



Rama University, Kanpur

Dated: 05-05-2017

Constitution of BOS

As per the university ordinance I am proposing BOS of Department of Management, Rama University, Kanpur for the year 2017-2018. The following members are nominated:

1. Dr. Divya Chaudhary - Chairperson
2. Dr. Govind Kumar - Member
3. Mr. Vikas Mishra - Member
4. Ms. Akansha Srivastava - Member
5. Mr. K.P. Singh - Member

The following members agreed to review the minutes.

1. Dr. S.N.P. Gupta (HOD, D.A.V. College, Kanpur) - External Member
2. Dr. Rakhi Gupta Mishra (BHU, Varanasi.) - External Member

Kindly approve it.

Divya
Dr. Divya Chaudhary
Dean FCM



Rama University, Kanpur

Dated: 17-05-2017

Minutes of Meeting

Boards of Studies

A meeting of Boards of Studies of Faculty of commerce and management was held on 16-05-2017 in Dean Office. The following members were present:

- | | |
|---------------------------|---------------|
| 1. Dr.Divya Chaudhary | - Chairperson |
| 2. Dr.Govind Kumar | - Member |
| 3. Mr.Vikas Mishra | - Member |
| 4. Ms. Akansha Srivastava | - Member |
| 5. Mr. K.P. Singh | - Member |

The following members agreed to review the minutes.

- | | |
|--|-------------------|
| 1. Dr.S.N.P. Gupta (HOD, D.A.V.College,Kanpur) | - External Member |
| 2. Dr.Rakhi Gupta Mishra (BHU,Varanasi.) | - External Member |

Agenda:

1. Discussion on panel of practical examiners.
2. Approval of provision for special examination.
3. Short term course in business etiquettes.

The BOS committee confirmed the minutes of the BOS meeting held on 16/05/2017.

2. The new programs and their curricula

S. No.	Item No.	Existing	Recommendation /Action Taken
1.	Continuation of syllabus for 3 years of B.Com (Honors).	Existing from 2015-16	<ul style="list-style-type: none">• Approved• Attached: Evaluation Scheme and Detailed syllabus for 3 years.• (Annexure:1)
2.	Continuation of Detail Syllabus of BBA (Digital Marketing) without major changes	Existing from 2014-15	<ul style="list-style-type: none">• Syllabus verified and approved (Annexure:2)

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Eng *KS* *AS* *Divya*
Vikas

3.	Continuation of Detail Syllabus of MBA (Dual Specialization) without major changes	Existing from 2014-15	<ul style="list-style-type: none"> Syllabus verified and approved (Annexure:3)
4.	Removal of MBA (Dual Specialization) Operations Management	.	<ul style="list-style-type: none"> Committee members agreed.
5.	Approval of external examiner	.	<ul style="list-style-type: none"> Committee members agreed.
6.	Approval a list of paper setter.		<ul style="list-style-type: none"> Committee members agreed.
7.	Approval of provision for special examination.	All the committee members were informed about provision for the special examination.	All committee members agreed with the consent that paper student must give back paper. (Annexure:4)
	Certificate course in business etiquettes.	All the committee members were informed about the drafted proposal.	All committee members agreed on implementation of the same. (Annexure:5)

3. Recommendation on New courses under the Institute

S. No.	Item No.	Feedback from Faculty/Student	Recommendation /Action Taken
1	NA	NA	NA

4. Consideration of the curricula of the new programs prepared by the faculty

Gravel *R* *Dhruv*
Villas *Se* *VP*
Sing

S. No.	Item No.	Feedback from Faculty/subject experts/Industries	Recommendation /Action Taken
1	NA	NA	NA

5. Review of Teaching Process

S. No.	Item No.	Existing	Recommendation /Action Taken
1	FDP	Yes	Agreed

6. Result Analysis: YES

7. Any other issue with the permission of the Chair: NO

The meeting concluded with a vote of thanks to the chair.

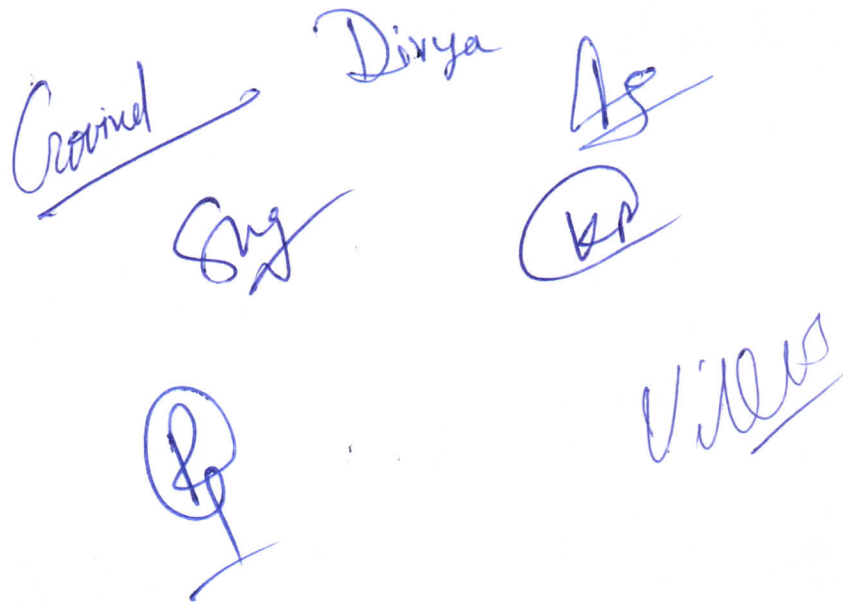
Date of the Next Meeting: to be decided and conveyed later

(Chairman)

Encl.: Recommended Curricula attached for consideration and approval.

CC:

1. Dean Academics Office
2. Registrar Office



 A collection of handwritten signatures in blue ink. The signatures include 'Arvind', 'Dirya', 'As', 'Sug', 'KP', and 'Vijay'. Some signatures are circled or underlined.

Rama University Uttar Pradesh, Kanpur
Faculty of Commerce and Management
Program Detail and Evaluation Scheme
(Effective from the Session 2014-15)
MBA (Dual Specialization)

Year-1 SEMESTER-II

S.N.	Course Code	Course	Period			EVALUATION SCHEME			Subject Total	Credit
			L	T	P	CE	MTE	ETE		
Theory subjects										
1	MBA201	Human Resource Management	3	1	0	20	20	60	100	4
2	MBA202	Production and Operations Management	3	1	0	20	20	60	100	4
3	MBA203	Marketing Management	3	1	0	20	20	60	100	4
4	MBA204	Financial Management	3	1	0	20	20	60	100	4
5	MBA205	Operations Research	3	1	0	20	20	60	100	4
6	MBA206	Logistics and Supply Chain Management	3	1	0	20	20	60	100	4
7	MBA207	Research Methodology	3	1	0	20	20	60	100	4
Total			21	7	0	140	140	420	700	28

L-Lecture, T-Tutorial, P- Practical, CE- Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

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Vikas *Kp* *Sng*

Rama University Uttar Pradesh, Kanpur

Faculty of Commerce and Management

Program Detail and Evaluation Scheme

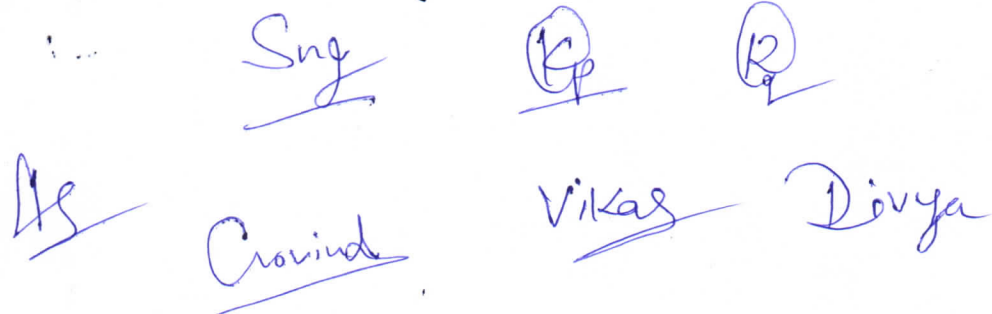
(Effective from the Session 2014-15)

MBA (Dual Specialization)

Year-2 SEMESTER-III

S.N.	Course Code	Course	Period			EVALUATION SCHEME			Total	Credit
			L	T	P	CE	MTE	ETE		
Theory Subjects										
1	MBA301	Strategic Management	3	1	0	20	20	60	100	4
2	MBA302	Entrepreneurship Development	3	1	0	20	20	60	100	4
3	MBA303	Management of Financial Institutions and Services	3	1	0	20	20	60	100	4
4	MBA304	Summer Internship Project	0	0	0	0	0	100	100	4
5		Major Elective 1	3	1	0	20	20	60	100	4
6		Major Elective 2	3	1	0	20	20	60	100	4
7		Minor Elective 1	3	1	0	20	20	60	100	4
8		Minor Elective 2	3	1	0	20	20	60	100	4
Total			21	7	0	140	140	520	800	32

L-Lecture, T-Tutorial, P- Practical, CE- Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination



Rama University Uttar Pradesh, Kanpur

Faculty of Commerce and Management

Program Detail and Evaluation Scheme

(Effective from the Session 2014-15)

MBA (Dual Specialization)

Year-2 SEMESTER-IV

S.N.	Course Code	Course	Period			Evaluation Scheme			Total	Credit
			L	T	P	CE	MTE	ETE		
Theory Subjects										
1	MBA401	Business Laws	3	1	0	20	20	60	100	4
2	MBA402	Management Information Systems	3	1	0	20	20	60	100	4
3	MBA403	Project management	3	1	0	20	20	60	100	4
4	MBA404	Final Research Project	0	0	0	0	0	100	100	4
5		MAJOR ELECTIVE 1	3	1	0	20	20	60	100	4
6		MAJOR ELECTIVE 2	3	1	0	20	20	60	100	4
7		MINOR ELECTIVE 1	3	1	0	20	20	60	100	4
8		MINOR ELECTIVE 2	3	1	0	20	20	60	100	4
		Total	21	7	0	140	140	520	800	32

L-Lecture, T-Tutorial, P- Practical, CE- Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

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MBA101: Managerial Economics

Course objective:- To understand how to take decisions based on economic criteria, by studying various economic theories and analyzing economic information

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Basic tools of economics and their use in decision-making Demand and Supply analysis: Market Equilibrium, Elasticity of demand: its determinants and business applications,	10/25%
Unit 2:	Theory of demand: cardinal and ordinal theory, Indifference curve and consumer's equilibrium, an introduction to the theory of revealed preference; demand forecasting: objectives and methods of forecasting.	10/25%
Unit 3:	Theory of costs and production function: various cost concepts, short run and long run cost, Economies and Diseconomies of scale; Short run and Long run production function: Law of variable proportions, Iso-quants and Laws of Returns, Economies and Diseconomies of scale	10/25%
Unit 4:	Market Structures: Perfect Competition; Monopoly; Discriminating Monopoly, Monopolistic Competition; An introduction to Oligopoly; Trade cycle: Impact of trade cycle on society; Inflation: cause and control of inflation; National income: various concepts and its measurement	10/25%

Text Books

- 1) Paul, Koushil: "**Managerial Economics**", Cengage Learning, New Delhi
- 2) Siddiqui S A, Siddiqui A S: "**Managerial Economics**", and Financial Analysis", New Age International Publishers, New Delhi, 2008.
- 3) Vanita Agarwal: "**Managerial Economics**", Pearson, New Delhi, 2013.
- 4) Dominick Salvatore: "**Managerial Economics**", Oxford University Press, New Delhi, 2010.
- 5) D.L. Ahuja: "**Managerial Economics**", S. Chand & Company Ltd, New Delhi-55.
- 6) O'Sullivan, Sheffrin, Perez "Micro Economics: Principles, Applications and Tools", Pearson Education.

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MBA 102 Quantitative Techniques

Course objective:- To Compute and understand the measures of central tendency time series analysis ,index number Correlation, equation of simple regression line ,probability concepts and perform probability theoretical distributions ,Hypothesis Testing concepts & perform various parametric and non parametric tests.

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	Role of Mathematics and statistics in Business Decisions Descriptive Statistics Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Interquartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location; Skewness and Kurtosis; Chebyshev's Theorem	10/25%
Unit 2:	Index Numbers, Methods: Simple, Aggregate, Weighted, Construction of Price and Quantity <i>Time series analysis</i> : Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.	10/25%
Unit 3:	Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.	10/25%
Unit 4:	Theory of Probability, Addition and Multiplication Law, Bayes' Theorem, Theoretical Distributions: Binomial, Poisson and Normal Distribution, Sampling Distribution, Standard Error, Theory of Estimation, Point Estimation, Interval Estimation; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test).	10/25%

Text Books

1. Levins, Krehbiel & Berenson, Business Statistics, Pearson Education
2. Levin & Rubin, Statistics for Management, Prentice Hall
3. Sancheti & Kapoor, Business Mathematics, Sultan Chand and Sons
4. S. C. Gupta – Fundamentals of Statistics

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MBA103: Accounts For Managers

Course objective:- The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organisation. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	<i>Overview:</i> Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting, Matching of Indian Accounting Standards with International Accounting Standards, Meaning of Assets, Liabilities, Classification of Accounts	10/25%
Unit 2:	<i>Mechanics of Accounting:</i> Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill	10/25%
Unit 3:	<i>Analysis of financial statement:</i> Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.	10/25%
Unit 4:	<i>Funds Flow Statement:</i> Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis. Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.	10/25%

Text books

- 1) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
- 2) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
- 3) Mukherjee - Financial Accounting for Management (TMH, 1st Edition).

Reference Books

1. Horngren, Sunden and Stratton. Introduction to Accounting Management, PHI
2. R.K. Lele, JawaharLal, Accounting Theory, Himalaya Publishing House
3. L.S. Porwaa Accounting Theory, Tata McGraw Hill

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Vikas Divya Govind
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MBA104: Organizational Behavior

Course objective:- To understand what managers do in organizations and the way their roles affect employee performance, motivation and organizational culture.

Detailed Contents

Unit	Content	Hrs/Weightage
Unit 1:	Organizational Behavior: Definition of OB, contributing disciplines to OB, challenges and opportunities for OB; Foundations of Individual behavior - biographical characteristics, ability, and learning; Values, Attitudes, Personality and Emotions; Perception	10/25%
Unit 2:	Job Satisfaction; Foundations of Group Behavior: Group formation, development and structure, Group Processes, Group Decision-making Techniques, Work Teams. Interpersonal Skill- Transactional analysis; Life Positions; Johari Window, Conflict Management, Stress Management, Crisis Management; Organizational Change & Development, Innovation, Creating a Learning Organization; Organizational Culture; Organizational Effectiveness	10/25%
Unit 3:	Motivational theories, Leadership – Meaning –styles, qualities & function of leader, Stress Management , Culture and Change: Introduction, Concept of Culture, Fundaments of Culture, Fundamentals of Change, Eight Steps of John Kotter on Leading Change	10/25%
Unit 4:	Moral Values and Ethics: values; concepts, types and formation of values, ethics and behavior; values of Indian managers; managerial excellence through human values; development of ethics, ethical decision making; business ethics: the changing environment and stakeholder management, relevance of ethics and values in business; spiritual values; modern business ethics and dilemmas; overview of CSR and sustainability.	10/25%

Text Books

1. Robbins S. P., Organization Behavior, Pearson Education Asia
2. Luthans F., Organization Behavior, Tata McGraw Hill
3. UdaiPareek, Understanding Organization Behavior, Oxford Publishing House

Reference Books

1. Hersey, Blanchard & Johnson, Management of Organizational Behavior, Prentice Hall India
2. Newstrom & Davis, Organizational Behavior: Human Behavior at Work, Tata McGraw Hill
3. Aswathappa KS, Organization Behaviour, Himalaya Publishing House
5. Heinz Wehrich & Harold Koontz, Management (A Global Perspective), Tata McGraw Hill

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MBA105: Principles and Practices of Management

Course objective:- The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	Management: Concept, Nature, Importance; Management: Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management, Managers V/s Entrepreneurs – Managers V/s Leaders – Guidelines for Managerial Excellence and success Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing.	10/25%
Unit 2:	Introduction to Functions of Management Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Strategic Planning-an overview; Management by Objectives (MBO), SWOT Analysis, Decision Making. Organizing: Concept, Organization Theories, Forms of Organizational Structure, Combining Jobs: Departmentation, Span of Control.	10/25%
Unit 3:	Staffing: Concept, System Approach, and Manpower Planning, chain of command Delegation, Decentralization, Span of Management, Line-staff Authority and Decentralization, Staffing Decisions & Authority and Responsibility Relationships, Decision Making Process, Models of Decision Making. Job Design, Recruitment & Selection and Performance Appraisal Directing: Concept, Direction and Supervision. Motivation: Concept, Motivation and Performance, Special Motivational techniques: Money, participation, reward systems.	10/25%
Unit 4:	Leadership: Concept and Functions, Process and models of Leadership Development, Contemporary views on Leadership: Transformational-Transactional, Charismatic-Visionary leadership. Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, System and Process of Controlling, Control techniques and information technology. Quantitative and Qualitative measures of Control, Feed back Management	10/25%

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MBA106: Business Communication

Course Objective: To develop good oral and written communication skills in students for their future jobs.

Detailed Contents

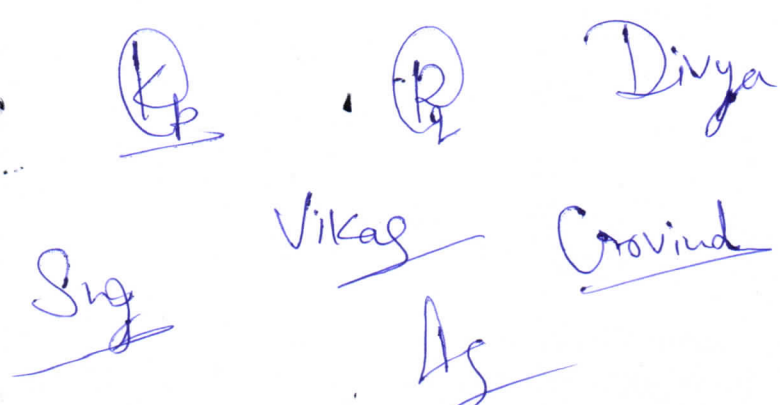
Unit	Content	Hrs/ Weightage
Unit 1:	Introduction to Communication: Need for Effective Communication. The Process of Communication: Levels of communication; Flow of communication; Use of language in communication; Communication networks; Significance of technical communication. Barriers to Communication: Types of barriers; Miscommunication; Noise; Overcoming measures.	10/25%
Unit 2:	Listening Skills: Listening as an active skill; Types of Listeners; Listening for general content; Listening to fill up information; Intensive Listening; Listening for specific information; Developing effective listening skills; Barriers to effective listening skills. Reading Skills: Previewing techniques; Skimming; Scanning; Understanding the gist of an argument; Identifying the topic sentence; Inferring lexical and contextual meaning; recognizing coherence and sequencing of sentences; Improving comprehension skills. Writing Skills: Sentence formation, Use of appropriate diction, Paragraph and Essay Writing, Coherence and Cohesion.	10/25%
Unit 3:	Letter Writing: Formal, informal and semi-official letters; business letters. Job Application: Cover letter, Differences between bio-data, CV and Resume. Report Writing: Basics of Report Writing; Structure of a report; Types of reports.	10/25%
Unit 4:	Non-verbal Communication and Body Language: Forms of non-verbal communication; Interpreting body-language cues; Kinesics; Proxemics; Chronemics; Effective use of body language. Interview Skills: Types of Interviews; ensuring success in job interviews; appropriate use of non-verbal communication. Group Discussion: Differences between group discussion and debate; ensuring success in group discussions. Presentation Skills: Oral presentation and public speaking skills; business presentations. Technology-based Communication: Netiquettes: effective e-mail messages; power-point presentation; enhancing editing skills using computer software.	10/25%

Text Books

1. Lesikar, Petit & Flately, Lesikar's Basic Business Communication, Tata McGraw-Hill
2. TN Chhabra (2007). Business Communication, Daya Publication

Reference Books

1. Poe & Fruchling, Basic Communication, AITBS
2. Taylor, English Conversion Practice, Tata McGraw-Hill



MBA107: IT for Managers

Course objective:- To understand the most widely used software packages for documentation, data storage and presentation.

Detail Contents

Unit	Content	Hrs/ Weightage
Unit 1:	Introduction to Computers: Block structure of a computer, Components of a computer system, Flow Chart and Algorithm; Introduction to High Level and Low Level Languages; Software: System s/w, Application s/w. Basic concepts of operating systems. Internet access: Introduction to www, Internet and intranet, Creation of E-mail address, Send & receive messages, Use of search engines, Delivering information with Microsoft Mail	10/25%
Unit 2:	Word processing: MS-Word, word basics, Creating a new word document, page-setup, Editing document, cut, copy, paste, paste special, paste as hyperlink. Different views of document, tool bar customization, formatting text and documents, working with header and footer, footnotes, endnotes, tables and sorting, graphics, mail merge and macros; Insert page break, column break, section break, paragraph, change cases, borders and shading. Spelling and grammar checking, Auto correct, Track changes, Inserting, deleting, selecting table, Insert rows and columns, Table auto format, formulas, split table.	10/25%
Unit 3:	Power Point: Basics, working with texts and graphics in Power Point, adding animation, sound, pictures and video. Creating new slide, inserting new slide, background setting, auto layout, apply design templates. Inserting header and footer, Slide from file, Clip art. Different view of slide, duplicates, delete slide, slide sorter, Master slide; Animation setting, slide transition, custom show.	10/25%
Unit 4:	MS Excel: working with spreadsheets-creating spreadsheets, formatting, data validation, what-if analysis, working with formulas, conditional formatting, pivot tables, basic charting, introduction to macros.	10/25%

Text Books:

1. P.K. Sinha, Fundamental of Computers, BPB
2. Leon & Leon, Internet for Everyone, Leon Tech World
3. Curtin, Foley, Sen and Martin, Information Technology Tata McGraw Hill
4. Ron Masfield, MS-Office Tech Publications

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MBA201: Human Resource Management

Course objective:- To understand the Human Resource Management function, its components, human resource information system and industrial relations as required in an industrial set up.

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	Introduction: concept, nature, scope, objectives and importance of HRM; Importance of Human Resource Management, Human Resource Practices, Introduction, Concept of Personnel Management, Functions of the Labor Welfare Officer, personnel management v/s HRM; role of HRM in strategic management; Kaizen; TQM and Six Sigma	10/25%
Unit 2:	HR Planning- Concept of Human Resource Planning (HRP), Factors in HRP, Process of HRP; Job Analysis – Job Description and Job Specification; Recruitment – Introduction, Concept of Recruitment, Factors Affecting Recruitment, Types of Recruitment, Selection: Introduction, Concept of Selection, Process of Selection, Selection Tests, Barriers in Selection, placement and induction	10/25%
Unit 3:	Training and Development: concept and importance of training; types of training; methods of training; design of training program; Employee Relations: Introduction, Concept of Employee Relations, Managing Discipline, Managing Grievance, Employee Counseling	10/25%
Unit 4:	Compensation and Maintenance: compensation: job evaluation – concept, process and significance; components of employee remuneration – base and supplementary; Performance and Potential Appraisal – concept and objectives; traditional and modern methods; limitations of Performance	10/25%

Text Books

1. Aswathappa, K., (2010), Human Resource Management, McGraw Hill Education.
2. DeCenzo, D. A. and Robbins, S.P. (2007), Fundamentals of Human Resource Management, 9th edition, John Wiley.

Reference Books

1. Durai, Praveen, (2010), Human Resource Management, Pearson Education.
2. Monappa, A. and Saiyadain, M., (2001), Personnel Management, McGraw-Hill Education.
3. Dessler, Gary, (2004) Human Resource Management, Pearson Education.
4. Jyothi, P. and Venkatesh, D.N, (2006), Human Resource Management, Oxford Higher Education.

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MBA202: Production and Operation Management

Course objective:- : To understand the concept of production and operations management, the types of production facilities and controlling inventory and quality of products produced.

Detail Content

Unit	Content	Hrs/Weightage
Unit 1:	Operations management: Concept, Functions. 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. Product –Process Mix	10/25%
Unit 2:	Facility Location – importance, Factors in Location Analysis: Location Analysis Techniques. Facility Layout – Objectives: Advantages: Basic types of layouts. Capacity Planning – Concepts: Factors Affecting Capacity Planning, Capacity Planning Decisions. Production Planning & Control (PPC) –Concepts, Objectives, Functions. Work Study – Productivity: Method Study; Work Measurement.	10/25%
Unit 3:	Introduction to modern productivity techniques – just in time, Kanban system; Total Quality Management & six-sigma; Functions of Purchasing Management – Objectives, Functions: Methods: Procedure. Value analysis – Concepts; Stock control systems. Virtual factory concept; Production worksheets. Purchasing & Vendor management: Centralized and decentralized purchasing, functions of purchase department and purchase policies.	10/25%
Unit 4:	Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis. Quality Management - Quality Concepts, Difference between Inspections, Quality Control, Quality Assurances, Total Quality Management: Control Charts: acceptance Sampling.	10/25%

Text Books

1. Nair, Production & Operations Management, 1st Edition, Tata McGraw-Hill
2. Adam and Eben, Production & Operations Management, 5th Edition, Prentice Hall India

Reference Books

1. Krajewski & Ritzman, Operations Management 5th Edition, Pearson Education
2. Buffa & Sarin, Modern Production/Operations Management 8th Edition, John Wiley
3. Chary, Production & Operations Management 2nd Edition Tata McGraw-Hill

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MBA203: Marketing Management

Course objective:- To understanding the Nature and scope of marketing, Evolution, Various marketing orientations, Core concepts of marketing, customer value and the value delivery process. Marketing challenges in the globalized economic scenario.

Detail Content

Unit	Content	Hrs/Weightage
Unit 1:	Introduction to marketing: Core concepts, Marketing and selling, Marketing mix. Factors affecting marketing environment; Marketing and globalization Marketing planning process & strategic planning;	10/25%
Unit 2:	Product Decisions: Product Mix, Differentiation & Positioning, New product development, Consumer adoption process, Product Life Cycle and strategies, Packaging and Labeling decisions. Branding & brand equity, Services Marketing, Pricing Decisions: Objectives, Factors affecting pricing decisions, Price Skimming & Penetration pricing	10/25%
Unit 3:	Distribution Decisions: Nature and types of Marketing Channels, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Physical distribution. Selection and Management of Intermediaries Promotion Decisions: Communication process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Managing the Sales force Selection	10/25%
Unit 4:	New Concepts: Green Marketing, Global Marketing, Buzz marketing, viral marketing Customer Relationship Management (CRM), Strategic marketing process; E-Commerce: Marketing in the digital age.	10/25%

Text Books

1. Kotler, Philip Marketing Management, Prentice Hall
2. Subhash C. Jain, Marketing Management, Cengage Publications
3. Ramaswamy&Namakumari, Marketing Management, McMillan

Reference Books

1. Kurtz & Boone, Principles of Marketing, Cengage Publications
2. Kotler& Armstrong, Principles of Marketing, Prentice Hall
3. Kotler&Koshy, Marketing Management, Prentice Hall
4. Biplab S. Bose, Marketing Management, Himalaya Publishing House

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MBA 204: Financial Management

Course objective Understand the sources of finance for determining the capital structure and assess budgets for new projects and working capital requirements.

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	Evolution of Financial-management, scope and objectives of financial management, financial forecasting, new financial instruments; Time Value of Money, Valuation of bonds and stocks; Source of Long Term funds: Equity shares, Preference share, Debentures, public deposits, factors affecting long term funds requirements	10/25%
Unit 2:	Capital Budgeting: Capital Budgeting process, Project Selection. Estimation of project cash flows, Types and Sources of Risk in Capital Budgeting Capital Budgeting Techniques: Payback Period Methods, Average rate of return, Net Present Value methods, IRR, Benefit-Cost ratio, Capital rationing	10/25%
Unit 3:	Capital Structure: Determinants of Capital Structure, Capital structure theories, over-capitalization, under-capitalization, Cost of Capital, Operating and Financial Leverage; Management of Retained Earnings: Retained earnings & Dividend policy, Consideration in dividend policy, Dividends theories, Bonus Shares. Lease financing: Concepts, types of leases, Advantages and disadvantages of leasing, Evaluation of lease agreement	10/25%
Unit 4:	Working Capital: Concept factors affecting working capital requirements, determining working capital requirements, Estimation of Working Capital, Sources of working capital; Receivables Management, Inventory Management, and Cash Management. Recent Developments—Introduction to concepts of EVA, MVA and CAPM	10/25%

Text Books

1. I.M. Pandey, Financial Management, Vikas Publishers
2. Khan and Jain, Financial Management, Tata McGraw Hill
3. Prasanna Chandra Financial Management (Theory & Practice), Tata McGraw Hill

Reference Books

1. James C. Van Horne & John M., Fundamentals of Financial Management, Pearson Education Asia
2. Brearly and Myres, Principles of Corporate Finance, Tata McGraw Hill

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MBA205: Operation Research

Course objective: To provide the students an understanding about the agribusiness cooperative organizations and their management.

