SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE

DEPARTMENT OF MANAGEMENT STUDIES

MBA Scheme (2020-2022)

(Choice Based Credit System)

MBA SECOND YEAR (2YDC) (Third Semester)

S No	Sub. Code	Subject	L	T	P	Credits		Th	CW	SW	Pr	Total
						T	P					
1	MBA3005	Business Analytics^	3	-	-	3	-	70	30	-	-	100
2	MM-1	Elective MM-I*	3	-	-	3	-	70	30	-	-	100
3	MM-2		3	-	-	3	-	70	30	-	-	100
4	MM-3		3	-	-	3	-	70	30	-	-	100
5	FM-1	Elective FM-I*	3	-	-	3	-	70	30	-	-	100
6	FM-2		3	-	-	3	-	70	30	-	-	100
7	FM-3		3	-	-	3	-	70	30	-	-	100
8	HR-1	Elective HR-I*	3	-	-	3	-	70	30	-	-	100
9	HR-2		3	-	-	3	-	70	30	-	-	100
10	HR-3		3	-	-	3	-	70	30	-	-	100
11	OM-1	Elective OM-I*	3	-	-	3	-	70	30	-	-	100
12	OM-2		3	-	-	3	-	70	30	-	-	100
13	OM-3		3	-	-	3	-	70	30	-	-	100
14	MBA3996	Summer Training#	-	-	2	-	2	-	-	50	50	100
15	MBA3997	Major Research Project (Phase I)#	-	-	2	-	2	-	-	50	50	100
16	MBA3999	Comprehensive Viva#	-	-	-	-	4	-	-	-	100	100
		Total	**21**	**0**	**4**	**21**	**8**	**490**	**210**	**100**	**200**	**1000**

^ Core Subjects # Generic subject

* **Discipline centric subject**- Students are to select a total of six subjects of two specializations.

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM FOR FULL-TIME COURSE (Under Choice Based Credit System)

MBA SECOND YEAR THIRD SEMESTER

SUBJECT CODE	**LIST OF SUBJECTS**
COMPULSORY SUBJECTS:	
MBA3005	BUSINESS ANALYTICS
MBA3996	SUMMER TRAINING
MBA3997	MAJOR RESEARCH PROJECT (Phase-I)
MBA 3999	COMPREHENSIVE VIVA
MARKETING:	
MBA3107	**STRATEGIC BRAND MANAGEMENT**
MBA3106	**ADVERTISING AND SALES PROMOTION**
MBA3108	**DIGITAL MARKETING**
MBA 3105	SERVICE MARKETING
	SALES AND DISTRIBUTION MANAGEMENT
FINANCE:	
MBA 3304	**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**
MBA 3307	**BANKING AND INSURANCE**
MBA 3305	**DERIVATIVES**
MBA 3308	TAX PLANNING
	ECONOMIC INDICATORS & GLOBAL CAPITAL MARKETS
HUMAN RESOURCE:	
MBA 3506	**TRAINING AND ORGANIZATIONAL DEVELOPMENT**
MBA 3507	**HUMAN RESOURCE DEVELOPMENT**
MBA 3505	**SOCIAL AND INDUSTRIAL PSYCHOLOGY**
MBA 3504	INDUSTRIAL RELATIONS AND LABOR LAW
	MANAGING KNOWLEDGE WORKER
OPERATIONS:	
MBA 3708	**OPERATIONS PLANNING AND CONTROL**
MBA 3706	**MATERIALS MANAGEMENT**
MBA 3707	**TOTAL QUALITY MANAGEMENT**
MBA ____	ADVANCES IN OPERATIONS MANAGEMENT
MBA 3705	BUSINESS PROCESS REENGINEERING

MBA3005: BUSINESS ANALYTICS

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The course is design to equip the students with the modern concepts of Business Analytics. The emphasis will be on the application of data processing to take management related decisions including problem solving and making effective predictions accurately.

COURSE OUTCOMES: At the end of the course, the student will be able to:

1. Understand use of business analytics to formulate and solve business problems and to support managerial decision making.
2. Understand tools and use data for accurate predictions.
3. Use and apply Excel, Excel add-ins, SPSS and R to solve business problems.
4. Understand prescriptive analytics for advanced optimization and understand machine learning.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA3005: BUSINESS ANALYTICS

COURSE CONTENTS:

1. **Introduction, Scope and Application:** Introduction, Evolution, Classification, Trends, Scope and data for Business Analytics. Application of Business Analytics in various aspects of management. Exploring data and analytics on spreadsheets. Data mining, its introduction, phases, comparison with classical statistics

2. **Descriptive and Inferential Analytics:** Data visualization, Data charts and graphs. Measures of location, dispersion and shape. Descriptive statistic for grouped and categorical data. Statistical inference, power of test, confidence intervals. Categorical Data Analysis, Goodness of fit.

3. **Predictive and Analytics:** Linear, Non Linear and multiple regression, multicollinearity, heteroscedasticity, Autocorrelation, dummy variable and categorical variable regression modeling, autoregressive modeling, Logistic regression, Holt Walter time series forecasting with seasonality. Adjusted R^2.

4. **Machine Learning:** Data preparation, variable conversion, Performance matrix, Data reduction techniques, missing data, overlapping data, over fitting, outliers, data normalization, types of data, data partitioning, multidimensional visualization, Principle Component Analysis, Classification and misclassification, Introduction to k-NN, Naïve Bias, pruning, Classification and Regression Trees, Artificial Neural Networks. Discriminate Analysis.

5. **Prescriptive Analytics:** LPP, Integer Programming, Sensitivity, applications in management, excel solver, Conditions for Optimality, Infeasibility, Degeneracy & Multiple Solution, decision models, Monte Carlo simulation and risk analysis.

TEXT READINGS:

1. James Evans, Business Analytics 2e, Pearson, 2017
2. Davenport and Harris, Competing on Analytics, Harvard Business School Press
3. Kimbrough and Lau, Business Analytics for Decision Making, CRC Press

SUGGESTED READINGS:

1. Meyers, Gamst and Gaurino, Performing Business Analysis using IBM SPSS, Willey
2. Hodeghatta and Nayak, Busines Analytics using R, Apress.
3. Laursen and Thorlund, Business Analytics for Managers 2e, Wiley, 2017.

MBA3996: SUMMER TRAINING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
-	2	-	-	2	-	-	-	50	50	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of Summer Training is to help students gain an understanding of practical industrial concepts.

EXAMINATION SCHEME:

Every student will be required to undergo summer training at the end of second semester of MBA. A student is required to do a summer project on any aspect of Business Management in the industry for eight to ten weeks at the end of the first year i.e., 2nd Semester (April - June) . A panel of examiners will conduct the presentation during third semester. The panel will award credit to the students.

COURSE CONTENT:

The PPT and viva-voce of summer training shall normally cover the work done by the student during the interns. Student has to submit the project report in the number and format decided by the department.

MBA3997 : MRP Phase I

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
-	2	-	-	2	-	-	-	50	50	100

COURSE OBJECTIVE:

The objective of Major Research Project Phase I is to enable the student to go into the detail of the given problem and design an effective solution keeping the given constraints and organizational objectives in mind. This is to enhance the analytical and problem solving ability of the student.

EXAMINATION SCHEME:

Major Research Project will be compulsory

Before the end of III semesters for MBA, the student will be required to submit the MRP Phase I Synopsis . All the students are required to give a presentation of his/her work done during the project before the exam panel. A panel of examiners will award credits.

MBA 3999: COMPREHENSIVE VIVA

COURSE OBJECTIVE:

The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Programme.

EXAMINATION SCHEME:

Every student will be required to undergo comprehensive viva-voce at the end of third semester of MBA. A panel of examiners will conduct the comprehensive viva-voce examination. The panel will be appointed by the head of department. Comprehensive viva-voce will be of four virtual credits. The panel will award credit to the students.

COURSE CONTENT:

The viva-voce shall normally cover the subjects taught in all the semesters of MBA Program

MBA 3107: STRATEGIC BRAND MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to provide students an understanding of fundamental concepts and importance of Branding and its application in Brand Management in different business scenario. It includes the process and the steps needed under Brand Management.

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Understand the basic fundamentals and importance of the brand
2. Understand and apply the concepts of Brand Positioning and Repositioning.
3. Locate Brand elements and sketch marketing programs. They will also be able to implement concepts like Brand Mapping.
4. Discuss Brand Value Chain, Brand equity management system, Managing Brands over Time, Managing Brands over Geographic Boundaries They shall also be able to identify Brand Hierarchy.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA3107 : STRATEGIC BRAND MANAGEMENT

COURSE CONTENTS:

1. **Brands and Brand Management:** The concept of Brand, Importance and Significance of Branding, Challenges and Opportunities, Brand Health, Brand Awareness, Brand Image, Brand Personality, Brand Association. The Positioning Decisions, Brand Identity, Brand Loyalty, Brand Evolution, Brand Equity Concept, The Role of Brands, Strategic Brand Management Process, Legal Perspectives of Branding, Brand Positioning and Repositioning, Brand Valuation, Service Brands, and Global Branding.
2. **Identifying and Establishing Brand Positioning and Values:** Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU Organizations; Strategic Decision-Making Processes - Rational-Analytical, Intuitive-Emotional, Political - Behavioural; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level, Customer Based Equity, Making a Brand Strong: Brand Knowledge, Sources of Brand Equity, Building Strong Brands, Brand Building Implications, Identifying and Establishing Brand Positioning, Defining and Establishing Brand Values.
3. **Planning and Implementing Brand Marketing Programs:** Criteria for Choosing Brand elements, Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Knowledge to Build Brand Equity.
4. **Measuring and Interpreting Brand Performance:** Developing a Brand Equity Measurement and Management System, Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System, Measuring Sources of Brand Equity: Capturing Customer Mindset, Measuring Outcomes of Brand Equity: Capturing Market Performance
5. **Growing and Sustaining Brand Equity:** Designing and Implementing Branding Strategies, Introduction and Naming New Products and Brand Extensions, Managing Brands over Time, Managing Brands over Geographic Boundaries and Market Segments, BCG Product - Portfolio Matrix.

TEXT READINGS:

1. A nag, strategic management, vikas publishing house, 2013
2. Mellahi,Global Strategic Management 2e, Oxford
3. Kevin Lane Keller, Strategic Brand Management, Second Edition, Pearson Education, New Delhi, 2007.
4. Lynn B. Upshaw, Building Brand Identity, John Wiley & Sons, Inc., 1995.

SUGGESTED READINGS:

1. Debashis Pati, Branding Concepts and Process, First Edition, Macmillan India Ltd. 2002.
2. Ajay Kumar, Brand Management, Text and Cases, First Edition, Wisdom Publications, Delhi, 2005.
3. YLR Moorthi, Brand Management, The Indian Context, Vikas Publishing House Pvt. Ltd., New Delhi, 1999
4. Harsh V. Verma, Brand Management, Text and Cases, Second Edition, Excel Books, New Delhi, 2006.
5. Subroto Sengupta, Brand Positioning, TMH Publishing Co. Ltd., New Delhi, 1996.

MBA 3106: ADVERTISING AND SALES PROMOTION

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to provide the students in-depth understanding of concepts and methods of Advertising and Sales Promotion thus developing an insight to relate its application to various market scenario.

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Explain the basic fundamentals about advertising, its scope and nature.

2. Identify the various important considerations in campaign planning. They shall also be able to demonstrate the requirements and importance of creativity.
3. Describe and discuss about the media planning and its concepts.
4. Explain about script writing, designing, advertising agencies, sales promotion and its tools. Also they will be able to discuss about measuring advertising effectiveness

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 3106: ADVERTISING AND SALES PROMOTION

COURSE CONTENTS:

1. **Nature and Scope of Advertising:** Definition, Significance and Changing Concepts of Advertising, Functions and Types of Advertising, Social and Economic Effects of Advertising. Social, Ethical, and Economic Aspects of Advertising and Promotion.
2. **Campaign Planning:** Advertising Campaign, Campaign Planning Process, Product Market Analysis, Setting Advertising Objectives, DAGMAR Approach, Budgeting and Creative Strategy. Basic media strategy.
3. **Media Planning:** Types of Media, Basic Media Strategy, An IMC Campaign Layout, Media budgeting, Media Planning, Media Research, Factors Affecting Media Selection, Media Characteristics and Media Scheduling.
4. **Copy Design and Development:** Nature and Use of Appeals, Message Format and Copy Writing and Script, Storyboard, Layouts and Illustrations. Advertising Agency-Operations & Management: Types of Agency, Agency Organization Structure, Agency-client Relationship.
5. **Measuring Advertising Effectiveness:** Pre-testing and Post Testing Techniques. Sales Promotion: Nature, Purpose and types of sales promotion activities, Sales promotion tools, factors affecting sales promotion. Case study related to advertising and sales promotion.

TEXT READINGS:

1. David A. Aaker, Rajeev Batra and John G. Meyer, Advertising Management, New Delhi, PHI, 1994.
2. Jethwaney Jaishri & Jain, Advertising Management, 2/E, oxford
3. Mishra M.N, sales promotion and advertising management, himalay publishing house, 2011
4. Belch George, Belch Michael, Advertising and Promotion: An intergrated Mkg Communication Perspective. 9e McGraw Hill Education

SUGGESTED READINGS:

1. Rrajput & vasishth advertising and personal selling, himalay publishing house, 2010
2. Mahendra Mohan, Advertising Management: Concepts and Cases, New Delhi: Tata McGraw Hill, New Delhi.
3. O'Guinn,Allen,,4E,Advertising & Integrated Brand Promotion, Thomson, India Edition, New Delhi,2007

MBA 3108: DIGITAL MARKETING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVES -:

This course provides an insight into the core concepts, theories and practices of Digital Marketing. The subject is devised so as to enable the scholars about the marketing transformation and provide the analysis of digital landscape.

COURSE OUTCOMES:

At the completion of this course, the students will be able to:

1. Develop an understanding of Digital Marketing, its scope and importance.
2. Discuss on Digital Marketing Tools and E- mail optimization.
3. Classify forms of marketing, and explain content marketing.
4. Discuss social media marketing, Direct Marketing and online reputation management.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA3108 :DIGITAL MARKETING

COURSE CONTENTS:

1. **Introduction to Digital marketing:** Traditional Vs Online Marketing, Components of Digital Marketing, Importance and scope of digital marketing; how web sites works- dynamic, static, responsive. Website optimisation, Minimize bounce rate, RACE framework.

2. **Digital Marketing Tools:** Google AdWords, How Google works: Search engine marketing and keywords, Ranking methods, Techniques to get on top of Google, Banner ads, Re-Marketing, video ads, Email Marketing and Email optimsation, Search engine optimization.

3. **Content Marketing:** Introduction to content marketing, Measuring and analysing content Difference from other forms of marketing, Importance of content marketing, 4 Ps of content marketing, Benefits of blogs, Designing blogs, Promoting & measuring blogs.

4. **Social Media Marketing:** Social Media Revolution, Definition of Social Media, Social Media Marketing and its benefits, Popular Social Media Mediums – Facebook, Twitter, Linkedin, Youtube, Instagram, Pintrest, Blogs. **Mobile Marketing:** Why Mobile, Tools of Mobile Marketing – Apps / Ads / Codes.

5. **Evaluation of Direct Marketing:** Effective Ads: Calculating ROI, Budget, Analytics for Facebook, KPI's, Market research, Google Analytics, engagement, CTR. **Online Reputation Management:** Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news.

TEXT READINGS:

1. Smeeta Mishra, Mathukutty M. Monippally; **Online Communication Strategies for - Managers,** McGraw Hill Education India, 2014, ISBN: 978-93-392-0369-6
2. Lorrie Thomas. **Online Marketing**, McGraw-Hill Professional, 2011,
3. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha; **Marketing Management: A South Asian Perspective,** 14th Edition, Pearson Education India, 2013**,**
4. Cindy Krum, **Mobile Marketing: Finding Your Customers No Matter Where They Are;** Pearsons Education Inc.; 2013, ISBN: 978-0-7897-3976-6

SUGGESTED READINGS:

1. Scott Klososky; **Managers Guide to Social Media,** Tata McGraw Hill, 2011, ISBN - 978-0-07-133251-4
2. Pam Didner; **Global Content Marketing (Indian Edition)**, McGraw Hill Education India Pvt. Ltd., 2015, ISBN: 978-93-392-1848-5

MBA 3105: SERVICE MARKETING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
4	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of the course is to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.

COURSE OUTCOMES:

1 Understand the fundamentals of services, and challenges faced in service aspects.

2 Recognize concepts of segmentation, positioning and differentiation with reference to services

3 Understand all Ps in services with reference to strategies for services

4 Understand service Quality and identify gaps in service production, delivery and communication.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 3105: SERVICE MARKETING

COURSE CONTENTS:

1. **Services:** Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Marketing services Vs. Physical services Challenges in Service Marketing.

2. **Strategic Issues in Service Marketing:** Segmentation, Differentiation, Positioning**:** Positioning of Services and Strategies related to Positioning of services.

3. **Marketing Mix in Services Marketing**: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions. Service Management Process; Internal, External and Interactive Marketing Strategies.

4. **Managing Service Quality and Productivity:** Concept, Dimensions and Process; Service Quality Models (Gronroos and Parsuraman) Application and Limitations, Productivity in Services.

5. **Applications of Service Marketing:** Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs.

TEXT READINGS:

1. Christopher H. Lovelock, Services Marketing, New Delhi, Prentice Hall of India, 3rd Edition, 1996.
2. Gronroos, Service Management & Marketing: Customer Management in Service Competition, 3ed, Wiley

SUGGESTED READINGS:

1. Jha, S.M, Service Marketing, Himalay publishing house, 2013

2. Shajahan, S, Service Marketing - concepts and, application and cases, Himalay publishing house

3. Ravi Shankar, Service Marketing, New Delhi, Global Press, 2nd Edition, 1998.

4. Zeithamal and Bitner, Service Marketing: Integrating Customer Across the Firm, Homewood, Irwin /McGraw Hill, 2002.

MB : SALES AND DISTRIBUTION MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

COURSE OUTCOMES:

1 Understand concept of Personal selling and identify its role in marketing Mix

2 Understand the fundamentals of selling and process of attracting consumers

3 Identify and understand importance of recruitment, selection and motivation of Sales Force

4 Understand various dimensions and channels of distribution

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MB_____ : SALES AND DISTRIBUTION MANAGEMENT

COURSE CONTENTS:

1. **Personal Selling:** The Role of Personal Selling in Marketing Mix. The Personal Selling Process, Personal Selling Objectives, Types of Sales Jobs. Sales Planning, Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.
2. **Theories of Sales Management:** Objectives, Nature and Scope. Buyer - Seller Dyads, Theories of Selling - AIDA Theory, Right Set of Circumstances Theory, Buying Formula Theory and Behavioural Equation Theory of Selling.
3. **Operational Sales Management:** Sales Force Strategy and Structure, Recruiting and Selection of sales force, Training, Motivation and Compensation of sales force, Evaluation of Sales Force ,Control of Sales Force.
4. **Distribution:** Design of Distribution Channel, Management of Channels, Managing Co-operation, Conflict and Competition, VMS and HMS.Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing Importance, Types, Retailer Marketing Decisions.

5. **Physical Distribution:** Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and Supply Chain, Internet as a Medium for Order Processing and Information.

TEXT READINGS:

1. S.A chunawall, Sales and Distribution Management, himalay publishing house, 2012
2. Cron, Sales Management: Concepts & Cases, ISV, 10ed, Wiley

SUGGESTED READINGS:

1. Watuba R. Thomas, Sales Management-Texts and Cases, New York, Business Publication Inc. 1999.
2. Johnson, Kurtz and Scheving, Sales Management, Concept Practice and Cases, New York, McGraw Hill, 1994.
3. S. L. Gupta, Sales and Distribution Management, New Delhi, Excel, 2000.
4. F. L. Lobo, Sales and Distribution Management, New Delhi, Global Business Press,1998.

MBA 3304: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to provide the students in-depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Analyze investment opportunities in stock markets and Identify, formulate and solve investment problems.
2. Ascertain the fair values of equity by applying equity valuation models.
3. Analyze bond prices and yields and fixed-income portfolios.
4. Construct and evaluate securities portfolio.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 3304: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

COURSE CONTENTS:

1. **Introduction**: Investment types, investor classification. different venues o f investment need for investment analysis & portfolio management realized return vs expected return. Risk Return concept, systematic and unsystematic risk, multifactor model of risk & return, efficient capital markets, concept of beta, capital assets pricing model, SML and CML valuations.

2. **Valuation of Securities and Equity models:** Introduction to security valuation, macroeconomic & market analysis: the global asset allocation decision, constant growth model, multi-stage growth model, P/E ratio and earnings multiplier models, valuation of preference shares, valuation of warrants, rights issued.

3. **Valuation of Bonds**: bond fundamentals, interest rate and yield calculation, bond valuation models: pv model, bonds yield, measures duration, modified duration, immunization convexity, bond value theorem.

4. **Portfolio Concepts and Evaluation**: Portfolio and security returns, diversification, markowitz model, sharpe index model, factor models and arbitrage pricing theory. portfolio investment process. sharpe and treynor measures, portfolio management strategies: bond portfolio management strategies and equity portfolio management strategies.

5. **Security Analysis**: Stock market analysis, fundamental analysis and technical analysis, M and N wave, indicators: Bollinger bands, MACD, Dow Theory, Elliott Wave Theory, Efficient Market Theories and testing.

TEXT READINGS:

1. Bodie & Mohanty, Investments: An Indian Perspective, 8th edition Tata Mcgraw Hill
2. Reilly, Investment Analysis and portfolio management, 2009 edition, Cengage Learning
3. Bhalla. V.K Investment Management, 2008 edition, Sultan Chand New Delhi

SUGGESTED READINGS:

1. Sudhindra Bhat Security Analysis and Portfolio Management 7th editionExcel books
2. Elton Modern Portfolio Theory and Investment Analysis**,** 6th edition, , Wiley

MBA3308 : TAX PLANNING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

Lectures are of 1 Hour Duration each

COURSE OBJECTIVE:

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Understand basic concepts and procedure of direct tax system in India.

2. Compute taxable incomes under different heads and total income.

3. Understand various dimensions of tax planning.

4. File IT return on individual basis, gain knowledge of advance tax and other related rules & regulations.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)

2. An end-term theory examination (70%).

MBA3308 : TAX PLANNING

COURSE CONTENTS:

1. **Introduction and Basic concepts**: Direct taxes, income tax, wealth tax. important provisions in income tax act, assessment years, previous years, person, income, gross total income, capital and revenue receipts and expenditure, residential status and incidence of tax, tax free income

2. **Income From Salary:** Meaning, taxability of allowances and perquisites, permissible education, treatment of PF, gratuity, tax planning.

3. **Income From Business and Profession:** Basis of charge, scheme of provisions, deductions expressly allowed, expenses allowed under restriction, depreciation, tax planning.

4. **Income From House Property:** Tax planning, income from capital gains and other sources: tax planning

5. **Deduction and Tax planning:** Deduction allowed from total income, rebates and relief.tds: tax deduction at source, advance payment of tax, filling of returns tax planning in relation to NRIs.

TEXT READINGS:

1. Dr,Vinod Singhania/Monica Singhania, Students' Guide to Income Tax, Taxmann publications, 2010
2. Jain & Jain Tax Planning and Management/ Income Tax, ,Pathmakers Bangalore, 2010
3. V.K. Singania, "Direct Tax Law", New Delhi, Taxman Publications.2012
4. Hariharan, N , Income Tax : Law & Practices**,** 2e TMH 2014

SUGGESTED READINGS:

1 Sukumar Battacharya, "Indian Income Tax: Law & Practice", New Delhi, Indian Law House,2014

MBA 3307: BANKING AND INSURANCE

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objectives of this course are to explain to the student operations of upcoming insurance and banking sector, statutory requirements and understanding of financial environment and market in which they operate.

COURSE OUTCOMES: At the end of the course, the student will be able to:

1. Identify and classify the various banking and financial risk as well as the principles of insurance.
2. Gain knowledge about major types of insurance product to cater different types of insurance needs.
3. Understand Indian banking structure and various types of modern banking services.
4. Understand the concept of assets liability management in banking sector.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)

2. An end-term theory examination (70%).

MBA 3307: BANKING AND INSURANCE

COURSE CONTENTS:

1. **Risk and Insurance**: Defining risk, concept and significance of insurance, classification of insurance – life and non life, general principles of insurance, insurance application and acceptance procedure, insurance terminology

2. **Life and general Insurance:** Principles, products term insurance endowment, insurance, pensions, annuities, claim management, analysis of balance sheet of life insurance, Principles, products fire, marine, motor vehicles, public liability, third party insurance, miscellaneous- medi-claim and health policies, group insurance, burglary insurance, analysis of balance sheet of a general insurance company.

3. IRDA: Functions and importance, recent developments in insurance. premium payment lapse and revival, premium calculations, concept of mortality tables, assignment, nomination, loans, surrenders, foreclosure, reinsurance, underwriting.

4. Overview of Banking Industry: Banking Structure in India- RBI, commercial, rural and co-operative banks their role and significance, capital adequacy norms SLR, CRR, CAR, Commercial banks balance sheet and income statement, credit, liquidity, market, operational, interest rate, solvency. ALM by banks: classification of assets, gap analysis Asset Reconstruction Company.

5. Recent development: BIS- its role and importance, universal banking, e-banking, mobile banking, BASEL 1, 2 and 3 norms

TEXT READINGS:

1. ICSI.Banking and Insurance Law &Practices, Taxmann's Publication, 2011
2. Rejda,Principles of Risk Management and Insurance, Pearson Publication, 2000
3. V Iyenger Introduction to Banking, Excel Books, 2006

SUGGESTED READINGS:

1. IIB , Bank Financial Management , Macmillan Publisher, 2007
2. Hull-Risk Management and Financial Institutions, Pearson Publication, 2007

MBA 3305: DERIVATIVES

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVES:

The objectives of this course are to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market

COURSE OUTCOMES: At the end of the course, the student will be able to:

1. Understand the application of the latest financial derivative products as risk management tools in key financial markets.
2. Understand the mechanism of swaps.
3. Determine the fair value of equity options and construct desirable option strategy.
4. Understand the utility of key Greek hedge ratios in financial derivative segment and implement hedging techniques using futures contracts

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)

2. An end-term theory examination (70%).

MBA 3305: DERIVATIVES

COURSE CONTENTS:

1. An overview of risk management: Investors and risk management. the profitable side of risk management; risk management process - risk models; derivative – hedging currency risk , hedging risk through forward contracts. Indian derivatives market

2.. Interest rate swaps and Risk Management: Rationale, liability and asset based interest rate swaps, pricing of swaps, forwards and options on swaps, financial distress and investment, risks in banking credit risk, foreign exchange risk, political risk and country risk, liquidity risk

3. Option Market: Types and uses of options, payoffs, trading strategies: Bull-Bear, Butter Fly, Calendar and Diagonal spread, Straddles, Strip and Straps, options valuation and pricing factors determining option price, exotic options: Binary, Barrier and Asian options, Black Scholes models.

4 Concepts: Concepts of delta, theta, gamma, vega, exchange traded option- stock, option, foreign currency option, over the counter exchange option, index options, put call parity.

5. Future Contracts: introduction to futures markets, future contract and trading, hedging using futures, index futures. basics of stock index future, interest rate futures, foreign exchange and currency future, mechanism of future, contracts, operations of margin, convergence clearing process, clearing house and clearing margins, hedging.

TEXT READINGS:

1. Hull. J. C Options Futures and Other Derivatives, 7th edition, PHI New Delhi, 2009
2. Varma, Jayanth,Derivatives and Risk Management, 1st edition, Mcgraw Hill Education

SUGGESTED READINGS:

1 Stulz Risk management and Derivatives, 1st edition,Cengage Learning, 2008

2 Dixit, Yadav and Jain, Derivative Markets in India: Trading, Pricing and Risk Management, 2nd edition, , Mcgraw Hill Education, 2010

3 Kumar. S, Financial Derivatives**,** PHI New Delhi, 2010

MB_____ : ECONOMIC INDICATORS AND GLOBAL CAPITAL MARKETS

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of the course is to provide the students understanding of the following aspects interpret the economic indicators and analyze the economic structure, forecast the future state of the economy and business cycles with the help of economic indicators

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Define various types of economic indicators to gauge economic growth.
2. Understand various measures of inflation and its implications.
3. Understand various components, operations etc. of Global Financial Markets.
4. Analyze the impact of changes in Interest rate in an economy.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MB_____ : ECONOMIC INDICATORS AND GLOBAL CAPITAL MARKETS

COURSE CONTENTS:

1. **Major Economic Indicators:** Leading Indicators (GDP, inflation rate, balance of payments, forex reserves, foreign investment inflows, and gross fiscal deficit), money supply, stock prices, and vendor performance. industrial production, personal income, trade volumes.

2. **Prices, Wages and Inflation:** Introduction to various CPIs and WPIs, estimation of price indices and inflation, benefits from using an alternative measure of inflation, forecasting inflation, the labor market: employment, earnings and productivity figures,

3. **Short and Long Term Interest Rate:** drivers of the short-term interest rates, determination of long term interest rates, forecast of interest rates, money supply, fiscal deficit and regulatory changes, forecasting interest rates from the yield curve.

4. **Evolution of Global Financial Markets:** Concept of circular flow – role of the government savings and investment, globalization of the financial markets, role and types of financial intermediaries, primary and secondary market. Eurodollar market, Japanese market, US money and debt market

5. **Structure of Global Financial Markets**: money markets, advantages of money markets, understanding of bond markets, advantages and types; types of bond markets instruments players in bond markets- government bond issues and agency debt, the need for MBS market- process of securitization

TEXT READINGS:

1. Bernard Baumohl, "The Secrets Of Economic Indicators", Publisher: Wharton School 2014
2. Mankiw, "Principles of Macro Economics", 4th edition, Thomson Publications

SUGGESTED READINGS:

1. L. M. Bhole, "Financial Institutions and Markets", 5th edition, Tata McGravv Hill, 2004
2. P R Joshi, "Global Capital Markets" 2nd edition, Tata Mc Graw – Hill, 2011

MBA 3504: INDUSTRIAL RELATIONS AND LABOR LAWS

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

***Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels. This course will also familiarize the students with various Industrial Relations acts prevailing in India.

COURSE OUTCOMES: At the completion of this course, the students will be able to:

1. Define the concepts, scope, objective and approaches to IR, WPIM, Collective Bargaining and Trade Union.
2. Explain the various relevant sections and sub sections of the Trade Union Act, 1926.
3. Explain the various relevant sections and sub sections of the Factories Act, 1948.
4. Explain the various relevant sections and sub sections of the E.S.I.C. Act, 1948 and Industrial Employment (Standing Orders) Act.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)

2. An end-term theory examination (70%).

MBA 3504: INDUSTRIAL RELATIONS AND LABOUR LAWS

COURSE CONTENTS:

1. **Industrial Relations and Worker's Participation in Management (WPIM):** Concept , Objectives, Scope of IR; Conflict model Vs. Collaboration model, Approaches and Parties to IR, Dunlop's model, Meaning of WPIM, Essential Conditions, Forms, Levels of participation, Schemes , Advantages

2. **Collective Bargaining(CB) and Trade Unions:** Meaning and Functions of CB, Stakeholders in CB, Process and Prerequisites, Legal framework, Levels of bargaining. Meaning and Functions of Trade Unions, Legal framework, Trade Union Movement in India, Problems faced by trade unions. Case Studies

3. **Trade Union Act, 1926:** Definition, Registration of Trade Unions, Rights and Liabilities of Registered Trade Unions, Regulations, Penalties and Procedure

4. **Factories Act, 1948:** Definition, Provisions Relating To Hazardous Processes, Health, Safety and Welfare, Working Hours of Adults, Annual Leave with wages, Employment Of Young Persons, Penalties And Procedure

5. **E.S.I.C. Act, 1948 and Industrial Employment (Standing Orders) Act, 1946: E.S.I.C**- Definition, Corporation, Standing Committee, Medical Benefit Council, Finance and Audit, Contributions, Benefits, Dispute & Claims, Penalties.
   Industrial Employment: Definition, Classification of workmen, Publication of working time, holidays, paydays, wage rates, Shift working, Attendance and late coming, termination of employment, Penalties.

TEXT READINGS:

1. Monappa, Arun and Others -Industrial relations and labour laws ,New Delhi: TMH, 2012
2. Venkata Ratnam. C. S. Industrial Relations. New Delhi: Oxford University Press.
3. Sinha-Industrial Relations, Trade Unions, and Labour Legislation, Pearson
4. Taxman's, Labour Laws, Taxman's, 2010

SUGGESTED READING:

1. Sen -Industrial Relation in India 2/e, Macmillan Publishers , 2009
2. Ratna,Sen- Industrial Relations, Delhi: PHI, 2011

MBA 3506: TRAINING AND ORGANIZATIONAL DEVELOPMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to help the student gain an understanding of the need and methods of Training and Development, and insights in the design, development and delivery of Training Programs and Organizational Development (OD) programs.

COURSE OUTCOMES: At the completion of this course, the students will be able to:

1. Design, implement and evaluate a training program.
2. Explain the foundation and processes of OD and define organizational culture.
3. Explain the various types of OD intervention.
4. Compare the recent trends and changes in OD and T&D.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 3506: TRAINING AND ORGANIZATIONAL DEVELOPMENT

COURSE CONTENTS:

1. Designing the Training Program: Scope, Nature and Importance, Training Needs Analysis, Training Design Process, Principles of Learning (Vroom's Expectancy Theory, Social Learning Theory, Reinforcement Theory), Trainee Readiness and Motivation, Establishing Training Objectives. Case Studies

2. Implementation and Evaluation: Training Methods for Non-Managerial employees and Management Development, Similarities and Differences. Kirk Patrick's Model for Training Evaluation. Levels of evaluation (Reactions, Learning, Behavior, Results), Bench Marking. Case Studies.

3. Theory and Management of OD: Foundations of Organizational Development, Organizational Development, Process, Action Research and Organizational Development,. Life Cycle & Phases of growth, Organization Culture, Values & Ethics. Case Studies.

4. OD interventions and Change Strategy: Overview, Types, Team interventions, Inter- Group interventions, Comprehensive and Structural interventions. Forces for Change (Internal Vs. external), Kurt Lewin's 3 step change model, Case Studies.

5. Emerging Trends in OD and T&D: Recent trends and changes in Organizational Development and Training & Development, Learning Organizations, Case Studies

TEXT READINGS:

1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development 5th edition, Tata McGraw Hill Education 2012.

2. Kavita Singh, Organisation Change and Development, Excel Books

3. Srivastava ,Organization Design and Development: Concepts and Applications, Wiley

SUGGESTED READINGS:

1. Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Sage Publications, 2000

2. Blanchard, Nick & Thacker, James W. (3rd ed.) Effective Training. Prentice Hall. 2007

3. Mohanty,Kalyani ,Human Resource Development and Organisational Effectiveness , New Delhi: Excel Books, 2010

MBA3507: HUMAN RESOURCE DEVELOPMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to help the student gain an understanding of the need and methods of HRD, and insights in the design, development and delivery of HRD Programmes.

COURSE OUTCOMES:
At the completion of this course, the students will be able to:

1. Define the basics of Human Resource Development, strategy formulation and implementation
2. Explain and analyze the various HRD mechanisms.
3. Define the various behavioral tools applied in HRD.
4. Identify and define the benefits of HRD.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA3507 : HUMAN RESOURCE DEVELOPMENT

COURSE CONTENTS:

1. **Human Resource Development:** Concept and Historical Perspective, Elements of Good Human Resource Development, HRD and Organizational Effectiveness. Formulation and Implementation of HRD Strategies

2. **HRD Mechanisms I:** Employee Counseling- Types,Methods,Importance and Impact on Employees Effectiveness. Performance Appraisal- Methods and their impact on Employees Effectiveness, Potential Appraisal.

3. **HRD Mechanisms II:** Career Planning and Development, Succession Planning, Coaching - The Skills of Coaching, Coaching and Performance Management, Mentoring- Selection of Mentor, Mentoring Methods and their Benefits

4. **Behavioral Tools:** FIRO-B (Fundamental Interpersonal Relations Orientation), Johari Window, Transactional Analysis(TA), their applications in Human Resource Development.

5. **The Benefits**, Cost and Future of H.R.D: the Cost and Benefit of Training, Models of Cost Benefit Analysis of Training. Future of HRD (Economic, Political, Sociological and Organizational Factors). Case Studies

TEXT READINGS:

1. T.V. Rao, HRD Audit, New Delhi, Sage Publications, 1999.
2. Jerry W. Gilley and Steven A. England, Principles of Human Resource Development, Massachustts,Addison-Wesley, 1989.

SUGGESTED READINGS:

1. Pai, Ravishanker,Dhar and Pattanayak , HRD Skills for Organizational Excellence, Himalaya,1999.
2. Ashok Chanda and Shilpa Kabra, Human Resource Strategies,Response Books, 2000.

MBA 3505: SOCIAL AND INDUSTRIAL PSYCHOLOGY

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

COURSE OUTCOMES: At the completion of this course, the students will be able to:

1. Recognize the concept of social psychology and the aspects of social cognition, perception and non verbal communication and explain attribution with its errors
2. Understand the self concept with its components and the impact of self esteem and self efficacy an ones social behavior.
3. Identify the basics of employee selection along with understanding of personality, ability and skill testing.
4. Demonstrate the need of safety management and means of inculcating safety psychology in an organization.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)

2. An end-term theory examination (70%).

MBA 3505: SOCIAL AND INDUSTRIAL PSYCHOLOGY

COURSE CONTENTS:

1. Social Psychology: Definition, Nature and Background, Factors affecting social behavior, social cognition, Social Perception, Non-Verbal Communication, Non verbal cues in social interaction, Case studies.

2. Theories of Attribution: Concept of Attribution, Kelley's theory of causal attribution, Theory of correspondent inference, Impression formation and Impression management, Case studies.

3. Social Identity: Self Concept, Self-esteem and its components, Self-efficacy and factors affecting it, , Self-monitoring and its factors, Self- focusing, Case studies.

4. Employee Selection and Testing: Interview- objectives, process, guidelines, Application blanks-Importance and Proforma, Biographical inventories, References and background investigations, Employee Testing abilities, Types of tests, Testing personality, Testing skills and achievements, Using and not using tests, Case studies.

5. Safety Psychology: Safety management, Safety Training, Safety Publicity and Contests. Safety psychology, Differential accident liability, Prevention of Accidents, Case studies

TEXT READING:

1. Robert A. Baron,Nyla R.,Donn Byrne ,Social Psychology , Pearson,2009
2. Landy, Work In The 21st Century: An Introduction to Industrial and Org. Psychology, Wiley,2009
3. Howitt, Dennis, Social Psychology: Conflicts & Continuities, Mc Graw Hill Education 2008

SUGGESTED READING:

1. Jex and Britt, Organizational Psychology: A Scientist Practitioner Approach, Wiley, 2014
2. Taylor, Social Psychology, Pearson , 2010
3. Ghosh P.K., Industrial Psychology, Himalaya Publishing House,1980
4. Steve M.Jex, Organization Psychology, Wiley, 2009
5. Comer & Gould, Psychology around us, Wiley, 2010

MB…….: MANAGING KNOWLEDGE WORKER

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

Helps the students to understand the concept of knowledge workers and their relevance with respect to organization. It gives in-depth knowledge how to develop knowledge workers. It helps in understanding management functions and focuses on the future of knowledge organizations.

COURSE OUTCOMES: At the completion of this course, the students will be able to:

1. Define the basic concepts of knowledge workers and knowledge organization.
2. Explain the learning strategies for knowledge workers
3. Define the knowledge work, productivity and processes.
4. Define and analyze the role of knowledge worker in the 21st century.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MB…….: MANAGING KNOWLEDGE WORKER

COURSE CONTENTS:

1. Introduction to Knowledge Management-Concept of knowledge worker, Indian knowledge worker, knowledge worker culture, knowledge organization.

2. Learning strategies for knowledge workers- Training, learning and behavior modification in knowledge management, making knowledge work a pleasure, becoming an effective knowledge worker. Professional development models

3. Knowledge work and organizations- Reducing the knowledge gap, knowledge management assessment, knowledge based problem solving. Teaming and grouping strategies, knowledge corridor, establishing knowledge corridor, promoting the knowledge corridor.

4. Knowledge worker productivity and knowledge processes: Inter relatedness of knowledge work processes and social context, types of knowledge transfer, the short falls of knowledge management to improve knowledge workers‟ productivity, uniqueness of invisibility of knowledge work.

5. Roles of knowledge worker: Value proposition for knowledge management, enabling knowledge management transition, modes of transformational leadership, Knowledge organization in 21st century, future projections

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TEXT READINGS:

1. Amrit Tiwana- The Essential guide to Knowledge Management,Prentice Hall; 1st edition 2000
2. Conor Hanaway -Managing Knowledge Workers, Blackhall Publishing Ltd 1999
3. Susan Newell-Managing Knowledge Workers, Palgrave Macmillan, 2002

SUGGESTED READINGS:

1. Ichijo, Kazuo, Nonaka, Ikujiro-New Challenges for Managers Published, Oxford University Press, 2006
2. Effron, Gandossy & Goldsmith -Human Resources in 21st Century, Wiley, 2003

MBA 3908: OPERATIONS PLANNING AND CONTROL

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVES:

The course is designed to equip the students with the concepts of Operations Planning and Control (OPC). The emphasis will be on the application of concepts and tools used in OPC for achieving efficiency and quality superiority.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. To acquire an understanding of the basic functions and fundamentals of operations planning and control.
2. To develop analysing skills in solving production management problems such as demand forecasting models, aggregate planning and master scheduling.
3. To comprehend the significance of production planning and control and demand forecasting.
4. To demonstrate an understanding of the concepts of materials management such as MRP, stores management and advance concepts in OM such as TOC, Lean Mfg.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA3708: OPERATIONS PLANNING AND CONTROL

COURSE CONTENTS:

1. **Introduction to Operations planning and Control:** Need for Operations Planning Control (OPC),Organization of OPC, Advantages, Limitations, and functions of OPC , System Point of view, Duties of Production Controller, Principles and Procedure of Production Control, Methods and techniques of Production Control.

2. **Sales Forecasting & Resources Requirement Planning :** Introduction, Definition, and Methods of Demand Forecasting, Linear and Quadratic Forecasting, Exponential Smoothing. Aggregate Production Planning Strategies, Master Production Schedule, ATP (Available to Promise), Material Requirement Planning.

3. **Routing and Sequencing: Routing:** Definition, Objectives, and Procedure of Routing, Factors Affecting Routing Procedure, Route Sheets, and Use of Route Sheets. **Sequencing-** Classification of Sequencing methods. Single Machine Sequencing, Algorithms and methods.

4. **Scheduling and Dispatching:** Definition, Aims of Scheduling, Purpose of Scheduling, Types of Scheduling Situations, Short-term Scheduling, Long-term Scheduling, Methods of Scheduling, Scheduling for more than three machines, Scheduling through Networks, Line of Balance, Line Balancing Fundamentals and Method. **Dispatching -** Duties of Dispatcher, Dispatching procedures, Types of Follow-up, Preventing Production Delays, Causes for Delay.

5. **Advance concepts in OM:** Fundamentals of Theory of Constraints, Drum-Buffer- Rope, Lean Manufacturing tools and applications, MRP Lot Sizing Techniques, Total Productive Maintenance.

TEXT READINGS:

1. Stephen Chapman, The Fundamentals of Production planning and Control, Pearson publication, 2006
2. L.C. Jhamb, Production Planning and Control, Pune, Everest Publications, 2001.
3. Norman Gaither, Operation Management, Cengage Publications, India

SUGGESTED READINGS:

1. K.C. Jain. Production Planning Control and Industrial Management. 2008
2. Krishnaswamy K.N. and Mathirajan M.; Cases in operations management , II ed. PHI

MBA 3706: MATERIALS MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

Objective of this course is provide the students exposure to the advanced concepts of Materials Management, and issues like selective inventory control, procurement, e -procurement, Vendor rating, Designing Materials purchase, inventory and waste management policies.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Comprehend the basic fundamentals and significance of materials management in modern era.
2. Integrate the organization wide materials requirement to develop an overall plan (MRP).
3. Identify, study, compare, and evaluate alternatives, select and relate with a good supplier.
4. Apply various purchasing method and inventory controlling techniques into practice as well as integrate important materials functions including stores management.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 3706: MATERIALS MANAGEMENT

1. **Introduction:** introduction to Materials Management and Productivity, Functions of materials management, Organization structures in materials management, role of materials management techniques in improved material productivity. Materials Planning: Objectives, Material Requirement Planning, manufacturing resource planning, JIT production planning, Strategic materials planning, Material control: Acceptance Sampling, Inspection.
2. **Purchasing: I**mportance of good purchasing system, Organization of purchasing functions, Purchase policy and procedures, Responsibility and limitations, Purchasing decisions, Role of purchase in new product development, Role of purchasing in cost reduction, Negotiations and purchase, Purchasing research: Identification of right sources of supply, Vendor rating, Standardization, Vendor certification plans, Vendor and supply reliability, Developing new source of supply.
3. **Cost reduction:** Cost control v/s cost reduction, Price analysis, Material cost reduction techniques, Variety reduction, Cost reduction and value improvement, Techniques of cost control, Standard costing, Cost effectiveness, Cost analysis for material management, Material flow cost control. Make or buy decision, Economic analysis, Break even analysis, Break-even point theory, whether to add or drop a product line
4. **Inventory management:** Inventory v/s Stores, Types of inventory, Inventory control, EOQ model, Various inventory models, Inventory models with quantity discount, Exchange curve concept, Coverage analysis, Optimal stocking and issuing policies, Inventory management of perishable commodities, Selective inventory control (ABC, VED analysis, FSN, HML, XYZ, GOLF, Music 3D), Design of inventory distribution systems, Information system for inventory management,
5. **Stores and waste management:** Design of Stores for manufacturing organisation and retail stores, Centralisation v/s Decentralisation, Types of stores, Waste Reduction, and waste disposal system planning. Case studies.

TEXT READINGS:

1. A.K. Chitale, R.C. Gupta, Material management, PHI
2. A. K. Dutta, Materials management PHI

SUGGESTED READING:

1. P. Gopalkrishnan,& M. Sundersen, Material management- An integrated approach, PHI
2. W.R.StelzerJr. MaterialManagement, PHI

MBA 3707: TOTAL QUALITY MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of the course is to acquaint the students of improving quality of products and services, the modern approaches of Quality Enhancement and Quality Gurus. The course also aims at learning of Six sigma quality.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Gain basic knowledge in Total Quality Management (TQM) relevant to both manufacturing and service industry.
2. Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
3. Identify and apply the tools and techniques of quality management to manufacturing and services processes.
4. Identify and evaluate the measures to overcome various quality issues.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 3707: TOTAL QUALITY MANAGEMENT

COURSE CONTENTS:

1. **Core Concepts of Total Quality Management:** Customer Focus, Quality for Profits Cost of Quality, Competitive Benchmarking, Team Efforts, Managers as Role Models, Recognition and Rewards, Quality Delivery Process.

2. **T.Q.M. Fundamentals:** Evolution of Total Quality Management. Historical perspective. Elements of TQM: Elimination of waste and problem exposure. Total quality control systems. Quality Function Deployment. Learning from Quality Gurus: Edward Deming, Joseph M. Juran, Karon Ishikawa, Philip B. Crosby, William E. Conway and their Applications in Today's Business Environment.

3. **Tools and Techniques of TQM:** Techniques for Analyzing a Quality Process, Quality Circles, Statistical Process Control, Failure Mode and Effect Analysis, Fishbone Diagram, Computer Aided Inspection, Data Collection and Analysis. Poka Yoke, Ishikawa Diagram.

4. **Quality Standards, applications of TQM:** ISO-9000; ISO-16000: Concepts, Certifications, Methods and Implementations. Applications of TQM to service organizations. Various Quality Awards. Cost-benefit analysis. Life cycle costing. Case studies.

5. **Fundamental concepts of Six sigma**, General methodology of Six Sigma. Latest developments in six sigma methodology, six-sigma and cost control, generating competitive advantage and quality superiority for the firm. Indian Applications. Pitfalls and difficulties in implementation TQM and Methods of Avoiding pitfalls in implementation.

TEXT READINGS:

1. Amitava Mitra; Fundamentals of Quality Control and Improvement; Pearson; 2001
2. K Sridhar Bhatt, TQM, Himalaya Publications. 2005
3. J. M. Juran and Frank M. Gryna (Edts.), Juran's Quality Control Handbook, New York, McGraw Hill Publications, 2001.
4. Tapan P. Bagchi, ISO 9000: Concepts, Methods and Implementation, Allahabad, Wheeler Publishing.
5. Snee and Hoeri, Leading Six Sigma, Prentice Hall

SUGGESTED READINGS:

1. Principles of Total Quality by Swift, Ross & Omachonu
2. 100 Methods of Total Quality Management by Kanji & Asher
3. Statistical Quality Control by Grant & Leavenworth
4. Total Quality Management by Joseph & Susan

MBA 3705: BUSINESS PROCESS REENGINEERING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to acquaint the student with understanding process orientation in business management and develop skills and abilities in re-engineering and business process for optimum performance.

COURSE OUTCOMES: At the end of the semester, the students will be able:

1. To understand the basic fundamentals (Philosophy, Need, Benefits, and Pitfalls) of Business Process Engineering (BPR).
2. To comprehend the organizing, strategic, and operational issues in BPR.
3. To analyse and apply various models in BPR such as the Five-step model, ARTEMIS model.
4. To explore the significance of issues influential in implementing BPR.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 3705: BUSINESS PROCESS REENGINEERING

COURSE CONTENTS:

1. **Introduction to BPR:** Business Process Re-Engineering (BPR), Philosophy of BPR, Fundamental Tenets of BPR, Benefits and Pitfalls of BPR, Drivers to BPR. Significance and functions of BPR.
2. **Process Reengineering Framework:** Opportunity Assessment, Planning the Process Re-engineering Project. Organizing for Process Reengineering. Strategic and operational issues in BPR.
3. **Process Analysis and Design,** ARTEMIS model, Five-step model. IT enabled BPR. Simulation and workflow diagram as application for BPR.
4. **Planning and Implementing the Transition:** Planning the Transition, Implementing the Transition, Tracking and Measuring Process Performance. Change Management Tools
5. **Risk and Impact Measurement**, Innovations and Benchmarking, BPR v/s Industrial engineering. BPR v/s Automation, Role of TQM in BPR. Case studies

TEXT READINGS:

1. Lon Roberts, Process Re-engineering: The Key to Achieving Breakthrough Success, New Delhi, Tata McGraw Hill, 1992.

2. Henry J. Johanson, Palrik Mchine, A.John Pandilebury, William A Wheater, Business Process Reengineering: Breakpoint Strategies for Market Dominance, Chichester, John Wiley and Sons, 1993.

SUGGESTED READINGS :

1. Radhkrishnan R.; Balasubramaniam; Business Process Reengineering, PHI Learning.

2. Srinivasan R.; BPR, Tata McGraw Hill, New Delhi

MBA ____: ADVANCES IN OPERATIONS MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to provide students with tools and techniques to manage operations of service organizations.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Emphasize the significance of service sector in modern economic environment.
2. Classify services for strategic insights and identify innovations in services.
3. Explain and analyze the service encounter model, service facility location, and customer service orientation.
4. Recognize and apply the tools of service quality as well as suggest the strategies for managing demand.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA ____: ADVANCES IN OPERATIONS MANAGEMENT

COURSE CONTENTS

1. **Role of services in an economy**: economic evolution, stages of economic society, post industrial society; nature of service sector, role of service manager. The nature of services : services classification

2. **Service strategy**: the strategic service concept, classifying services for strategic insights, understanding the competitive environment of services, competitive service strategic, winning customers in the marketplace. Services and information technology, technological innovations in services, the competitive role of information in services, the virtual value chain limits in the use of information.

3. **The service encounter:** the service encounter triad- Encounter Dominated by the Service Organization, the service organization- culture, empowerment; contact personnel – selection, training; the customer- expectation and attitudes, the customer as co-producer; creating a customer service orientation, the service profit chain. Service facility location: location considerations, estimation of geographic demand, facility location techniques, site considerations, breaking the rules-competitive clustering, saturation marketing, intermediaries, substitution of communication for transportation.

4. **Service quality:** defining service quality, measuring service quality- SERQUAL, benchmarking, scope of service quality; quality service by design-incorporating quality in the service package, Taguchi methods, Poka Yoke, quality function deployment; achieving service quality- cost of quality, tools for achieving service quality; programs for service quality assurance – quality improvement to achieve zero defects. Managing queues: queuing systems, the psychology waiting, the economics of waiting essential features of queuing systems standard M/M/1 model, finite-queue M/M/1 model M/G/1 model.

5. **Managing capacity and demand:** strategies for managing demand- partitioning demand, promoting off-peak demand, developing complementary services, using reservation systems and handling the overbooking problem; Strategies for managing supply- using daily work shift scheduling, using weekly work shift scheduling with days off constraints, increasing customer participation, creating adjustable capacity, sharing capacity, cross training employees, using part time employees. Case Studies with special inference to Indian context.

TEXT READINGS:

1. James A Fitzsimmons and Mon J Fitzsimmons- Service Management, McGraw Hill
2. Cengiz Haksever, Barry render, Roberta S Rusell and Rober G Mudrick- Service Management and Operations, Pearson Education

SUGGESTED READINGS:

1. Richard Metters, Kathryn King- Matters and Madeleing Pullman-Service Operations Management, Thompson- South

SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE

DEPARTMENT OF MANAGEMENT STUDIES

MBA Scheme (2020-2022)

(Choice Based Credit System)

MBA SECOND YEAR (2YDC) (Fourth Semester)

S No	Sub. Code	Subject	L	T	P	Credits		Th	CW	SW	Pr	Total
						T	P					
1	MBA 4005	Project Management^	3	-	-	3	-	70	30	-	-	100
2	MM-1	Elective MM-II*	3	-	-	3	-	70	30	-	-	100
3	MM-2		3	-	-	3	-	70	30	-	-	100
4	FM-1	Elective FM-II*	3	-	-	3	-	70	30	-	-	100
5	FM-2		3	-	-	3	-	70	30	-	-	100
6	HR-1	Elective HR-II*	3	-	-	3	-	70	30	-	-	100
7	HR-2		3	-	-	3	-	70	30	-	-	100
8	OM-1	Elective OM-II*	3	-	-	3	-	70	30	-	-	100
9	OM-2		3	-	-	3	-	70	30	-	-	100
10	MBA4997	Major Research Project# (Phase II)	-	-	4	-	4	-	-	100	100	200
11	MBA4999	Comprehensive Viva#	-	-	-	-	4	-	-	-	100	100
Total			**15**	**-**	**4**	**15**	**8**	**350**	**150**	**100**	**200**	**800**

^ Core Subjects # Generic subject

*** Discipline centric subject**- Students are to select a minimum total of four subjects of two specializations.

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM FOR FULL-TIME COURSE (Under Choice Based Credit System)

MBA SECOND YEAR FOURTH SEMESTER

SUBJECT CODE	**LIST OF SUBJECTS**
COMPULSORY SUBJECTS:	
MBA 4005	PROJECT MANAGEMENT
MBA 4997	MAJOR RESEARCH PROJECT (Phase-II)
MBA 4999	COMPREHENSIVE VIVA
MARKETING:	
MBA4108/ MBA4110	**CONSUMER BEHAVIOUR**
MBA4109/MBA4111	**RURAL & SERVICE MARKETING**
MBA 4100/MBA4112	**SUPPLY CHAIN MANAGEMENT**
MBA 4106	INTERNATIONAL MARKETING
	INDUSTRIAL MARKETING
FINANCE:	
MBA 4304	**INTERNATIONAL FINANCE**
MBA 4305	**CORPORATE STRUCTURE FINANCING**
MBA 4307	**FINANCIAL MARKETS AND SERVICES**
	FINANCIAL MODELLING USING EXCEL
	MERGERS AND ACQUISITIONS
HUMAN RESOURCE:	
MBA 4504	**COMPENSATION AND REWARD MANAGEMENT**
MBA 4505	**HR STRATEGIES AND AUDIT**
MBA 4506	**LABOR LEGISLATIONS**
	BUSINESS PROCESS TRANSFORMATION
	SOCIAL SECURITY AND LABOR WELFARE
OPERATIONS:	
MBA 4100/MBA4707	**SUPPLY CHAIN MANAGEMENT**
MBA 4705/MBA4709	**LOGISTICS MANAGEMENT / MBA4710 (FOR CORE SUBJECT)**
	INNOVATION MANAGEMENT AND SUSTAINABILITY
	TECHNOLOGY MANAGEMENT
	ENTERPRISE RESOURCE PLANNINGs

MBA 4005 PROJECT MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of the course is to acquaint students with project management method and to develop skills on project planning, analysis, implementation and control.

COURSE OUTCOMES: At the end of the semester, the students will be able to:

1. Understand concept of Project Management, its application in management of organization in present world scenario. To be able to manage project teams during project life cycle.
2. Assess feasibility of projects with regard to market, finance and socio-economy and determine project cash flows and check feasibility.
3. Identify, evaluate and compare various sources of risk in projects, as well as techniques to reduce risk and its impact.
4. Monitor project using network analysis for both PERT and CPM and perform project cost optimization and resource utilization.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 4005 PROJECT MANAGEMENT

COURSE CONTENTS:

1. Project Planning: Characteristics, Need, Objectives and Project Life Cycle. Types of Projects, Project selection tools, Market Potential Analysis, and portfolio planning tools (BCG, SPACE and their interface). Types of Project Organizations and Human Aspects of Project Management, Traits of project manager

2. Technical and Financial Feasibility: Technical Analysis (technology selection, capacity selection) Cost of Project, and financing, Project Cash Flows (including projects and owner's perspective), Optimum capital structuring of a project for a given risk, Project Appraisal Criteria.

3. **Risk Analysis and SCBA:** Analysis of Risk. Risk Adjusted Capital Budgeting, Sensitivity Analysis, Scenario Analysis, Hiller Model, Optimum DSCR and BEP, Social Cost Benefit Analysis.

4. **Project Networks:** Basic Concepts of Networks, Construction of network on AOA and AON. Line Estimation and Determination of Critical Path (for both PERT and CPM Models), Slacks, Floats, and applications

5. **Cost Time Relationship and Project Monitoring:** Crashing and Reverse Crashing with their significance. Resource leveling, Earned Value Approach Performance Evaluation, Abandonment Analysis, Project Audit

TEXT READINGS:

1. Rajeev Gupta. Project Management, 2e, PHI, India, 2014
2. Prasanna Chandra. Project Planning, Analysis, Selection, Implementation and Review, New Delhi, Tata McGraw Hill Publications, 2011
3. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling and Controlling, New Delhi, CBS Publications, 1994.

SUGGESTED READINGS:

1. Meredith and Mantel, Project management: a managerial approach, 8e, Wiley India, New Delhi, 2012
2. Vasant Desai, Project Management, New Delhi: Himalaya Publishing House, 2008.

MBA4997: MAJOR RESEARCH PROJECT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
-	4	-	-	4	-	-	-	100	100	200

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of Major Research Project is to enable the student to go into the detail of the given problem and design an effective solution keeping the given constraints and organizational objectives in mind. This is to enhance the analytical and problem solving ability of the student.

EXAMINATION SCHEME:

Major Research Project will be compulsory

Before the end of IV semesters for MBA, the student will be required to submit the final MRP Report in the hard bound form in the number specified by the department. All the students are required to give a presentation of his/her work done during the project before the exam panel. A panel of examiners will award credits.

MBA 4999: COMPREHENSIVE VIVA

COURSE OBJECTIVE:

The objective of comprehensive viva-voce is to judge the over all development of the student during the MBA Programme.

EXAMINATION SCHEME:

Every student will be required to undergo comprehensive viva-voce at the end of fourth semester of MBA. A panel of examiners will conduct the comprehensive viva-voce examination. The panel will be appointed by the head of department. Comprehensive viva-voce will be of four virtual credits. The panel will award credit to the students.

COURSE CONTENT:

The viva-voce shall normally cover the subjects taught in all the semesters of MBA Program

MBA 4108 / MBA 4110: CONSUMER BEHAVIOR

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to help students gain an understanding of Consumer Behavior and its applications.

COURSE OUTCOMES:

At the completion of this course, the students will be able to:

1. Understand Nature of consumer behavior and Environmental Influences and its impact on Consumer Behavior
2. Discuss influence and importance of Family, culture and opinion leadership.
3. Explain concepts of motivation and attitude and its influence on consumer.
4. Describe consumer decision process, CRM and consumer research.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)

2. An end-term theory examination (70%).

MBA 4108 / MBA 4110: CONSUMER BEHAVIOR

COURSE CONTENTS:

1. **Introduction to the Study of Consumer Behavior**: Nature of consumer behaviour, Scope and Application of consumer behaviour. Environmental Influences and impact on Consumer Behavior: Cultural, Social, Personal, Family and Situational Influence on consumer behaviour, application of consumer behaviour,

2. **Opinion Leadership and Life Style Marketing:** Characteristic of Culture, Cross Cultural Understanding, Nature of Social Class and Consumer Behaviour, Nature, Significance and marketing Implications of Personal Influence, Significance of Family in Consumer Behaviour and Family Life Cycle, Opinion Leadership Forms.

3. **Consumer as an Individual:** Involvement and Motivation, Knowledge, Attitude, Values, Personality, Learning and Life Style, Nature & role of Motive, Classifying Motive, Characteristics, Functions & Sources of Attitudes, Attitude Theory & Model, Characteristics and Classification of Learning, Personality Theory and Application, Psychographics.

4. **Consumer Decision Processes:** a. Pre-purchase Process: Information Processing. b. Purchase Processes: Consumer Decision Rules. c. Post Purchase Processes: Framework, Dissonance Satisfaction / Dissatisfaction. Consumer Behaviour Models: a. Nicosia Model. b. Howard Sheth Model. c. Engel-Blackwell and Miniard Model, d. Sheth Family Decision Making Model.

5. **CRM**: CRM and Consumer Behavior, Consumer Roles, Market Values and CRM. Case study related to consumer behavior. Consumer Research, Various methods and techniques of consumer research, reliability and validity, generalization. New Developments in the field of Consumer Research

TEXT READINGS:

1. Leon G. Schiffman and Lustic Lazar Kanuk, Consumer Behaviour, London, Prentice Hall,11th Edition,2014
2. William L. Wilkie, Consumer Behaviour, New York, John Wiley and Sons, 3rd Edition, 1994.

SUGGESTED READINGS:

1. MS raju, dominique xardel, consumer behaviour concepts, application and cases, vikas publishing house,2013
2. Saravanavel & Sumathi, Marketing Research & Consumer Behaviour, vikas publishing house
3. Suja R.Nair: Consumer Behaviour, New Delhi, Himalaya Publishing House, 1st Edn. 2001

MBA 4109/MBA4111: RURAL AND SERVICE MARKETING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVES :

The objectives of this course are to expose the students to various aspects of services and also give them a glance into the rural markets which can help them in developing a deep insight to the domain of services and to the behavior of rural consumers.

COURSE OUTCOMES: At the completion of this course, the students will be able to:

1. Understand the importance of rural marketing in current scenario and environment of rural marketing.
2. Discuss on Psychology of Rural Consumers and the Marketing Strategies in its context.
3. Explain service quality, challenges in service marketing and dimensions of service marketing strategies.
4. Describe about importance of innovation in service and rural marketing and will identify different marketing plans for different products depending on the product attributes and the target customers.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA4109 / MBA4111: RURAL AND SERVICE MARKETING

COURSE CONTENTS:

1. **Rural Marketing Scenario:** Concept, definition, importance, nature and scope of rural marketing. Problems in Rural Marketing Rural Market Structure: Demographic Environment, Physical Environment, Socio Environment, Economic Environment, Political Environment, Technological Environment.The Economic Scenario in Rural India, the rural economic structure, rural occupation pattern and employment structure, income and consumption, sources of rural finance, organised and unorganised sources of finance.
2. **Rural Consumer Behavior and Marketing Strategies**: Rural Market Segmentation, Targeting ,Selection of Segments, Requirement for Effective Segmentation, Coverage of segments, Positioning, Developing a Positioning Strategy.Product Strategies, Pricing Strategies, Distribution Strategies, Promotion Strategies.Factors affecting consumer behavior, characteristics and Psychology of rural consumer. Product, branding and packaging, types of rural channels, and personal selling in rural markets.
3. **Services Marketing and Strategic Issues:** Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Marketing services Vs. Physical services Challenges in Service Marketing.Segmentation, Differentiation, Positioning**:** Positioning of Services and Strategies related to Positioning of services.
4. **Managing Service Quality and Productivity:** Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions. Service Management Process; Internal, External and Interactive Marketing Strategies. Concept, Dimensions and Process; Service Quality Models (Gronroos and Parsuraman) Application and Limitations, Productivity in Services.
5. **Marketing of Products** Components of Marketing Functions, Packaging, Packing,, Types of Materials for Packing, Marketing of Seeds, Manure, Fertilizers, Pesticides, Feeds for Live Stock, Farming Equipments and Chemicals. Role of Innovations in rural markets, Importance of ICT in rural. Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs.

TEXT READINGS:

1. CSG Krishnamacharyulu and Lalitha Ramakrishnan Rural Marketing- Text and Cases, Singapore: Pearson Education Asia, Ist Edition. 2000.
2. R.V. Badi and N.V. Badi, Rural Marketing, Himalaya Publishing House, Mumbai, 2012
3. Christopher H. Lovelock, Services Marketing, New Delhi, Prentice Hall of India, 3rd Edition, 1996.
4. Gronroos, Service Management & Marketing: Customer Management in Service Competition, 3ed, Wiley

SUGGESTED READINGS:

1. Gopalaswamy, TP, Rural Marketing - Environment Problems and Strategies -3rd Edn, Vikas publishing house
2. S.L. Gupta, Rural Marketing, First Edition, Wisdom Publications, Delhi, 2004
3. O.S. Shrivastava, Rural Marketing, Quality Publishing Company, New Delhi, 2004
4. Jha, S.M, Service Marketing, Himalay publishing house, 2013
5. Shajahan, S, Service Marketing - concepts and, application and cases, Himalay publishing house
6. Ravi Shankar, Service Marketing, New Delhi, Global Press, 2nd Edition, 1998.
7. Zeithamal and Bitner, Service Marketing: Integrating Customer Across the Firm, Homewood, Irwin / McGraw Hill, 2002.

MBA 4100/MBA4112: SUPPLY CHAIN MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

This course introduces the concept of supply chain management. Students will gain a sound foundation in the knowledge necessary in the field of supply chain management.. It includes benefits and limitations of E-Business and outsourcing in SCM.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Understand the important role, decision making, and drivers of supply chain management in modern business context.
2. Identify and assess the need & choices of distribution channels, forecasting models, and revers logistics.
3. Evaluate and apply the tools of supply and demand management, level of product availability and planning for outsourcing in supply chain.
4. Understand the applications of the fundamentals, issues, and remedial measures in retail SCM.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 4100 / MBA 4112: SUPPLY CHAIN MANAGEMENT

COURSE CONTENTS

1. **Introduction:** Importance of Supply Chain Management (SCM), Definitions of SCM, Decision Phases in supply chain, Process view of a supply chain, Nature and Scope of SCM, Evolution of SCM, Strategic Fit, Achieving strategic fit, Supply Chain Drivers, Performance Measures for SCM performance, Concept of Efficient and Responsive supply chain, Factors for selection of degree of responsiveness and efficiency.

2. **SCM Matrices & Design of SCM network**. Supply Chain Network Design, The Problem of Network Configurations, Integrated Supply Chain Planning, Supply Chain Network Design Process, Design of Channel of Distributions, Functions of Distribution Channels, Types of Distribution Channels, The Maximal Flow Problem and Product Mix Model. Demand Management and Customer Service: Demand Forecasting, Role of Forecasting in Supply Chain, Corporate Planning Forecasting and Replenishment (CPFR), Selection of a Forecasting Method, Reverse supply chain: benefits, forms of reverse SC, implementation steps.

3. **Production Planning in Supply Chain:** Aggregate Planning Strategies, Planning Supply and Demand in a supply chain, Planning for optimal level of Product Availability, Sourcing/Source Management, Selection of sources. Outsourcing: Criteria, Importance and limitations. Inventory: Components, Methods for optimum inventory.

4. **Coordination and IT in SCM:** Supply Coordination, Obstacles to Coordination in a Supply Chain, Bullwhip effect and its remedial measures, Managerial Levers to Achieve Coordination within a supply chain, Building Strategic Partnership and Trust within a Enterprise Resource Planning Systems, Balanced Scorecard, evaluation of performance of SCM.

5. **Retail SCM:** Introduction, Retail supply chain, difference with manufacturing supply chain, scope, elements, merchandise management processes, and strategic view of Retail SCM, Retail product life cycle management, Retail distribution and replenishment, Retail supplier relationship management, Retail CRM, Category and Format specific retail SCM issues.

TEXT READINGS:

1. Sunil Chopra and Meindl, Supply Chain Management, Pearson Publication, 6th ed., 2014
2. Janat Shah, Supply Chain Management, Pearson Publication, 2014.

SUGGESTED READINGS:

1. Rajesh Ray, Supply Chain Management for Retailing, Tata McGraw Hill, New Delhi, 2010.
2. David Simchy Levi, Philip Kaminsky, Designing and Managing the Supply Chain, Concept, Strategies and case studies. Tata McGraw Hill, 2007.
3. B. S. Sahay, Supply Chain Management, New Delhi, Wheeler, 1994.

MBA 4106: INTERNATIONAL MARKETING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

COURSE OUTCOMES:

1 Understand basics of International Marketing

2 Demonstrate the effect of International environment on international trade and recognize the role of IMF, WTO

3 Study of International product planning, adoption and diffusion.

4 Understand various pricing and promotion concepts of International trade.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 4106: INTERNATIONAL MARKETING

COURSE CONTENTS:

1. **International Marketing:** Basis of International Trade, Theories of International Trade Absolute Advantage, Comparative Advantage and Factor Endowment Theory) Difference between Domestic, International, Multinational, Global Markets, EPRG Frame Work.
2. **Scanning of International Environment:** Social, Political, Legal, Economic, Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.
3. **Export Documentation and Procedures** and Institutional Support for Export Promotion in India. Product**:** Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.
4. **Pricing Strategies:** Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing. Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.
5. **Promoting Products / Services in Overseas Markets:** Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, Industry Self-Regulation.

TEXT READINGS:

1. Siddiqui, International Marketing, Wiley
2. Rajagopal, International Marketing, vikas publishing house
3. W. J. Keegan, Global Marketing Management, New Delhi, PHI, 5th Edition, 1997.
4. Sack Onkvisit and John J. Shaw, International Marketing Analysis and Strategies, New Delhi, PHI, 1998.

SUGGESTED READINGS:

1. Czinkota, International Business, 8ed, Wiley
2. M.R. Czinkota and I.A. Ronkainen, International marketing, Fortworth, Dryden, 1998.
3. S.J. Poliwoda, International Marketing, New Delhi, Prentice Hall of India 1995.

MB_____ : INDUSTRIAL MARKETING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to expose the student to various aspects of Industrial Marketing and develop abilities in Industrial marketing.

COURSE OUTCOMES:

1 Identify differences between industrial and consumer marketing

2 Study of various strategies of Industrial Marketing Environment

3 Understand dynamics of Industrial buying behaviors

4 Study Industrial market segmentation, targeting and distribution and influence of Price and promotion over industrial market

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MB_____ : INDUSTRIAL MARKETING

COURSE CONTENTS:

1. **The Nature and Concepts of Industrial Marketing,** Industrial verses Consumer Marketing, Economics of Industrial Demand. Resellers Marketing. Organizational Customers, Governmental Agencies, Institutions, Classifying Industrial Products, Characteristics of Organizational Procurement.

2. **Industrial Marketing Environment**, Strategies for Managing the Industrial Marketing Environment. Organizational Buying and Buyer Behaviour: Concepts and Models of Organizational Buying Behaviour.

3. **Interpersonal Dynamics of Industrial Buying Behaviour**. Buying Center Involvement and Interaction Patterns, Joint Decision Making, Conflict and Resolution in Joint Decision Making, the Buying Committee, Supplier Choice and Valuation.

4. **The Strategic Planning Process** in Industrial Marketing. Industrial Market Segmentation, Selection of Segments, Basis for Segmenting Industrial Markets, Requirement for Effective Segmentation, Target Marketing and Positioning,.

5. **Formulating Channel Strategies:** Marketing Channel Participants, Physical Distribution and Customer Service, Formulating the Marketing Communication Personal Selling, Advertising, Sales Promotion and Publicity. Business Pricing: Price Determinants, Pricing Decisions.

TEXT READINGS:

1. Cherunilam & Francis, Industrial Marketing, Himalay Publishing house, 2011
2. Robert R.Reeder, Edward G.Brierty, and Betty H. Reeder, Industrial Marketing, Analysis, Planning and Control, New Delhi, PHI, 2nd Edition, 1998.
3. Krishna K. Havldar, Industrial Marketing, New Delhi, Tata McGraw Hill, 2002.

SUGGESTED READINGS:

1. Michael H. Morris, Industrial and Organizational Marketing, New York, Macmillian, 2nd Edition, 1992.

MBA 4304: INTERNATIONAL FINANCE

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to provide a framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets.

COURSE OUTCOMES: At the end of the course, the student will be able to:

1. Understand foreign exchange market and exchange rate.
2. Determine arbitrage opportunities in international financial market.
3. Understand issues pertaining to multinational financing and investment decisions
4. Gain knowledge about foreign exchange exposures of firms and hedging techniques to manage it.
5. Gain knowledge about structure and role of IMF and world bank.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 4304: INTERNATIONAL FINANCE

COURSE CONTENTS:

1. International Financial management: an overview, international financial management, motivations for international finance. Theories of foreign exchange rate movement and international parity conditions -purchasing power parity, international fisher effect, Trade theories and barriers to free trade. Balance of Payment Accounting.

2. **The Foreign Exchange markets and Rate Determinants**: Types of transactions, exchange rate quotation, Types of arbitrage, structural models of exchange rate determination, , spot market and forward market – forward premiums and discounts, bid - ask spread, interest arbitrage.

3. Management of Foreign Exchange Risk: Translation exposure - functional versus reporting currency, comparison of four translation methods, transaction exposure, economic exposure, forward exchange contracts and their quantitative execution from exporter and importers perspective.

4. Financial Management of the Multinational Firm: Capital Structure of the Multinational Firm - determining capital structure components, cost of capital for MNCs v/s domestic firms, International project appraisal, exchange rate risk & cost of capital, international joint ventures, a review of NPV approach, perspective of cash flow analysis, Letter of Credit and its types

5. International Financing: Country Risk, International Project Financing, IMF, World Bank, euro currency markets, international bonds markets, external commercial borrowings, advantages of euro issues. GDRs and ADRs. Export Financing.

TEXT READINGS:

1. JeevanandanamC., Foreign Exchange and Risk Management, Sultanchand & Sons, New Delhi.
2. Apte, PG International Financial Management 5th edition, Tata Macgraw Hill 2009
3. Madura International Financial management 1st edition , Cengage Learning, 2008
4. Shapiro,Multinational Financial Management**,** 8th edition, 8ed,Wiley India, 2010

SUGGESTED READINGS:

1. Eun &, Rusnik International Financial Management ,4th edition, TataMacgraw Hill , 2011
2. Clark, International Financial management, 2nd edition, Cengage Learning, 2008

MBA 4305: CORPORATE STRUCTURE FINANCING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objectives are to focus the student attention on various aspects of financial decision making, and to help him develop skills of critical analysis, thinking and synthesis in the process of decision making.

COURSE OUTCOMES: At the end of the course, the student will be able to:

1. Analyze the financial statement of companies.
2. Analyze the impact of various corporate restructuring techniques.
3. Design and develop corporate financing policy and strategy.
4. Design, develop and evaluate investments policy.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 4305: CORPORATE STRUCTURE FINANCING

COURSE CONTENTS:

1. **Financial Statement Analysis:** Balance sheet, income statement, statement of changes, ratio analysis, Leverages, cost volume profit analysis.

2. **Valuation Concepts and Investment:** Risk return analysis (capital assets pricing model), capital budgeting, capital rationing decisions, cost of capital, valuation of funds, capital structure theories, strategies and dividend policies.

3. **Working Capital Decisions and Long Term Financing Decisions**: Cash, receivables, inventory strategies, Credit Policy Decisions, shares, debentures, warrants, rights, lease and hire purchase decisions, leverage buy outs, securitization and initial public offer.

4. **Corporate Restructuring Strategies**: Mergers, acquisitions and amalgamations, takeovers and reverse merger strategies. Valuation of Mergers. Motives and benefits of mergers

5. