, Manual and automated systems, Real time business sub systems, System environment and Boundaries, Real time system and distributed systems, Basic principles of successful systems, Approach to system development: Structured System Analysis and Design, Prototype, Joint Application Development, Role and Need of Systems Analyst. Qualifications and responsibilities.

### **Unit II**

Introduction to Systems, Development Life Cycle (SDLC). Various phases of SDLC: Study Analysis, Design, Development, Implementation, Maintenance; Documentation: Principles of Systems Documentation, Types of documentation and their importance, Data and fact gathering techniques: Interviews, Group Communication -Questionnaires; Assessing Project Feasibility: Technical, Operational, Economic, Cost Benefits Analysis, Module specifications, Top-down and bottom-up design. Module coupling and cohesion, Structure Charts.

### **Unit III**

System Design and Modeling: Process Modeling, Logical and physical design, Conceptual Data Modeling: Entity/Relationship Analysis, Entity-Relationship Modeling, ERDs and DFDs, Structured English, Decision Tree, Table

### **Unit IV**

Planning considerations, Conversion methods, procedures and controls, System acceptance criteria, System Evaluation and Performance, Testing and Validation.

**Relevant case studies related to the topics should be discussed.**

#### **Suggested Readings:**

1. Hoffer J. A, George J.F, Valacich J.S, and Panigrahi P.K “Modern Systems Analysis and Design”, Pearson Education,
2. A. Dennis and B. H. Wixom, “Systems Analysis and Design”, John Wiley & Sons, Inc.
3. Whitten J. L, Bentley L. D, “Systems Analysis and Design Methods”, Tata McGraw-Hill,
4. Kendall & Kendall, “Systems Analysis and Design, Pearson Education
5. An Integrated Approach to Software Engineering . Published by Springer

## Visual Programming (MBA 989)

**Max. Marks: 100**  
**External Assessment: 60**  
**Internal Assessment: 40**

**Objective:** The objective of this syllabus is to help the students in finding solutions to various real life problems and converting the solutions into computer program using Visual Basic (Event Driven programming). Students will be able to create software with 2 tier or 3 tier architecture. Students will learn about event driven programming and database access.

### Unit I

Introduction to Visual Basic 2005: History of Visual Basic, Features of Visual Basic 2005, B6.0 v/s VB 2005, Advantages of Visual Basic 2005.

Introduction to .Net, Origin and Structure of .NET Introduction to Visual Basic 2005 IDE: Solutions and Projects, Using the code editor.

### Unit II

Variables, Arrays and Collections, Constraints, Operators and Conditional Statements, procedures and Functions. Constructing a User Interface using windows forms, interacting with forms, form controls, Dialog Boxes.

### Unit III

MDI Applications and Menus, Types of Menus. Working with Databases using ADO.NET: Evolution of ADO.NET, Overview of ADO.NET, Working with ADO.NET objects.

### Unit IV

Introduction to Object Oriented Programming, Creating a class library using Visual Basic 2005. Exception and error handling, debugging in Visual Basic 2005.

**Relevant case studies related to the topics should be discussed.**

#### **Suggested Readings:**

1. Ivan Bayross, Sharanam Shah : Visual Basic 2005 for Beginners, Shroff *Publishers* & Distributors Pvt. Ltd.
2. Deitel & Deitel Visual Basic .NET How to Program, Prentice Hall
3. Anne Prince: Murach's Beginning Visual Basic .NET, BPB Publishers
4. Richard Blair, Jonathan Crossland, Matthew Reynolds, Thearon Willis, Beginning VB.NET Wrox Press

## **Introduction to Computer Networks (MBA 990)**

**Max. Marks: 100**

**External Assessment: 60**

**Internal Assessment: 40**

**Objective:** This course provides an in-depth discussion of computer networks. It includes a detailed discussion of the different Network Models. Concepts that have a direct effect on the efficiency of a network (e.g. different protocols and broadcast domains, topology) are also discussed.

### **Unit I**

**Overview:** Introduction : Data communications, networks, topology, the internet, protocols and standards ; Network Models: The OSI model, TCP/IP protocol suite, addressing.

### **Unit II**

**Physical Layer, Media & Data link Layer:** Data & signals: analog and digital, data rate limits, performance; Multiplexing: FDM, WDM, STDM, spread spectrum; Transmission media: guided media, unguided media; Switching: circuit switching , packet switching, structure of a switch  
Error detection and correction: Introduction, nature of errors, parity check, CRC, hamming code; CSMA/CD, CSMA/CA, FDMA, TDMA, SDMA; connecting devices : passive hubs, active hubs, repeaters, bridges, switches, gateways; frame relay, backbone networks, V LAN, ATM, protocols at physical layer & data link layer

### **Unit III**

**Network Layer & Application Layer:** IPv4 Addresses, IPv6 Addresses, IPv4 Addresses vs IPv6 Addresses internetworking, transition from IPv4 to IPv6, ICMP, IGMP, Protocols at network & application layer, routing & introduction to routing algorithms Domain Name System : Name space, domain name space, DNS in the Internet, resolution, remote logging, E-mail, file transfer, www, http

### **Unit IV**

**Network Security:** Introduction, cryptography, cryptography types, security Services, digital signatures, key management, ip security, SSL/TLS, firewalls

**Relevant case studies related to the topics should be discussed.**

### **Suggested Readings:**

1. Behrouz A Forouzan, Data communications, Tata McGraw-Hill
2. A.S.Tannenbaum, Computer Network, Prentice Hall
- 3 D.E.Cormer, Computer Networks, Addison Wesley and Internet
- 4 Cormer & Stevens, Inter networking with TCP-IP Design, Implementation Prentice Hall
- 5 D.Bertsekas & R.Gallagar, Data networks, Prentice Hall