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	Introduction to OR: Managerial Decision Making and OR. OR Models: Principles and Types. Linear Programming: Problem Formulation, Graphical & Simplex Method, Duality, and Sensitivity Analysis	10/25%
Unit 2:	Transportation Models, Trans-shipment Problem, Travelling Salesman Problem, Assignment Models; Replacement Models: Group Replacement, Individual Replacement Characteristics of M/M/I Queue model; Applications of Queue model for better service to the customers Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems	10/25%
Unit 3:	Inventory control (deterministic Models only) Price Break Inventory Model; Principles of Optimality, Recurrence Relation; Game Theory: Zero Sum Two Person Game, Saddle Point, Graphical Method, Approximation Method, Pure Mixed Strategy, Dominance	10/25%
Unit 4:	PERT-CPM: Uncertainty of PERT, Early Start, Early Finish, Late Start Late Finish and Float, Crashing of activity in CPM, Decision Making: Decision making environment, decision under uncertainty, decision under risk, decision tree analysis.	10/25%

Text Books

1. J K Sharma, Quantitative Techniques for Managerial Decisions, 1st Edition, Macmillan
2. N D Vohra, Quantitative Techniques in Management, 2nd Edition, Tata McGraw-Hill
3. V.K. Kapoor, Operations Research, 7th Edition, Sultan Chand
4. Lee, Moore, and Taylor, Management Science

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MBA206: Logistics and Supply Chain Management

Course objective: The objective of the course is to provide a comprehensive analysis of the principles and practices of Distribution and logistics

Detail Content

Unit	Content	Hrs/Weightage
Unit 1:	Supply Chain Management - Concepts, Issues in Supply Chain Management; Demand Volatility and information distortion, Managing networks and relationships; Performance Measures; Decisions in the Supply Chain World; Models for supply chain decision making	10/25%
Unit 2:	Supply Chain Inventory Management: Economic Order Quantity; Reorder Point Models; Multi-echelon Inventory Systems ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.	10/25%
Unit 3:	Mathematical Foundations of Supply Chain Solutions: Use of Stochastic Models and Combinatorial Optimization; , bullwhip effect in logistics Supply Chain Planning; Facilities Layout; Capacity Planning; Inventory Optimization; Dynamic Routing and Scheduling;	10/25%
Unit 4:	E-Commerce in SCM and Case Studies: Relation to ERP; E-Procurement; E-Logistics; Internet Auctions; E-Markets; E-Business Process Optimization; Business Objects in SCM; Case studies of IBM and Digital Equipment Corporation.	10/25%

Text Books

1. W.J. Hopp and M.L. Spearman. Factory Physics: Foundations of Manufacturing Management. Irwin, McGraw-Hill, 1996.
2. N. Viswanadham. Analysis of Manufacturing Enterprises. Kluwer Academic Publishers, 2000.
3. Sridhar Tayur, Ram Ganeshan, Michael Magazine (editors). Quantitative Models for Supply Chain Management. Kluwer Academic Publishers, 1999.
4. R.B. Handfield and E.L. Nichols, Jr. Introduction to Supply Chain Management. Prentice Hall, 1999.

Reference Books

1. N. Viswanadham and Y. Narahari. Performance Modeling of Automated manufacturing Systems. Prentice Hall of India, 1998.
2. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.
3. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning, 2001.
4. David Simchi Levi, Philip Kaminsky, and Edith Simchi Levi. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. Irwin McGraw-Hill, 2000.

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MBA207: Research Methodology

Course objective Research plays a very important role in management. This paper helps students of MBA to develop a research temper and be able to conduct research in an organizational set up and aims to make students understand the technicalities involved in a research work.

Detailed Contents

Unit	Content	Hrs/ Weightage
Unit 1:	Definition and Applications of Research Methodology; types of research; descriptive; exploratory; quantitative; qualitative; steps in the research process; reviewing of literature; formulating a research problem; identifying objectives; establishing operational definitions; identifying variables; defining concepts; indicators; variables; types of measurement scales: nominal; ordinal; interval; ratio; constructing hypotheses: functions; characteristics; types of hypotheses	10/25%
Unit 2:	Research Design: definition; functions; study designs: based on number of contacts; based on reference period; experimental; non-experimental and quasi-experimental study designs; cross-over comparative experimental designs; replicated cross-sectional design; action research; methods of data collection: primary and secondary sources; primary data collection instruments; attitudinal scales: Likert, Thurstone, Guttman scales; validity of research instruments: face and content; concurrent and predictive; construct validity; reliability of research instruments: external and internal consistency procedures	10/25%
Unit 3:	Sampling: concepts; principles; types of sampling: probability; non-probability; mixed sampling designs; sampling frame; sample size determination; Sampling errors; ethical issues in data collection; data editing; coding and tabulating	10/25%
Unit 4:	Introduction to hypothesis testing; advanced data analysis techniques: basic concepts of discriminate analysis; factor analysis; cluster analysis; displaying data; writing a research Report	10/25%

Textbooks:

1. Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education
2. Dr. Gupta, SL and Gupta, Hitesh (2011), Research Methodology, International Book House Pvt. Ltd.

Reference Books

1. Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
2. Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education

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MBA301: Strategic Management

Course objective: The course is designed specifically not only to introduce students with key strategy concepts but also aims to help students to integrate and apply their prior learning to various business situations.

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	Introduction & overview of strategic management: 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. Internal Appraisal – The internal environment, organizational capabilities in various functional areas and Strategic Advantage Profile. Methods techniques used for organizational appraisal (balanced scorecard and key factor rating).	10/25%
Unit 2:	(Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS). Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. 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.	10/25%
Unit 3:	Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer's product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters' five forces model. Mergers & Acquisitions; Strategic Alliances.	10/25%
Unit 4:	Strategy implementation: Value Creation ;Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Integration of functional plans. Strategic control and operational Control. Organizational systems and Techniques of strategic evaluation.	10/25%

Text Books:

1. Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill
2. Business Policy and Strategic Management – Dr AzharKazmi, Published by Tata McGraw Hill Publications
3. Business Policy and Strategic Management – SukulLomash and P.K Mishra, Vikas Publishing House Pvt Ltd, New Delhi
4. Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press

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MBA302: Entrepreneurship Development

Course objective The course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	Entrepreneurship: Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship. Types of Entrepreneurship, Barriers to Entrepreneurship	10/25%
Unit 2:	Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.	10/25%
Unit 3:	Business plans: marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership. Entrepreneurial Motivation- Maslow's Theory, Herzberg's theory, McGrigor's Theory. Creativity and entrepreneurship- Innovation and inventions, Skills of an entrepreneur, Decision making and Problem Solving	10/25%
Unit 4:	Sources of finance: debt or equity financing; commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising. (NABARD, SIDBI, MUDRA Banks etc	10/25%

Text Books

1. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, ND
2. Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA).
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.

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MBA303: Management of Financial Institutions and Services

Course objective To understand the functions of RBI as well as management of RBI, banking and non banking financial institution as well as to know about the basic function of several of financial services.

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.	10/25%
Unit 2:	Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.	10/25%
Unit 3:	Securitisation : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance & Mutual Fund organisations - Their status, types, working and strategies for commercial viability.	10/25%
Unit 4:	Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.	10/25%

Text Books :

- 1 Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
- 2 Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi, 2010.
- 3 Raising Venture Capital, Rupert Pearceans Simon Barnes, John Wiley & Sons, Ltd, 2006.

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MBA304: Summer Internship

Summer internship programme (SIP) is an integral part of the academic curriculum of MBA. For the successful completion of the MBA programme, the students are required to complete the SIP. After completion of the 1st year of the programme, i.e., after the 2nd semester and before the commencement of the second year of the programme, the students are required to work with an organisation for hands on experience. The duration of the SIP is six to eight weeks.

Following are the requirements for SIP:

1. The SIP process involves working under the mentorship of an executive of the concerned organisation and also with a faculty member of the institute where the student is studying, if required.
2. The student is expected to first understand the organisation and its setting and the industry/field in which the organisation is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study.
3. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.
4. The student should prepare a report and submit one copy to the organisation and one copy each to the institute and the university.
5. The student should also obtain a certificate from the organisation/s where the SIP was done and attach the same with the copy submitted to the institute.

Benefits to students and the internship provider (organization):

- 1 SIP aims at widening the student's perspective by providing an exposure to real life organisational and environmental situations. This will enable the students to explore an industry/organisation, build a relationship with a prospective employer, or simply hone their skills in a familiar field.
- 2 SIP also provides invaluable knowledge and networking experience to the students.
- 3 During the internship, the student has the chance to put whatever he/she learned in the 1st year of MBA into practice while working on a business plan or trying out a new industry, job function or organisation.
- 4 The organization benefits from the objective and unbiased perspective the student provides based on concepts and skills imbibed in the first year at the MBA institute.

Evaluation:

SIP is for 100 marks and carries 4 credits

It comprises

- A. SIP report: 50 marks
- B. Viva-Voce: 50 marks

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MBA401: Business Laws

Course objective: Managers are required to understand business laws and the legal framework within which they have to operate. This paper explores the key business laws that managers are required to apply in their day-to-day functioning.

Detailed Contents

Unit	Content	Hrs/ Weightage
Unit 1:	Contract Act, 1872 Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Breach, remedies for breach of contract ; Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency	10/25%
Unit 2:	Partnership Act, 1932 Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. Sale of Good Act, 1930 Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods,	10/25%
Unit 3:	Negotiable Instrument Act, 1881 Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques ,Holder and Holder in due course, Endorsement: Negotiation, Noting and Protest, Crossing of Cheques, Conditions when bankers must refuse payments and dishonor of a cheque; Companies Act, 1956 Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Highlights of amendments of 2013	10/25%
Unit 4:	Consumer Protection Act, 1956 Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.	10/25%

Text Books

- 1 Tulsian, P C(2009) , "Business Laws," Tata McGraw Hill, New Delhi
- 2 Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13th Edition)
- 3 Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)

Reference Books:

1. Pathak: "Legal Aspects of Business", Tata McGraw Hill, New Delhi, 2010
2. P.K.Padhi: "Legal Aspects of Business", PHI Learnings, New Delhi, 2013

MBA402: Management Information System

Course objective The objective of the course is to acquaint the students about the concept of business organizations, and also the management control systems.

Detail Contents

Unit	Content	Hrs/Weightage
Unit 1:	Introduction: definition; purpose; business organization with particular refer levels; MIS growth and development; System; recent developments in the Field of MIS; System Development: concept of system; types of systems: open; closed; deterministic; probabilistic; Systems; System	10/25%
Unit 2:	Development Life Cycle; System Anal Design and Implementation; MIS Applications in Business	10/25%
Unit 3:	Information Concepts: data and information; meaning and importance; relevance of information 'in Decision Making; sources and types of information;	10/25%
Unit 4:	Cost Benefit Analysis: quantitative and qualitative aspects; assessing information needs of the organization processing; decision of appropriate inform proper MIS; processing	10/25%

Text Books :

1. Laudon and Laudon, (2010), Management Information System, 11th edition, Pearson Education
2. Sadagopan, S., (2009), Management Information Systems, Prentice Hall of India

REFERENCE BOOKS:

1. Arora, Ashok and Akshaya Bhatia, (2009), Information Systems for Managers, Excel Books, New Delhi
2. McLeod, Raymond, (2008), Management Information System, Pearson Education
3. Goyal, D.P., (2008), Management Information Systems-Delhi

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MBA403: Project Management

Course objective The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

Detail Contents

Unit	Content	Hrs/ Weightage
Unit 1:	Concept of a project, categories of project, project development cycle. The concept of project management, tools & techniques of project management. Forms of project organizations	10/25%
Unit 2:	Project identification, Project formulation and preparation : Market and demand estimation, market survey, demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.	10/25%
Unit 3:	Technical , Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage-rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.	10/25%
Unit 4:	Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project, project financing	10/25%

Text books:

1. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
2. Mohsin M. - Project Planning and Control (Vikas)
3. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
4. Chaudhary, S – Project Management (Tata Mc Graw Hill)

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MBA404: Final Research Project

1. During the fourth semester, each student shall undertake a project to be pursued by him / her under the supervision of a guide / supervisor.
2. The guide / supervisor shall be appointed by the Dean, Faculty of Commerce & Management.
3. The subject and name of the supervisor shall be approved by the Dean.
4. The project report, in triplicate, along with one soft copy on a CD shall be submitted at least two weeks prior to the commencement of the End Term Examination of the Fourth Semester.
5. The project report shall carry 50 marks and shall be evaluated by a Board of Internal Examiners, appointed by the Dean.
6. The Board shall consist of a minimum of two Internal Faculty Members.

The major project report shall be evaluated in the following manner.

Criteria	Total
Project Report	50
Viva Voce	50
Total	100

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Electives/Specializations Offered

Code	Department Electives
	Human Resource Management
MBAHR01	Labour Legislations
MBAHR02	Industrial Relations and Labour Law
MBAHR03	Training and Development
MBAHR04	Managerial Leadership
MBAHR05	Performance Management
MBAHR06	Compensation and Reward Management
MBAHR07	Organizational Change and Development
MBAHR08	HR Audit and HR Information Systems
	Marketing Management
MBAMK01	Advertisement and Sales Promotion
MBAMK02	Consumer Behaviour
MBAMK03	Service Marketing
MBAMK04	Rural and Social Marketing
MBAMK05	Sales and Distribution Management
MBAMK06	Industrial Marketing
MBAMK07	Brand Management
MBAMK08	Customer Relationship Management
	Financial Management
MBAFM01	Security Analysis and Portfolio Management
MBAFM02	Cost and Management Accounting
MBAFM03	Corporate Tax Planning
MBAFM04	Project Appraisal and Management
MBAFM05	Mergers, Acquisitions and Corporate Restructuring
MBAFM06	Financial Engineering
MBAFM07	Working Capital Management
MBAFM08	Financial Markets and Institutions
	Information Technology and Management
MBAIT01	Decision Support Systems and Decision Models

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MBAIT02	E-Commerce
MBAIT03	Data Base Management System
MBAIT04	Data Mining and Data Warehousing
MBAIT05	Information Systems Management
MBAIT06	Systems Analysis and Design
MBAIT07	Enterprise Resource Planning
MBAIT08	Software Project Management
	International Business
MBA IB01	Export – Import Documentation
MBA IB02	International Business Environment
MBA IB03	International Business Concepts and Ethics
MBA IB04	International Finance
MBA IB05	International Marketing
MBA IB06	International Human Resource Management
MBA IB07	Management of Multinational Corporations
MBA IB08	International Logistics and Distribution Management
	Operations Management
MBA OM01	Total Quality Management
MBA OM02	Inventory and Material Requirement Planning
MBA OM03	Manufacturing Resource Planning
MBA OM04	Just In Time Manufacturing
MBA OM05	Operations Management
MBA OM06	Six Sigma
MBA OM07	Modern Techniques in Operations Management
MBA OM08	Advanced Production Planning and Control

MBAHR01: Labour Legislations

L-3 T/P-1

Credits – 4

Objective: To understand the labour law and its impact on organization.

Course Contents

Unit I

Importance of Labour Legislations; history of labour legislations in India; functions of labour legislations; types of labour legislations: legislations concerning regulating conditions of work; legislations concerning settlement of disputes; social security legislations

Unit II

Legislations concerning regulating conditions of work: The Factories Act, 1948; The Contract Labour Act, 1970; Industrial Employment (Standing Orders) Act, 1972;

Unit III

Legislations concerning settlement of disputes: Industrial Disputes Act, 1947; Trade Unions Act, 1926

Unit IV

Social Security Legislations: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; The Workmen's Compensation Act, 1923; The Employee State Insurance Act, 1948; Employees' Provident Fund and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961

Text Books

1. Elements of Industrial Law, N D Kapoor
2. Progressive Industrial Relations, Dr. S K Bhatia

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MBAHR02: Industrial Relations and Labour Law

L-3 T/P-1

Credits – 4

Objective: The Course intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings to gain knowledge of concepts, issues and legal framework of industrial relations.

Course Contents

Unit I

The Concept of Industrial Relations, Background to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations: The Actors in Employee Relations: Management, Unions and the State. Employee Involvement & Participation, Discipline & Grievance Management

Unit II

Voluntary Retirement Schemes, Main Recommendations of the Second National Labour Commission, International Labor Organization (ILO) The Future Direction of Industrial Relations.

Unit III

Legislations concerning regulating conditions of work: The Factories Act, 1948; The Contract Labour Act, 1970; Industrial Employment (Standing Orders) Act, 1972;

Unit IV

Legislations concerning settlement of disputes: Industrial Disputes Act, 1947; Trade Unions Act, 1926 ,Social Security Legislations: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; The Workmen's Compensation Act, 1923; The Employee State Insurance Act, 1948; Employees' Provident Fund and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961

Text Books

1. Sinha, P.R.N. et al (2009). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education
2. Blyton, P. & Turnbull, P. (2004). The Dynamics of Employee Relations. Palgrave Macmillan.

Reference Books

1. Ackers, P. & Wilkinson, A. (2003). Understanding Work & Employment: Industrial Relations in Transition, Oxford: Oxford University Press.
2. Padhi, P.K. (2010), Labor and Industrial Laws, Prentice Hall of India
3. Singh, B.D. (2009), Industrial Relations: Emerging Paradigms, Excel Books

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Objective: This Course aims at educating students on important of training needs and issue of human resource development in organization. The persons involved in updating management skills pose issues of design and delivery and review of training requirements, which also stands the objective of the given course.

Course Contents

Unit I

The Training Context: Nature and Scope of Training, Training Challenges, Forces Influencing Working and Learning, Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process Strategic Training: Models of Training- Faculty, Customer, Matrix, Corporate University and Business Embedded Model, Snapshots of Training Practices: Training Facts and Figures, Training Investment Leaders etc.

Unit II

Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA, Focus on Small Business

Unit III

Training Design, Delivery & Evaluation: Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting). Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids.

Unit IV

Employee Development, Career Management and Future of T & D: Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development, Types of MDP's, EDP's/Seminars and Conferences, Symposia. Career Management: Traditional Career vs. Protean Career, Models of Career Development, Challenges in Career Management: Onboarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T& D.

Text Books

1. Goldstein, I.L. & Ford, J.K. (2009). Training in Organizations, Cengage Learning.
2. Blanchard, P. N. & Thacker, W. J. (2008). Effective Training: Systems, Strategies and Practices, Pearson.

Reference Books

1. Raymond Noe, A. (2008). Employees Training and Development, McGraw Hill Publication.
- 2 O'Connor, Browner & Delaney (2003). Training for Organizations, Thompson Learning Press (now Cengage Learning). w.e.f Academic Session 2010-2011
3. Lynton Rolf, P. & Pareek, Udai (2000). Training for Organisational Transformation, Sage Publication.
4. Leatherman, D. (2007). The Training Trilogy: Conducting Needs Assessments, Designing Programs, Training Skills, HRD Press

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MBAHR04: Managerial Leadership

L-3 T/P-1

Credits – 4

Objective: This course focuses on helping students develop an ongoing, flexible portfolio of information about them and work in order to prepare them self for satisfying and productive lives in an ever-changing world. The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to inform others induce them and enlist their activity and willing co-operation in the performance of their jobs.

Course Contents

Unit I

Nature of leadership; nature of managerial work; perspectives on effective leadership behaviour; participative leadership; delegation; and empowerment

Unit II

Dyadic role making; attributions and followership; power and influence; managerial traits and skills

Unit III

Early contingency theories of effective leadership; charismatic and transformational leadership; leading change in organizations

Unit IV

Leadership in teams and decision groups; strategic leadership by executives; developing leadership skills; ethical leadership and diversity

Text Books

1. Gary Yukl, G., Leadership in Organizations, 7th Edition, Prentice Hall

Reference Books

1. Hay Group, Leadership Styles

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MBAHR05: Performance Management

L-3 T/P-1

Credits – 4

Objective: Student should be able to understand how to manage individual performance, performance appraisal system, nature of 360 degree feedback and how performance management system attempts to integrate both enabling and assessing individual performance. Course Contents

Course Contents

Unit I

Foundations of Performance Management: Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management

Unit II

Planning and Implementation of Performance Management-Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

Unit III

Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; e-Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit

Unit IV

Other Performance Management and Development Issues: Coaching, Counselling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations

Text Books

1. Agunis, H. (2008), Performance Management, Second Edition. Pearson Education, New Delhi
2. Kohli, A.S. & Deb, T. (2009). Performance Management, Oxford University Press, New Delhi

Reference Books

1. Bagchi, S.N. (2010). Performance Management, Cengage Learning, New Delhi
2. Smither, J.W. (2009). Performance Management: Putting Research into Practice. Wiley
3. Rao, T.V. (2008). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books: A division of Sage Publications
4. Kandula, S.R.(2007). Performance Management, PHof India, New Delhi

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MBAHR06: Compensation and Reward Management

L-3 T/P-1

Credits – 4

Objective: Familiarizing students with theory and practice of Compensation and reward management in global perspective and helping them to use compensation plans like ESOP's, EVA, Reward management, VRS and modern techniques of compensation for improving organizational effectiveness.

Course Contents

Unit I

Introduction to compensation: definition; goals of compensation system; foundations of compensation management; compensation strategy; monetary & non-monetary rewards; intrinsic rewards; cafeteria style compensation; fringe benefits and supplementary compensation; compensation structure- Indian practices

Unit II

Compensation for employees: wage theories; evolution of modern day labour force; incentive plans; ESOP's; EVA; reward management in TNC's; discrimination in labour market; quality in labour market; industry's compensation policy (micro-level); compensation for chief executives and other employees: guidelines of Companies Act relating to CEO Compensation; different components of compensation package

Unit III

Job Evaluation, Job Description and Job Specification: job analysis & its process; methods of job evaluation; internal and external equity in reward management; role of wage board & pay commissions; knowledge based compensation; team compensation; competency based compensation

Unit IV

Modern techniques of compensation: incentive schemes/payment-by-results (PBR); performance linked compensation; tax planning: tax implication of employee compensation package to the employer; tax efficient compensation package; VRS: approaches to deal with workforce redundancy; international compensation: problems; objectives; elements of expatriate's compensation package; case studies

Text Books

1. Henderson, R.I. (2009). Compensation Management in a Knowledge-based world 10/e. Pearson Education
2. Deb, T. (2009). Compensation Management: Text and Cases Excel Books

Reference Books

1. Singh, B.D. (2007). Compensation and Reward Management. Excel Books
2. Gerhart, B. & Rynes, S.L. (2008). Compensation, Evidence, and Strategic Implications, Sage Publication
3. Berger & Berger. (2008),—The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design, McGraw Hill
4. Martocchio, J. (2004), Strategic Compensation: A Human Resource Perspective Approach, Pearson Education

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MBAHR07: Organizational Change and Development

L-3 T/P-1

Credits – 4

Objective: Familiarizing students with theory and practice of Organizational Development in global perspective and helping them to use as a viable strategy for improving organizational effectiveness as well as making them aware of various interventions and applied behavioural science tools and techniques for enhancing the quality of life for organizational members.

Course Contents

Unit I

Introduction to Organizational Development: definition; nature and characteristics of Organization Development; managing the Organization Development process; theories of planned change; goals, values and assumptions of OD; role and competencies of the OD practitioner

Unit II

The diagnostic process and introduction to OD interventions: diagnosis at the organization, group and individual levels; data collection processes; diagnostic methods; challenges in diagnosis; diagnostic information feedback: characteristics of effective feedback; survey feedback; characteristics of effective interventions; designing interventions; the intervention process

Unit III

Human process and HRM interventions: sensitivity training; process consultation; third-party interventions; team building; organization confrontation meetings; intergroup relations interventions; large group interventions: grid OD; system for management; role playing; employee empowerment; performance management systems; employee wellness interventions ;career planning ;goal setting; MBO

Unit IV

Techno-structural and strategic interventions: restructuring organizations; job enrichment; socio technical systems; TQM and quality circles; culture change; self-designing organizations; Learning Organizations; challenges and future of OD; future trends in OD; ethical issues in Organizational Development

Text Books

1. Cummings, T.G. & Worley, C.G. (2009). Organizational Development and Change, Cengage Learning.
2. French, W., Cecil, H. Bell & Jr. (2007). Organizational Development, Pearson

Reference Books

1. Brown, D.R. & Harvey, D. (2006). An Experiential Approach to Organization Development, Pearson Education
2. Jones, G. R. (2008). Organizational Design and Change, Pearson Education.
3. Srivastava, B. (2009). Organizational Design and Development- Concepts and Applications, Biztantra
4. Edward D.H. (2007),—The Road to Organic Growth||, Tata McGraw H

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MBAHR08: HR Audit and HR Information Systems

L-3 T/P-1

Credits – 4

Objective: The purpose of this course is to develop an understanding among the students about the various concepts of HR audit and HR information system, which are helpful in developing sound HR policies in business organizations.

Course Contents

Unit I

HR as assets: definition of human resource accounting; introduction to human resource accounting; HR accounting concepts; methods and applications; HR accounting v/s other accounting; managing HR Cost; investment in employees; replacement costs; determination of HR value-monetary and non-monetary measurement methods; ROI Approach

Unit II

Developing HR Accounting Systems; implementation of HR Accounting practices; integrating HRA with other accounting systems; recent advancements and future directions in HR Accounting; role of HR Audit in business environment; HR Audit objectives; concepts; components; need; benefits; importance; methodology; instruments; HRD score card; effectiveness of HR Audit; issues in HR audit; Focus of HRD audit

Unit III

HRD audit reports; concepts; purpose; role of HR managers and auditors; report design; preparation of report; use of HR Audit report for business improvement; case studies

Unit IV

Evolution of HRIS; database concepts and applications in HRIS; systems design considerations in HRIS; HRIS needs analysis; system design and acquisition; cost justifying HRIS investments; project management development; information security and privacy; future of HRIS

Text Book

1. Human Resource Information Systems: Basics, Applications and Future Directions|| by M. Kavenagh and M. Thite (2009)
2. HRD Audit, Rao, TV, 1999, Response Books: A division of Sage Publications

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MBAMK01: Advertising and Sales Promotion

L-3 T/P-1

Credits – 4

Objective: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Course Contents

Unit I

Concept and definition of advertisement; social, economic and legal implications of advertisements; setting advertisement objectives; advertisement agencies; selection and remuneration; advertisement campaigns; media plan – types and choices; reach and frequency of advertisements; cost of advertisements and relation to sales; media strategy and scheduling

Unit II

Message Development; types of advertisements; layout; design appeal; copy structure; producing advertisements – print, radio, TV and web advertisements; media research; testing validity and reliability of advertisements; measuring impact of advertisements

Unit III

Definition, scope and role of sales promotion; objectives of sales promotion; sales promotion techniques; trade oriented and consumer oriented sales promotion

Unit IV

Sales promotion campaigns; identifying requirements; designing sales promotion campaigns; involving salesmen and dealers; outsourcing sales promotion; national and international promotion strategies; integrated promotion; coordination with various promotion techniques; online sales promotions

Text Books

1. Wells, Moriarty and Burnett, Advertising – Principles and Practice, Pearson Education, 7th Edition, 2007
2. Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing Communication, Prentice Hall of India, 2003

Reference Books

1. S.H.H. Kazmi and Satish K Batra, Advertising and Sales Promotion, Excel Books, 2001
2. George E Belch and Michel A Belch, Advertising and Promotion, McGraw Hill, Singapore, 2003
3. Julian Cummings, Sales Promotion, Kogan Page, London 1998
4. JaishriJethwaney, Advertising Management, Oxford, 2008

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MBAMK02: Consumer Behaviour

L-3 T/P-1

Credits – 4

Objective: The Objective of this course on Consumer Behavior and Customer Loyalty is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be focusing on real life case-studies from Indian environment.

Course Contents

Unit I

Introduction: Defining consumer Behaviour, Reasons for Studying Consumer Behaviour, Understanding Consumer and Market Segments, Environmental Influences on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Group and Family Influences, Personal Influences and Diffusions of Innovations.

Unit II

Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change. Consumer Decision Process: Problem Recognition, Search and Evaluation, Purchasing Processes, Post-Purchase Behaviour, Consumer Behaviour Models, Consumerism, Organization Buying Behaviour.

Unit III

Communication, Process of Communication, Marketing Communication, Objectives of Marketing Communication, Integrated Marketing Communication (IMC), Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC, Promotion Mix, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

Unit IV

Advertising Management, Overview: Meaning, Nature and Scope of Advertising, Advertising and Other Promotional Tools, Role of Advertising in Promotion Mix, Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting Media Planning, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising, Management of Advertising Agencies, Role of Advertising in Natural Development

Text Books

1. Schiffman L.G. and Kanuk L.L. (2006), Consumer Behaviour, 9th Edition, Pearson Education, New Delhi
2. Hawkins, D. I. & Best R. J. and Coney, K.A. and Mookerjee, A, (2007) Consumer Behaviour-Building Marketing Strategy, Tata McGraw Hill, New Delhi

References Books

1. Solomon, Michael R. (2009), Consumer Behaviour: Buying, Having and Being, PHI Learning Pvt. Ltd., New Delhi
2. Assel Henry, (2005), Consumer Behaviour, Cengage Learning, New Delhi.
3. Majumdar,R.(2010), Consumer Behaviour: Insights from the Indian Market, PHI Learning Pvt. Ltd., New Delhi
4. Loudon, David L. and Della Bitta, J. (2002) Consumer Behaviour, 4th Edition, Tata McGraw Hill, New Delhi.

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MBAMK03: Service Marketing

L-3 T/P-1

Credits – 4

Objective: The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

Course Contents

Unit I

Nature and scope of Services Marketing: concept of services; importance; goods and services marketing; emergence and reasons for growth of service sector in India; characteristics of services; classification of services; environment of service marketing (micro as well as macro)

Unit II

Product differentiation; product levels; pricing of services – pricing concepts; pricing strategies for services; use of differential pricing; Place: service distribution; components of service delivery system; potential management; problems associated with service delivery

Unit III

Promotion: advertising, sales, promotion and personal selling in service industry; People: importance of people in service marketing; role of various people involved; Physical Evidence: concept of physical evidence; importance; types of physical evidence in various sectors; Process: concept of process; types of processes; role of process in various services

Unit IV

Service models: service quality GAP model; Gronross Model of service quality (internal marketing, external marketing, and interactive marketing); challenges in marketing of services; Application of service marketing to hospitals, educational institutions and tourism industry

Text Books

1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner-TMH, 3/e, 2004
2. Services Marketing, Christopher Lovelock, Pearson Education, 2004
3. Services Marketing, Rajendra Nargundkar- TMH, 1/e, 2004

Reference Books

1. Services Marketing, Kenneth E Clow & David L Kurtz, Biztantra, 2/e, 2007
2. Services Marketing, Govind Apte, Oxford, 2007
3. Services Marketing, Hoffman & Bateson, Thomson, 2007.
4. Services Marketing, Peter Mudie and Angela Pirrie, 3/e, Elsevier, 2006.
5. Services Marketing, C Bhattacharjee, Excel, 2006
6. Services Marketing, S M Jha, HPH, 2007

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MBAMK04: Rural and Social Marketing

L-3 T/P-1

Credits – 4

Objective: The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing and development practices in Indian context.

Course Contents

Unit I

Rural Marketing Introduction: Definition; Rural Markets in India: Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing

Unit II

Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e-Chaupal) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India

Unit III

Foundation of Social Marketing: Definition, Scope and Importance; Social Marketing Challenges; Conceptual Framework of Social Marketing; Social Markets Segmentation; Marketing Mix: Product Strategies; Pricing Strategies; Promotion Strategies, Distribution

Unit IV

Social Marketing Applications: Role of Govt. and NGO's in Social Marketing; Social Marketing Applied in Family Planning, Healthcare, Small Savings, Literacy, AIDS Prevention, Environmental Protection, Anti- Smoking, Substance Abuse

Text Books

1. Kotler P and Andreasen (2008) Strategic Marketing for Non-Profit Organizations, Prentice Hall of India, PHI, New Delhi
2. Kashyap, Pradeep, Amp, Raut, Siddhartha (2005) Rural Marketing, Wiley, New Delhi
3. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, (2006), —Rural Marketing – Text and Cases]], Pearson Education, New Delhi.

Reference Books

1. Balram, Dogra and Ghuman, Kharminder, (2008) Rural Marketing, Tata McGraw Hill, New Delhi,
2. Kotler, P. Lee, N. R., Lee, N.(2008) Social Marketing: Influencing Behaviors for Good, Sage Publications.
3. Kotler, P. Roberto, N. Lee, N. (2002) —Social Marketing: Strategies for Changing Public Behavior]], 2nd Edition, Sage Publications
4. Bhatia, Tek K. (2007) Advertising and marketing In Rural India, 2nd Edition, Macmillan Publishers India Ltd., New Delhi

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MBAMK05: Sales and Distribution Management

L-3 T/P-1

Credits – 4

Objective: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective sales programme.

Course Contents

Unit I

Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

Unit II

Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

Unit III

Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

Unit IV

Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

Text Books

1. Donaldson B - Sales Management : Theory and Practice (Palgrave)
2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
3. Spiro - Sales Force Management (Tata Mc Graw Hill, 11th Ed.)
4. Still Richard R, Cundiff Edward W. and Govoni Norman A.P - Sales Management: Decisions, Strategies and Cases (Pearson Education, 5th Ed.)
5. Rosenbloom – Marketing Channels (Cengage Learning, 7th Ed.)
6. Johnson and Marshall - Sales Force Management (Tata Mc Graw Hill, 8th Ed.)

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MBAMK06: Industrial Marketing

L-3 T/P-1

Credits – 4

Objective: The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for industrial goods.

Course Contents

Unit I

Nature of Industrial Marketing: Industrial Marketing v/s Consumer Marketing Relational approach to Industrial Marketing- The Nature of Industrial Demand & Industrial Customer; Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub- Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services

Unit II

Factors influencing Organizational Buying: Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences Organizational Influences on Buying Behaviour: Buying Roles; The Buy Grid Model; The Organizational Buying Decision Process Industrial Product Decisions: Industrial Product Life Cycle –Industrial Product Mix determinants viz. technology – competition – operating capacity – shift in location of customers – government controls – changes in level of business activity

Unit III

Channel Structure for Industrial Products – Geographical, size, operating characteristics – manufacturers' and sales agents – Brokers - Channel Logistics Pricing for Industrial Products – Pricing Objectives - Price Decision Analysis –Breakeven analysis – net pricing – discount pricing – trade discounts – geographic pricing – factory pricing – freight allowance pricing – Terms of Sale – Outright purchase – Hire-purchase – Leasing

Unit IV

Purchasing systems – Auctions-Documentation – bids – order placement – follow up – receipt and inspection Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – promotional letters – Promotional novelties

Text Books

1. Industrial Marketing – Hill, Alexander, Cross
2. Industrial Marketing – P K Ghosh
3. Industrial Marketing – Hawaldar

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MBAMK07: Brand Management

L-3 T/P-1

Credits – 4

Objective: To increase understanding of the important issues in planning and evaluating brand strategies and to provide the appropriate theories, models, and other tools to make better branding decisions as well as a forum for students to apply these principles.

Course Contents

Unit I

Brand Management: what is a brand? Brand development: extension; rejuvenation; re-launch product v/s brands; goods and services; retailer and distributors; people and organizations; brand challenges and opportunities; the Brand Equity concept; identity and image

Unit II

Brand leveraging & brand performance's establishing a brand equity management system; measuring sources of brand equity and consumer mindset; co branding; celebrity endorsement

Unit III

Brand positioning & brand building :brand knowledge; brand portfolios and market segmentation; steps of brand building; identifying and establishing brand positioning; defining and establishing brand values

Unit IV

Designing & sustaining branding strategies: brand hierarchy; branding strategy; brand extension and brand transfer; managing brand over time

Text Books

1. Branding Concepts- Pati, Debashish
2. Brand Positioning Strategies for Competitive Advantage- Subrato Sengupta
3. The New Strategic Brand Management- Kapferer, Jean-Noel
4. Brand Management Perspectives and Practices- Das, Naveen
5. Total Brand Management: An Introduction- Chaturvedi, B.M
6. Brand Management Financial Perspectives- Ray

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MBAMK08: Customer Relationship Management

L-3 T/P-1

Credits – 4

Objective: The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

Course Contents

Unit I

Definitions - Concepts and Context of relationship Management – Evolution - Transactional v/relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

Unit II

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments

Unit III

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications

Unit IV

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call centre management – Role of CRM Managers. e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages

Text Books

1. G. Shainesh, Jagdish, N. Sheth, Customer Relationships Management Strategic Perspective, Macmillan 2005
2. Alok Kumar et al, Customer Relationship Management: Concepts and Applications, Biztantra, 2008

Reference Books

1. H. Peeru Mohamed and A. Sahadevan, Customer Relation Management, Vikas Publishing 2005
2. Jim Cathcart, The Eight Competencies of Relationship selling, Macmillan India, 2005
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007
5. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2004

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MBAFM01: Security Analysis and Portfolio Management

L-3 T/P-1

Credits – 4

Objective: The objective of this course is to expose the students to the concepts, tools and Techniques applicable in the field of security analysis and portfolio management Course Contents

Course Contents

Unit I

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.

Unit II

Risk & Return : Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. Valuation of Derivatives(Options and futures): concept, trading, valuation

Unit III

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit IV

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe and Treynor measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

Text Books

1. Chandra. Prasanna, (2009), Investment Analysis and Portfolio Management, 3rd Edition, Tata McGraw Hill, New Delhi
2. Fischer and Jordon (2009). Security Analysis and Investment Management, 6th Edition, Pearson Education.

Reference Books

1. Rustagi, R. P. (2008). Investment Analysis and Portfolio Management, 2nd Edition, Sultan Chand & Sons.
2. Bhalla, V.K. (2010). Investment Management: Security Analysis and Portfolio Management, 17th Edition, S.Chand & Sons.
3. Frank K. Reilly, Keith E Brown. (2009). Investment Analysis and Portfolio Management, 8th Edition, Cengage Learning.
4. Ranganatham, (2004). Investment Analysis and Portfolio Management, 1st edition, Pearson Education.

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MBAFM02: Cost and Management Accounting

L-3 T/P-1

Credits – 4

Objective: The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Contents

Unit I

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit II

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

Unit III

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Unit IV

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. *Neo Concepts for Decision Making:* Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each. *Responsibility Accounting & Transfer Pricing:* Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing.

Text Books

1. Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
2. Vij-Management Accounting (Excel Books)
3. Balakrishnan _ Managerial Accounting (Wiley Dreamtech)
4. Alex –Cost Accounting (Pearson)
5. Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000)
6. Sinha- Accounting and Costing for Management (Excel Books)
7. Horngren et al - Introduction to Management Accounting (Prentice hall, 2002, 12th edition)

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MBAFM03: Corporate Tax Planning

L-3 T/P-1

Credits – 4

Objective: The present course aims at familiarizing the participants with the principles, problems and structure of Different types of business taxes in Indian and relevance of these taxes in business decisions. Besides, a broad understanding or role of taxation in economic and industrial development of an economy will also be given.

Course Contents

Unit I

Introduction: Definitions: Income, Person, Assesse, Assessment Year, Previous Year, Gross Total Income, Total Income; Residential Status and Scope of Total Income on the basis of Residential Status, Agricultural Income

Unit II

Taxation of Companies: Definitions: Company and its Types, Heads of Income, Deductions from Gross Total Income for Companies, Simple Problems on Computation of Taxable Income of Companies, Minimum Alternate Tax u/s 115JB

Unit III

Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion and Tax Planning; Tax Planning with Reference to: Location of Undertaking, Type of Activity, Ownership Pattern; Tax Planning relating to: Mergers and Demergers of Companies. Tax Considerations in respect of Specific Financial and Managerial Decisions like Capital Structure Decisions, Deemed Dividend, Make or Buy, Own or Lease, Repair or Renewal, Managerial Remuneration

Unit IV

Tax Management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements

Text Books

1. Ahuja Girish, Gupta Ravi, —Simplified Approach to Corporate Tax Planning and Management||, Bharat Law House Pvt. Ltd., New Delhi
2. Singhanian V.K., Singhanian Monica, —Corporate Tax Planning and Business Tax Procedures||, Taxman Publications, Delhi

Reference Books

1. Ahuja Girish, Gupta Ravi, (2010). Systematic Approach to Income Tax, Service Tax and VAT, Bharat Law House Pvt. Ltd., New Delhi
2. Singhanian V.K., Singhanian Monica (2006) —Student's Guide to Income Tax||, Taxman Publications, Delhi.
3. Nitin Vashisht and B.B. Lal (2008). Direct Taxes: Income Tax, Wealth Tax and Tax Planning, 29th Edition, Pearson Education.
4. Lal, B.B. (2008). Income Tax and Central Sales Tax: Law and Practice, 29th Edition, Pearson Education

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MBAFM04: Project Appraisal and Management

L-3 T/P-1

Credits – 4

Objective: The objective is to provide adequate knowledge to the students for setting up of projects and their successful implementation.

Course Contents

Unit I

Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities.

Unit II

Market and Technical Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment; Project Costing and Finance: Cost of project; Cost of production; Break Even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance

Unit III

Project Appraisal: Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, and Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Return; Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis

Unit IV

Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float Times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation; Multiple Projects: Project Dependence; Capital Rationing; Ranking Methods of Projects; Mathematical Programming Approach; Linear Programming Model; Post Project Evaluation

Text Books

1. Chandra P. (2009), Projects, (7th Edition), Tata McGraw Hill
2. Pinto, (2009). Project Management, 1st edition, Pearson Education

Reference Books

1. Paneerselvam. R. and Senthilkumar P. —Project Management||, PHI Learning Pvt. Ltd
2. Sharma. J. K.(2007). Operations Research: Theory and Applications, 3rd Edition, Macmillan India Ltd.
3. Choudhury, S, (2007). Project Management, 1st Edition, Tata McGraw Hill Publishing Company.
4. Bhavesh, M. Patel (2009). Project Management: Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.

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MBAFM05: Mergers, Acquisitions and Corporate Restructuring

L-3 T/P-1

Credits – 4

Objective: The objective of the course is to develop the understanding about different types of mergers in global perspective, legal aspects, tax motives, methods of valuations as well as to develop the ability to examine the effect on market price and EPS of the firm.

Course Contents

Unit I

Introduction in Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances

Unit II

Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business

Unit III

Methods of Valuation – Cash flow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger

Unit IV

Defence against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman; Post Merger H.R. and Cultural Issues

Text Books

1. Gaughan, Patrick A.(2008). Mergers Acquisitions and Corporate Restructurings, 4th edition, Wiley India
2. J. Fred Westan, Kwang and Susan (2006). Mergers and Acquisitions, 1st Indian Reprint , Prentice Hall, India

Reference Books and Periodicals

1. Depamphilis Donald (2008). Mergers Acquisitions and Other Restructuring Activities, 4th edition, Academic Press Advanced Finance Series, Elsevier Incorporation
2. Sundarsanam (2006). Creating Value from Mergers and Acquisitions, 1st Edition, Pearson Education
3. Ramanujan. S.(1999). Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
4. Gupta, Manju (2010). Contemporary Issues in Mergers and Acquisitions, Himalaya Publishing
5. The Economist Group - The Economist
6. Association for Corporate Growth, Mergers and Acquisitions Journal

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MBAFM06: Financial Engineering

L-3 T/P-1

Credits – 4

Objective: The course has been designed to introduce the students with the applications of financial engineering, growth factors of financial engineering and determination of value of financial instruments and products such as derivatives, forward, future and options.

Course Contents

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, Modelling, 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, swaptions, exotic options, credit derivatives. Risk Management and corporate strategy, the practice of hedging, Interest rate risk management

Text Books

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

Reference Books

1. Grinblatt, Mark and Titman, Sheridan: Financial Markets and Corporate Strategy, Tata McGraw Hill
2. Sharpe, William F.: Investments, Prentice Hall of India
3. Strong, Robert A.: Derivatives – An Introduction, Thomson South-Western
4. Kumar, S.S.S: Financial Derivatives, Prentice Hall of India.

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MBAFM07: Working Capital Management

L-3 T/P-1

Credits – 4

Objective: The objective of the course is to develop the understanding about challenges about managing working capital, estimation and financing as well as handling and estimation of inventory, cash and receivables with the help of different models.

Course Contents

Unit I

Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

Unit II

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

Unit III

Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India. Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point etc.

Unit IV

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government policies.

Text Books

1. Rangrajan and Mishra - Working Capital Management (Excel)
2. Periasamy, P - Working Capital Management –Theory & Practice (Himalaya, 2007)
3. Pandey, I.M. - Financial Management (Vikas, 9th Ed.)
4. V.K. Bhalla - Working Capital Management (Anmol)
5. Dheeraj Sharma - Working Capital Management (Himalaya, 2005)
6. Ravi M. Kishore - Financial Management (Taxmann, 6th Ed.)
7. Khan & Jain - Financial Management (TMH, 5th Ed.)

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Objective: The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial services.

Course Contents

Unit I

Indian Financial System and Financial Markets: Organizational structure of the Indian Financial System, Major Components- Financial Markets; Financial Institutions/ Intermediaries; Financial Instruments; Financial Services, Primary market - Public Issue, Right Issue and Private Placement, Underwriters, Book Building Process, Indian Money Markets and Recent Reforms Call Money Market, Treasury Bills Market, Commercial Bills Market, Markets for Commercial Paper & Certificate of Deposits, Secondary Market - Capital Markets in India

Unit II

Financial & Banking Institutions: Role, Meaning and Importance of Financial Institutions and Banks, Banking Concept and Norms - E-Banking, Securitization, Universal Banking, Consortium Lending, Maximum Permissible Banking Finance, Loan Pricing, Non-Performing Assets, Asset Classifications, Income Recognition Provisioning and Capital Adequacy Norms, Disinvestments, Interest Rate Analysis, Narasimham Committee Reports, Credit Gaps, Yield Curve, Risk and Inflation

Unit III

Mutual Funds & Regulators in IFS: Investment Trust Companies v/s Unit trust, Mutual Funds, A Detailed Critical Appraisal of UTI in the Indian Financial System, Reserve Bank of India, Securities and Exchange Board of India, Objectives and functions of RBI and SEBI

Unit IV

NBFC and Financial Services: Activities and Role of NBFC; Regulatory Framework of NBFC; Credit Rating, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Merchant Banking

Text Books

1. Bhole, L.M. (2009). Financial Institutes & Markets, 5th Edition, Tata McGraw Hill
2. Pathak Bharti V. (2007). Indian Financial System- Markets, Institutions and Services, 2nd edition, Pearson Education

Reference Books and Periodicals

1. M Y Khan, (2009). Financial Services, 6th Edition, Tata McGraw Hill
2. Hull. John C. (2009). Management and Financial Institutions, 2nd Edition, Prentice Hall
3. Fabozzi, Frank J. — Foundations of Financial Markets and Institutions, (Latest Edition) Prentice Hall.
4. Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons
5. Reserve Bank of India, RBI Bulletin, NSE/BSE and SEBI Publications

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MBAIT01: Decision Support Systems and Decision Models

L-3 T/P-1

Credits – 4

Objective: The objective of the course is to develop the understanding about concepts and methods of Decision Science, Application of mathematical modelling and analysis to management problems, Foundation in modelling with spreadsheets, Application of Decision Models in functional areas and Application of software tools in decision modelling.

Course Contents

Unit I

Decision making: introduction and definitions; Simons Decision Making Models; how decisions are supported; DSS configurations; DSS characteristics and capabilities; components of DSS; DSS classifications; DSS Modelling-Static and Dynamic models; certainty; uncertainty and risk; sensitivity analysis; what-if analysis; goal seeking; group decision making; Group Decision Support System (GDSS); characteristics; processes; benefits and dysfunctions; supporting group work with computerized systems; tools for direct and indirect support of decision making

Unit II

Knowledge Management Systems; definition and types; framework for knowledge management; knowledge representation techniques: rules; frames; semantic networks; introduction to business intelligence: origins and drivers; general process of intelligence creation; use and characteristics of business intelligence; towards competitive intelligence; successful BI implementation; structure and components of BI; future trends

Unit III

Decision Models-Deterministic Models: Linear Programming: formulating optimization problems; spreadsheet modelling; using Solver and Solver Table; sensitivity analysis; Integer Programming: integer and binary variables; logical relationships; project selection; facility location; crew scheduling; Network Optimization: assignment problem; transportation problem; minimum-cost flow; funds-flow model; project management; currency exchange; Non Linear Optimization: portfolio optimization, demand estimation; pricing

Unit IV

Probabilistic Models-Stochastic Optimization: newsvendor model; Decision Trees: formulation and solution by backward induction; Simulation: basic concepts; Crystal Ball software; option pricing; revenue management; project management; Business Analytics: On Line Analytical Processing (OLAP); reporting and queries; multidimensionality; knowledge discovery in databases (KDD); framework of KDD

Text Books

1. Practical Management Science(3rd edition), by Winston and Albright.
2. Turban, Efrain: Decision Support & Business Intelligent Systems(8e)- Pearson Education
3. Marakas, George.M: Decision Support Systems in the 21st century – Pearson Education
4. Mallach, Efrem G: Decision Support & data Warehouse Systems – Tata McGraw-Hill
5. Laudon: Managing A Digital Firm||, Pearson Publishing

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MBAIT02: E-Commerce

L-3 T/P-1

Credits – 4

Objective: The objective of the course is to familiarize the participants with conceptual understanding, tools and techniques of Electronic Commerce used in business world.

Course Contents

Unit I

Introduction: E-commerce and physical commerce; types of e-commerce; some e-commerce scenarios; advantages of e-commerce; basic e-commerce technologies; client-side and server-side programming; database connectivity; session tracking techniques; advanced e-commerce technologies: mobile agent; WAP; XML; data mining; Rich Internet Application; Web2.0; REST Web services; Web mash up; working of search engines; internet security

Unit II

Internet payment systems; characteristics of payment system; SET protocol for credit card payments; e-cash; e-check; micropayment system; e-commerce strategies: strategies for marketing; sales and promotion; strategies for purchasing and support activities; strategies for web-auctions; virtual communities; and web portals

Unit III

E-business: introduction; e-commerce v/s e-business; characteristics of e-business; characteristics, role and challenges; e-business requirements and impact of e-business; e-business strategies; strategic positioning; levels of e-business strategies; strategic planning process; strategic alignment; consequences of e-business; implementation success factors; business models; processes and collaborations

Unit IV

Integration of applications: approaches to middleware; RPC and RMI; EAI; e-business integration; loosely coupled e-business solutions for integration; services oriented architecture, EAI and web services; WS security; E-commerce infrastructure: cluster of servers; virtualization techniques; cloud computing; server consolidation using the cloud; introduction to Hadoop; HDFS; Google Apps Engine

Text Books

1. E-Commerce Fundamentals and application (Henry Chan) Wiley Publication
2. Electronic Commerce (Gary Schneider) Thomson Course Technology
3. E-Business Organizational and technical foundation (Michael P) Wiley Publication

Reference Books

1. E-Commerce Strategies, Technology and applications (David) Tata McGraw-Hill
2. Introduction to E-commerce (Jeffrey) Tata- McGraw-Hill
3. E-Business and Commerce- Strategic Thinking and Practice (Brahm) Biztantra
4. Using Google Apps engine (Severance) O'Reilly
5. Hadoop : The Definitive Guide (White) O'Reilly

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MBAIT03: Database Management Systems

L-3 T/P-1

Credits – 4

Objective: The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. It provides the students an opportunity to study the hands-on implementation of a database in corporate environment.

Course Contents

Unit I

Purpose, Advantages and Disadvantages of DBMS, Data Models, Schemas and Instances, DBMS Architecture and Data Independence, Types of DBMS – Hierarchical, Network, Relational, Object-Oriented and Object Relational

Unit II

ER-Model – Basic concepts, Design Issues, Mapping Constraints, Keys, E-R Diagram, Design of an ER Database Schema, Reduction of E-R Schema to Tables; SQL: Background, Basic Structure, Set Operations, Aggregate Functions, Null Values, Nested Sub Queries, Derived Relations, Views, Modification of Database, Joined Relations, Data Definition Language, Domain Constraints, Referential Integrity

Unit III

Oracle: Basic Architecture, Data Definition, Data Manipulation (LIKE Operator, String Commands, Numeric Function, Date Function, Translate and Decode Function); Introduction to PL/SQL(Conditional, Logic, Loops, Go to Statements, Exceptional Handling, Triggers, Procedures, Functions, Cursor, LOB's)

Unit IV

Structure of Relational Databases, Relational Algebra, Functional Dependencies, Normal forms NF1,NF2, NF3 and BCNF, Multivalued Dependencies and Fourth Normal Form, Join Dependencies and Fifth Normal Form; Transaction, Concurrency: ACID Properties, Transaction State, Locks, Deadlock Condition, Two-Phase Locking Protocol

Text Books

1. Silberschatz, A, Korth H and Sudarshan S (2010), Database System Concepts, Sixth Edition, McGraw-Hill
2. Elmasri R. and Navathe S. (2008). Fundamentals of Database Systems, Fifth Edition, Pearson Education, Delhi

Reference Books

1. Koch, G. & Loney, K. (2005). Oracle 9i-The complete reference. Tata McGraw-Hill / Latest version of Oracle
2. Bipin C. Desai (2000). Introduction to Database Management Systems, Galgotia Publication
3. Singh, Shio Kumar (2006), Database Systems: Concepts, Design and Applications, First Edition, Pearson Education
4. Rob. Peter (2010), Data base system concepts, first edition, Cengage Learning

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MBAIT04: Data Mining and Data Warehousing

L-3 T/P-1

Credits – 4

Objective: The present course aims at familiarizing the participants with different models of architecture, architectural aspect of data mining, data mining techniques, decision trees and web mining.

Course Contents

Unit I

Introduction to data warehousing; online transaction processing (OLTP); data warehousing architecture fundamentals; types of architecture; DW process: technical and business Meta data; Meta data process; DW design; star and snowflake schema; OLAP architecture; multi-dimension database ; ROLAP data model; MOLAP data model; logical models for multi-dimensional information; conceptual models for multi-dimensional information; query reporting, EIS, DW and business strategy

Unit II

Data mining: fundamental concepts; architectural aspects of data mining; data mining techniques, issues and challenges; data mining for process improvements; as a research tool; for marketing and customer relationship management

Unit III

Association rules: introduction and overview; discovering association rules; A Priori, Partition and Incremental algorithms; Border algorithm; association rules with item constraints; Classification and clustering: introduction; clustering paradigms; Partitioning algorithm; K-means clustering algorithm; hierarchical clustering; fuzzy c-means algorithm; categorical clustering algorithm

Unit IV

Data mining tools: decision trees; neural networks; genetic algorithms; rough sets and fuzzy logics;

Advanced mining techniques: web mining (content, usage, structure); mining for e-business; text mining; Applications: business intelligence; customer relationship management with case studies

Text Books

1. Sam Anahory, Dennis Murray (2005). Data Warehousing in the Real World. Pearson

Reference Books

1. PaulrajPonniāh (2003), Data Warehousing Fundamentals. John Wiley

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MBAIT05: Information Systems Management

L-3 T/P-1

Credits – 4

Objective: The present course aims at familiarizing the participants with role and type of different types of information systems, planning for information systems, risks in information system, system design and development methodology, supply chain management and ERP.

Course Contents

Unit I

Meaning and Role of Information Systems; Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework

Unit II

Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems; Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option

Unit III

Systems design and Development Methodologies: SDLC Approach, Prototyping, Spiral Method, End-user Development; Logical and Physical Design; Evaluation of Information Systems

Unit IV

Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP

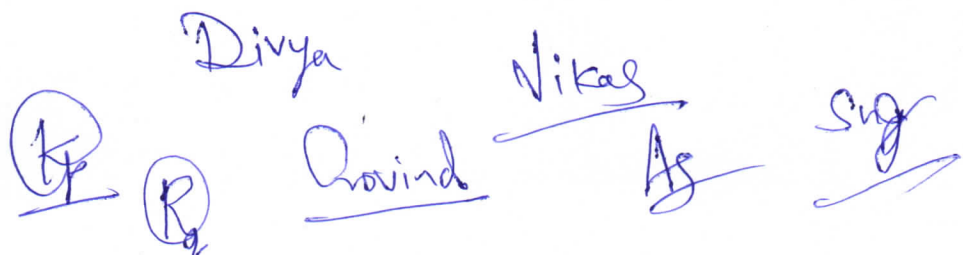
Text Books

1. James A O'Brien, George M Marakas and Ramesh Behl (2010). Management Information Systems, Ninth Edition, Tata McGraw Hill Education, New Delhi
2. Ken Laudon and Jane Laudon and RajanishDass (2010). Management Information Systems, Eleventh Edition, Pearson, New Delhi.

References Books

1. Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons
2. D.P. Goyal (2008). Management Information Systems-Managerial Perspectives, Second Edition, Macmillan, New Delhi.
3. S.A. Kelkar (2009). Management Information Systems-A concise Study, Second Edition, PHI Learning, New Delhi
4. NirmalyaBagchi (2010), Management Information Systems, Vikas Publishing House, New Delhi

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MBAIT06: Systems Analysis and Design

L-3 T/P-1

Credits – 4

Objective: It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

Course Contents

Unit I

Systems Development Life Cycle: Planning, Analysis, Design, Implementation; Systems Development

Methodologies: Structured Design, RAD, JAD, Prototyping; Project Team Roles and Skills; Project Initiation: Identifying Business Value, Feasibility Analysis; Project Management: Creating a Work Plan, Project Staffing, Controlling the Project

Unit II

Systems Analysis: Developing an Analysis Plan; Process Modelling: Data Flow Diagrams (Gane and Sarson, DeMarco and Yourdan), Use Case Diagrams. Data Modelling: Entity Relationship Diagrams. System Design: Physical Data Flow Diagrams, Physical Entity Relationship Diagrams. Architecture Design: Computing Architectures, Infrastructure Design, Global and Security

Unit III

User Interface Structure Design: User Interface Design Principles and Processes, User Interface Design Components. Data Storage Design: File and Database Formats, Optimization for Data Storage and Data Access. Program Design: Structure Chart, Program Specification. Construction: System Construction Process, Managing Programming, Designing Tests, Developing Documentation. Installation: System Installation Process, Conversion Strategies, Change Management, Post-Implementation Activities.

Unit IV

Object-Oriented Analysis and Design, and Testing: Object Concepts, Introduction to the Unified Modelling Language, Use Case Diagrams, Sequence Diagrams, Class Diagrams, State-chart Diagrams.

Text Books

1. Roger. S. Pressman (2009). Software Engineering: A Practitioner's Approach. McGraw Hill, New Delhi, Seventh Edition
2. Kendall, Kenneth E and Julie E. Kendall(2009). Systems Analysis and Design, Seventh Edition, PHI Learning, New Delhi

Reference Books

1. Jeffrey, L. Whitten and Lonnie D. Bentley (2000). System and Design Methods. Irwin McGraw-Hill
2. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich (2009), Modern Systems Analysis and Design, Fifth Edition, Pearson Education
3. Alan Dennis, Barbara H. Wixom and Roberta M Roth (2009). Systems Analysis & Design, 4th edition, Wiley & Sons.

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MBAIT07: Enterprise Resource Planning

L-3 T/P-1

Credits – 4

Objective: This paper deals with a broad conceptual focus on the ERP and related technologies necessary to incorporate the ERP concept into the framework of the world market place. The present course explores those aspects of ERP which are unique to international business.

Course Contents

Unit I

ERP: Enterprise Perspective: An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India.

Unit II

ERP: System Perspective: Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of ERP System, ERP Work flow, Process modelling for ERP Systems, Communication in ERP Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP

Unit III

ERP: Resource Management Perspective: 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, ERP Implementation Life Cycle, Implementation methodology, ERP Project Management & Monitoring

Unit IV

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

Text Books

1. Alexis, Leon (2nd Edition, 2008). Enterprise Resource Planning, Tata McGraw Hill
2. Luvai Motiwalla (2008). Enterprise Systems for Management, First edition, Pearson

Reference Books

1. Imhoff, C. Loftis Lisa & Geiger, G. Jonathan (2001). Building the Customer Centric Enterprise, 1st Edition, John Wiley & Sons
2. Ashim Singla (2009). Enterprise Resource Planning, First edition, Cengage Learning

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MBAIT08: Software Project Management

L-3 T/P-1

Credits – 4

Objective: It aims at acquainting these students with tools and techniques of planning, analyzing, designing, implementing and risk management in software project management.

Course Contents

Unit I

Software Product and Process: Software Characteristics & Applications, Software Process, Software Process Models; Linear Sequential Model, Prototyping Model, RAD Model, Evolutionary Software Process Models, Software Development Process

Unit II

Software Project Planning and Scheduling: Software Requirement, Software Requirements Specification, Requirements Validation, Software Design Principles, Software Project Estimation: Size Oriented, Function Oriented, Software Metrics, Software Cost Estimation, COCOMO Model, Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure. Project Monitoring & Control Techniques

Unit III

Software Quality Assurance & Configuration Management: Software Quality, Software Quality Assurances, Software Testing, Formal Technical Reviews, ISO Software Quality Standards, Software Configuration Management, SCM Process, Configuration Audit

Unit IV

Risk Management: Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management

Text Books

1. Roger. S. Pressman (2009). Software Engineering: A Practitioner's Approach. McGraw Hill, New Delhi, Seventh Edition
2. Aggarwal, K. K. & Singh, Yogesh (2008). Software Engineering, New Age International Third Edition

Reference Books:

1. Bob Hughes and Mike Cotterell (2001), Software Project Management, Tata McGraw Hill, New Delhi, Second Edition
2. Jack. R. Meredith and Samuel J. Mantel Jr. (2002). Project Management: A Managerial Approach, John Wiley & Sons, Singapore, Fourth Edition.
3. Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002), Effective Project Management, John Wiley & Sons, Singapore, Second Edition.

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MBAIB01: Export and Import Documentation

L-3 T/P-1

Credits – 4

Objective: The purpose of this course is to familiarize students with the procedures and documentation relating to foreign trade operations, and to train them to handle the documentary work concerning export-import business.

Course Contents

Unit I

Policy framework for India's Foreign Trade in pre- and post-liberalization era; Export-Import Policy; infrastructural support for India's foreign trade; policy formulation; consultative and deliberative bodies; EPCs; commodity boards and product development authorities; support organizations and services: IIFT; ITPO; export inspection agencies; Indian Council of Arbitration; FIEO; Commercial Representatives Abroad; State Governments and their role; Canalization Policy and role of public sector organizations

Unit II

Setting up Export Company: IEC Number / RCMC from Export Promotion Council; benefits and costs; Export Sales Contracts: terms and conditions; terms of shipment; processing of export order; documentation: Proforma invoice; commercial invoices and its attestation; packing list; Inspection Certificate; Certificate of Origin; Shipping Bills; AR4 Form; Mate's Receipt; GR Form; Marine Insurance Policy; ECGC Policy; Bill of Exchange; Bank Realization Certificate; Bill of Lading; Airway Bill; BSP Certificate / Special Consular Invoice and other related documents.

Unit III

Methods and terms of payments for exports; cargo; credit and foreign exchange risks: procedure for filing claims; quality control and pre-shipment inspection; excise and custom clearance; export incentives: major incentives and procedures for claiming them; procurement for exports: planning and methods of procurement for exports; custom clearance of imports: regulations and procedures; managing risks involved in importing; duty exemption schemes: objectives; benefits; procedures and documentation; schemes for import of capital goods: procedures for new/second hand capital goods

Unit IV

Foreign trade financing and insurance schemes: pre-and post-shipment; export credit schemes; import financing schemes; role of EXIM Bank and commercial banks; Export Credit and Foreign Exchange Covers; Export Credit and Guarantee Corporation (ECGC); financial guarantees; export/trading/star-trading/superstar trading houses: objective; criteria and benefits; procedures and documentation; policy for EOU/FTZ/EPZ units: objectives; criteria and benefits; procedures and documentation

Text Books

1. Foreign Trade Policy (2009-2013)
2. Ram Paras (2009). Export: What, Where and How? Anupam Publications.

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MBAIB02: International Business Environment

L-3 T/P-1

Credits – 4

Objective: To acquaint the students with the legal dimensions of international business and enable them to formulate strategies compatible with laws and treaties governing international business operations.

Course Contents

Unit I

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection V/s liberalization of global business environment.

Unit II

Liberalization of World Trade. FDI and their Impact on the Economy, Multinationals and their Economic Impact; Political and Legal Impact of Multinational Corporations; Strategies for Dealing with Multinationals;
entry strategy – different forms of international business

Unit III

International trade and financial institutions; functions of GATT / WTO (TRIPS, TRIMS), UNCTAD, IMF, World Bank and Asian Development Bank – their achievements, failures; WTO and World Bank from the point of view of India, BRICS ,AIB (Asian Infrastructure Bank)

Unit IV

Rise and fall of gold standard , Emerging International Monetary system with special reference to Post-Maastricht developments and developing countries; reform of the International monetary system, 1930 Crisis ,East Asian crisis and lessons for developing nations ,Subprime Crisis 2008 ,Recent trends in International Market (Greece ,Spain etc)

Text Books

1. Cherunilam, Francis, —International Business||, Himalaya Publishing House
2. Sharan, V., —International Business||, Prentice Hall of India
3. Yergin, Daniel, —The Battle for the World Economy||

Reference Books

1. Bedi, S.K.S., —Business Environment||, Excel Books
2. Hill, Charles W.L., International Business With Global Resource, McGraw Hill

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MBAIB03: International Business Concepts and Ethics

L-3 T/P-1

Credits – 4

Objective: To expose the students to the challenges faced and strategies adopted when conducting international business. As well as develop an appreciation for ethical conduct of business practice.

Course Contents

Unit I

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection V/s liberalization of global business environment.

Unit II

Strategic compulsions-Standardization V/s Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

Unit III

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation

Unit IV

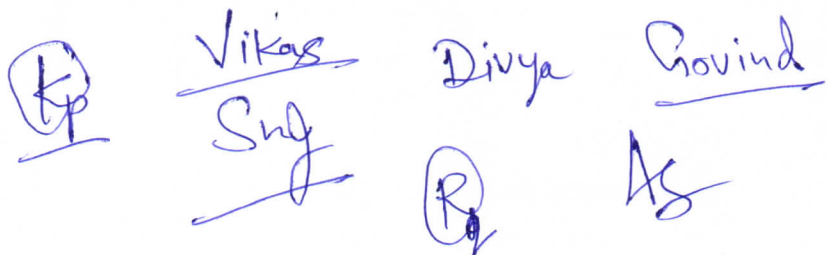
Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

Text Books

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, 2009
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000
3. K. Ashwathappa, International Business, Tata McGraw Hill, 2008

Reference Books

1. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005
2. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata McGraw Hill, 2006
3. OdedShenkar and YaongLuo, International Business, John Wiley Inc., Noida, 2004



MBAIB04: International Finance

L-3 T/P-1

Credits – 4

Objective: To give insights relating to financial management applications in the realm of international business with special reference to international financial markets systems & operations of MNCs

Course Contents

Unit I

International Finance: concept; role of international finance manager in multinational corporations; international financial environment; international transactions and financial market; trade and capital flow; inflation; exchange control and currency devaluation; expropriation; different types of risks; country risk analysis.

Unit II

Foreign direct investment and foreign institutional investment; foreign collaboration trends since liberalization; financial operations of multinational corporations; sources and investment; short, medium & long term; national currency financing; foreign currency financing; regional and national development finance; private investment companies; multilateral financial institutions: WB/IMF, ADB; Export and import financing: role of commercial banks; Basic instruments; private non-bank sources of finance

Unit III

Financial innovation and risk sharing: introduction; futures markets in growing world; financial future trading; role of financial futures; swap markets; basic swap structure; interest rate; fixed rates currency; currency coupon; types; international stock exchanges: New York, London, Luxemburg, third world and Asian stock exchanges; working and their influences; the securities market; bond market; foreign portfolio investment

Unit IV

New developments in international finance: country funds; ADR; GDR; EURO issues; ECBs; their process of issue; benefits; limitations and specific guidelines issued by Foreign Investment Promotion Board (FIPB); international financial investment strategies and regulations for Indian companies; FEMA

Text Books

1. V. Sharan International Financial Management Prentice Hall India
2. Maurice D. Levi International Finance McGraw Hill Inc.,

Reference Books

1. MadhuVij, International Finance, Excel Books
2. P.G. Apte, International Financial Management, Tata McGraw Hill
3. V.K. Bhalla, Management Text & Cases, Anmol Publications

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MBAIB05: International Marketing

L-3 T/P-1

Credits – 4

Objective: This paper deals with a broad conceptual focus on the marketing management Problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business

Course Contents

Unit I

International marketing: definition; scope and challenges of international marketing; international trade theories; reasons for going international

Unit II

The international marketing environment: political; legal; environmental; socio-cultural and technological environments; country risk analysis; international economic environment: IMF; WTO; international monetary system; international trade barriers; tariff and non-tariff; regional blocs: EU; NAFTA SAARC; ASEAN; MERCUSOR

Unit III

International marketing research; selection of export markets; forms of international market entry: direct and indirect methods; international product policy: product standardization and adaptation; international product mix; international product life cycle; export packaging; international pricing policy: factors influencing pricing policies; international pricing strategies; international distribution policies; factors influencing 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

Unit IV

Direction and 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; processing of an export order; organization and structure of export and import houses

Text Books

1. Onkvisit, S. & Shaw, J., International Marketing: Analysis & Strategy, Prentice Hall India.
2. Czinkota, M., Ronkainen, I., Sutton Brady, C. and Beal, T. International Marketing, Thomson Learning.
3. Cherunilam, F., International Trade & Export Management, Himalaya.
4. Cateora & Graham, International Marketing, McGraw Hill.

Reference Books

1. Keegan, Global Marketing Management, Pearson Education Asia.
2. Daniels, J. International Business, Pearson Education.
3. Cherunilam, International Marketing, Himalaya Publishing.

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MBAIB06: International Human Resource Management

L-3 T/P-1

Credits – 4

Objective: Helping the students to understand the concepts, models and variables of international Human Resource Management that moderate differences between domestic and international HRM as well as understanding the HR practices in different countries with major emphasis on the international dimensions of HRM confronting firms.

Course Contents

Unit I

Human Resource in a comparative perspective; international recruitment and selection; cultural factors/issues in performance management.

Unit II

Developing international staff and multinational teams; approaches to international compensation; repatriation

Unit III

Managing a globally and diverse workforce; industrial relations in a comparative perspective; global unions, regional integration and framework agreements.

Unit IV

Emerging trends in employee relations and employee involvement; international labour standards; HR/IR issues in multinational corporations and corporate social responsibility.

Text Books

1. Dowling, J. Peter; Festing, Marion and Engle Sr. D. Allen, International Human Resource Management, 5th Edition, Cengage Learning
2. Ashwathappa, K and Dash, Sadhna, International Human Resource Management – Text and Cases, Tata McGraw-Hill
3. Bedi, SPS and Kishore, Minakshi, Global Human Resource Management, 1st Edition, Wisdom Publications

Reference Books

1. Dowling and Welch, International Human Resource Management, 4th Edition, Cengage Learning

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MBAIB07: Management of Multinational Corporations

L-3 T/P-1

Credits – 4

Objective: The objective of this paper is to familiarize students with the cross-cultural behavior and its management for successful operations of the international firms.

Course Contents

Unit I

Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalisation process and managerial implications. Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.

Unit II

Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade. International Financial Environment: Foreign investments -Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

Unit III

International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation.

Unit IV

Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

Text Books

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial

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MBAIB08: International Logistics & Distribution Management

L-3 T/P-1

Credits – 4

Objective: The objective of this paper is to acquaint the students with the concepts and tools of supply chain management and logistics as relevant for an international firm.

Course Contents

Unit I

Basic Framework: Concept of supply chain management (SCM); SCM and trade logistics; Value chain analysis and SCM; Internationalisation of SCM. **Integrated SCM:** Concept, span and process of integrated SCM: Supply chain and continuous improvement, Supply Chain performance measurement; Supply chain modelling; Forecasting and financial implications: Supply chain and after-sales service; Creating life-cycle ownership value; Customer service management; Demand management; Product development Process and SCM.

Unit II

Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers, Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances. **Purchasing Process:** Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Supplier selection and evaluation; Purchase agreement; Purchasing cost management.

Unit III

Supply Chain and Information Management Systems - Importance of information management IT and business management systems MR, DRP, ERP, PDM, EIP and CPFR: Globalisation, technology and business chain management; Re-engineering the supply chain: Future directions. **Logistic System:** Concept, objectives and scope of logistics; System elements; Transportation, warehousing, inventory management, packing and unitisation; Control and communication.

Unit IV

Transport Fundamentals: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing.

Text Books

1. Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs, 1992
2. Christopher, M., Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services, Pitman, London, 1992.
3. James, C.J. and D.F. Wood, Contemporary Logistics, Macmillan, New York, 1990
4. Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul, 1995.
5. Stern, L.W., et. al., Marketing Channels, Prentice Hall of India private Ltd. New Delhi, 1996.

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MBAOM01: Total Quality Management

L-3 T/P-1

Credits – 4

- Objective: Understand the concept and culture of total quality management develop skills to use SQC techniques and other quality tools in solving quality-related problems as well as learn approaches to achieve customer satisfaction at a competitive price.

Course Contents

Unit I

Definition of Quality; dimensions of quality; quality planning; quality costs: analysis techniques for quality costs; basic concepts of TQM; historical review; principles of TQM; leadership: concepts; role of senior management; quality council; quality statements; strategic planning; Deming philosophy; barriers to TQM implementation

Unit II

Customer satisfaction: customer perception of quality; customer complaints; service quality; customer retention; employee involvement; motivation; empowerment; teams; recognition and reward; performance appraisal; benefits; continuous process improvement; Juran Trilogy; PDSA Cycle; 5S; Kaizen; supplier partnership; partnering; sourcing; supplier selection; supplier rating; relationship development; performance measures: basic concepts; strategy; performance measure.

Unit III

The seven tools of quality; statistical fundamentals: measures of central tendency and dispersion; population and sample; normal curve; control charts for variables and attributes; process capability; new seven management tools

Unit IV

Benchmarking: reasons to benchmark; benchmarking process; Quality Function Deployment (QFD): House of Quality; QFD Process; Benefits; Taguchi Quality Loss Function; Total Productive Maintenance (TPM): Concept; Improvement Needs; FMEA: Stages of FMEA; Need for ISO 9000 and Other Quality Systems; ISO 9000:2000: Elements ;implementation; documentation; Quality Auditing; TS 16949; ISO 14000: concept; requirements and benefits

Text Books

1. Dale H.Besterfield, et al., —Total Quality Management||, Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-0260-6.

Reference Books

1. James R.Evans & William M.Lindsay, —The Management and Control of Quality||, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5)
2. Feigenbaum.A.V. —Total Quality Management||, McGraw-Hill, 1991.
3. Oakland.J.S. —Total Quality Management||, Butterworth Heinemann Ltd., Oxford, 1989.

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MBAOM02: Inventory and Material Requirement Planning

L-3 T/P-1

Credits – 4

Objective: The objective of the course is to develop the understanding about strategic inventory management, inventory control techniques, development of special quantity discount model as well as implementation of material requirement planning and performance evaluation of material function in modern business world.

Course Contents

Unit I

Strategic Inventory Management: Inventory Concept; need for inventory; types of inventory, functions and use; dependent and independent demand; responsibility for inventory management; Objectives and importance of inventory management in relation to profitability, strategy, customer satisfaction, and competitive advantage

Unit II

Inventory Control Techniques: Inventory classification and use in controlling inventory; setup time and inventory control; safety stock determination considering service level; Strategies to - increase inventory turns; reduce throughput time; reduce WIP; eliminate waste; reduce inventory level in service and manufacturing organizations

Unit III

Inventory Models: Fixed Order v/s Fixed Interval Systems; Developing Special Quantity Discount Models; Inventory Models for manufactured items; Economic Lot Size when stock replenishment is instantaneous; Non-instantaneous replenishment models; inventory models with uncertainty; probabilistic inventory models; models with service levels and safety stock

Unit IV

Material Requirements Planning: Meaning, Purpose and Objectives of MRP; Data Requirements and Management; Updating Inventory Records; Bill of Materials; types of BOM; Modular BOM; Make or Buy Decisions: Concept of Outsourcing; Factors influencing make or buy decisions; Trends in make or buy decisions in context of core competency; Performance Evaluation of Materials Function; Criteria and methodology of evaluation

Text Books

1. Foundations of Inventory Management – Zipkin, McGraw Hill.
2. Production Planning And Inventory Control – Seetharama L Narsimhan, Dennis
3. W McLeavy, Peter J Billington, Prentice Hall Of India Pvt. Ltd.
4. Introduction To Materials Management, – J. R. Tony Arnold, Stephen N. Chapman – Prentice Hall

Reference Books

1. Principles of Inventory and Materials Management – Richard J. Tersine, Prentice Hall PTR
2. Essentials of Inventory Management – Max Muller, AMACOM/American Management Association
3. Production And Inventory Control – J H Greene, Homewood III: Richard D Ir

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MBAOM03: Manufacturing Resource Planning

L-3 T/P-1

Credits – 4

Objective: The objective of the course is to develop the understanding about different types of manufacturing systems, designing for manufacturability, coding of components as well as implementation of manufacturing resource planning in modern business world.

Course Contents

Unit I

Introduction to Manufacturing Systems: Types of Manufacturing Systems; Manufacturing Automation and Computer Integrated Manufacturing; Characteristics and Capabilities of Manufacturing Systems; Principles of design for manufacturability; design cycles; Product Planning; Conceptual Design; Functional and Aesthetic Design

Unit II

Group Technology: Coding of components; group technology in manufacturing; process planning – variant approach, generative approach and computer aided process planning; application of production flow analysis in manufacturing

Unit III

Introduction to Manufacturing Resource Planning: Production Planning; Master Production Scheduling; Resource Planning; Rough Cut Capacity Planning; Capacity Requirement Planning

Unit IV

Scheduling: Job Shop Scheduling; Set up Dependent Scheduling; Flow Shop Scheduling; Special Techniques in Scheduling; Application of Genetic Algorithm in Scheduling

Text Books

1. Nair, Production & Operations Management, 1st Edition, Tata McGraw-Hill
2. Adam and Eben, Production & Operations Management, 5th Edition, Prentice Hall India

Reference Books

1. Krajewski&Ritzman, Operations Management 5th Edition, Pearson Education
2. Buffa&Sarin, Modern Production/Operations Management 8th Edition, John Wiley
- 3.. Chary, Production & Operations Management 2nd Edition Tata McGraw-Hill

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MBAOM04: Just In Time Manufacturing Systems

L-3 T/P-1

Credits – 4

Objective: The objective of the course is to develop the understanding about Just in Time Production, Job sequencing, operations scheduling, minimization of set up costs, various production systems, production planning, plant configuration and automatic quality monitoring in organizations.

Course Contents

Unit I

Just in Time (JIT) Production: Introduction- The spread of JIT movement, Some definitions of JIT, Core Japanese practices of JIT, Profit through cost reduction, Elimination of over production, Quality control, Quality assurance, Respect for humanity, Flexible work force, JIT production adapting to changing production quantities, Process layout for shortened lead times, Standardization of operation, automation.

Unit II

Job Sequencing and Operations Scheduling: Introduction- Job sequencing-n jobs, One machine-n jobs, Two machine-n jobs, Three machines-n jobs- two jobs, M machines –n jobs, M machines-sequencing jobs on parallel machines, Minimization of setup costs.

Unit III

Toyota Production System (TPS): Philosophy of TPS, Basic frame work, Kanbans, Determining number of Kanbans in TPS, Kanban number under constant quantity withdrawal system, Constant cycle, Non-constant quantity withdrawal system, Constant withdrawal cycle system for the supplier Kanban Supplier Kanban and the sequence schedule for use by suppliers, Later replenishment system by Kanban, Sequence withdrawal system, Production smoothing in TPS, Production planning, Production smoothing, Adaptability to demand fluctuations, Sequencing method for the mixed model assembly line to realize smoothed production of goal

Unit IV

Plant Configurations: Introduction-Ultimate plant configuration, Job shop fabrication, Dedicated production lines, Overlapped production, Daily schedule, Forward linkage by means of Kanban, Physical merger of processes, Adjacency, Mixed models, Automated production lines, Pseudo robots, Robots, CAD and manufacturing, Conveyers and stackercranes, Automatic Quality monitoring.

Text Books

1. Principles of Process Planning G. Halevi and R.D. Weill, Chapman and Hall
2. Toyota Production System-An Integrated Approach to Just in Time, Yasuhiro Monden Engg. and Management Press
3. Production and Operations Management S.N. Chary, Tata McGraw Hill

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MBAOM05: Operations Management

L-3 T/P-1

Credits – 4

Objective: The course is designed to make the students familiar with different types of Production, plant layout and Material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation and also understanding the logistics management.

Course Contents

Unit I

Introduction to Operations Management - Nature, Scope, Importance and Functions - Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems – quality – mass customization. Contribution of Henry Ford, Deming, Crosby, Taguchi, Types of Industries – Variety of Businesses – Integration of Manufacturing & Services – Scale of Operations. Methods of Manufacturing - Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production -Characteristics of each method

Unit II

Facilities Location & Layout – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. Importance and Functions of Production Planning & Control. Introduction to PERT / CPM - Network Crashing (Numerical expected for PERT/CPM)

Unit III

Maintenance Management - Importance and types of maintenance - Maintenance Planning - Spare Parts Management – Concept of TPM. Inspection - Cent percent Inspection, Sample Inspection, Operation Characteristics Curves, Statistical Quality Control – Construction & Interpretation of Control Charts – X-R, n, p, c, np) Introduction to Six Sigma, (Numerical expected for Control Charts). Gap analysis for service quality assessment.

Unit IV

Productivity - Work Study - Objectives, Scope and Uses - Methods Study – Flow process chart, Flow diagram & Process mapping - Work Measurement - Elements - Performance Rating - Allowances - Standard Time - Synthetic Time Standards - Work Sampling (Numerical expected for Standard Time) , Lean Production Systems – TOYOTA system – JIT - KANBAN - Theory of Constraints.

Text Books

1. Operations Management - Krajewski
2. Operations Management - Mahadevan
3. Production & Operations Management - Chary
4. Production & Operations Management - Chase
5. Production & Operations Management - Adam & Ebert

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MBAOM06: Six-Sigma

L-3 T/P-1

Credits – 4

Objective: Understand the basic concepts and implementation of six sigma and project management models in business organizations as well as about various phases.

Course Contents

Unit I

History of six sigma; implementing six sigma; Becoming a customer and market driven enterprise; customer expectations and needs.

Unit II

Linking six sigma projects to strategies; attributes of good metrics; using resources wisely.

Unit III

Project management using the DMAIC and DMADV models; Define Phase; Measure Phase; Measurement System Analysis.

Unit IV

Analyzing Data: Value streams and dealing with variations; designed experiments; Improve Phase; Control Phase.

Text Books

1. Munro, R. A., Maio, M. J., Nawaz, M. B., Ramu, G., & Zrymiak, D. J. (2008). The Certified Six Sigma Green Belt Handbook. Milwaukee: ASQ Quality Press. ISBN: 978-0-87389-698-6
2. George, M. L., Rowlands, D., Price, M., & Maxey, J. (2005). The Lean Six Sigma Pocket Toolbook. New York: McGraw-Hill. ISBN: 0-07-144119-0

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MBAOM07: Modern Techniques in Operations Management

L-3 T/P-1

Credits – 4

Objective: Understand the basic concepts and implementation of six sigma and project management models in business organizations as well as about various phases.

Course Contents

Unit -I

History of six sigma; implementing six sigma; Becoming a customer and market driven enterprise; customer expectations and needs

Unit -II

Linking six sigma projects to strategies; attributes of good metrics; using resources wisely Project management using the DMAIC and DMADV models; Define Phase; Measure Phase; Measurement System Analysis

Unit -III

Just in Time (JIT) Production: Introduction- The spread of JIT movement, Some definitions of JIT, Core Japanese practices of JIT, Profit through cost reduction, Elimination of over production, Quality control, Quality assurance, Respect for humanity, Flexible work force, JIT production adapting to changing production quantities, Process layout for shortened lead times, Standardization of operation, automation.

Unit -IV

Toyota Production System (TPS): Philosophy of TPS, Basic frame work, Kanbans, Determining number of Kanbans in TPS, Kanban number under constant quantity withdrawal system, Constant cycle, Non-constant quantity withdrawal system, Constant withdrawal cycle system for the supplier Kanban Supplier Kanban and the sequence schedule for use by suppliers, Later replenishment system by Kanban, Sequence withdrawal system

Text Books

1. Principles of Process Planning G. Halevi and R.D. Weill, Chapman and Hall
2. Toyota Production System-An Integrated Approach to Just in Time, Yasuhiro Modern Engg. and Management Press
3. Production and Operations Management S.N. Chary, Tata McGraw Hill.

Reference Books

1. Krajewski&Ritzman, Operations Management 5th Edition, Pearson Education
2. Buffa&Sarin, Modern Production/Operations Management 8th Edition, John Wiley
3. Chary, Production & Operations Management 2nd Edition Tata McGraw-Hill

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MBAOM08: Advanced Production Planning & Control

L-3 T/P-1

Credits – 4

Objective: The purpose of this course is to familiarize students with the procedures and planning relating to production and to train them to handle the resources by using various approaches.

Course Contents

Unit I

Production Planning & Production Control-Objectives of Production Planning & Control-Functions of Production Planning & Control Organization of Production Planning & Control Department-Work Order Preparation-Subsidiary Orders-Factors Influencing Material Planning-Techniques for Material Planning Bill of Materials-Material Requirement Planning - (MRP)-Past Consumption Analysis-Moving Average Method-Exponential Smoothing-Inventory Control-Other Operations Research Techniques-Inputs for Process Planning-Factors Influencing Process Planning-Steps in Process Planning-Route Sheets-Process Planning in Different Situations-Documents in Process Planning-Why Scheduling?-Inputs of Scheduling Gantt Charts-Techniques of Scheduling

Unit II

Resource Planning & Production Control: Overview of production control, Forecasting, Master production schedule, Materials requirements planning, Evolution from MRP to MRP II, Evaluation of MRP approach, Order release, Shop floor control. Just in Time (JIT) Production: Introduction- The spread of JIT movement, Some definitions of JIT, Core Japanese practices of JIT, Profit through cost reduction, Elimination of over production, Quality control, Quality assurance, Respect for humanity, Flexible work force, JIT production adapting to changing production quantities, Process layout for shortened lead times, Standardization of operation, automation.

Unit III

Taguchi Methods: Review of design of experiments, Quality engineering, System, Parametric and tolerance design, Process optimization and robust product design using orthogonal arrays, Taguchi loss functions quality level, Taguchi online feedback quality control, Manufacturing tolerance design course will include software applications and industry case studies.

Unit IV

Toyota Production System (TPS): Philosophy of TPS, Basic frame work, Kanbans, Determining number of Kanbans in TPS, Kanban number under constant quantity withdrawal system, Constant cycle, Non-constant quantity withdrawal system, Constant withdrawal cycle system for the supplier Kanban Supplier Kanban and the sequence schedule for use by suppliers, Later replenishment system by Kanban, Sequence withdrawal system Production smoothing in TPS, Production planning, Production smoothing, Adaptability to demand fluctuations, Sequencing method for the mixed model assembly line to realize smoothed production of goal.

Text Books

1. Principles of Process Planning G. Halevi and R.D. Weill Chapman and Hall
2. Toyota production System-An Integrated Approach to Just in Time Yasuhiro Monden Engineering and Management Press
3. Production and Operations Management S.N. Chary Tata McGraw Hill
4. Operations Management J.G. Monks McGraw Hill
5. Facility Layout and Location Francis and White Prentice Hall

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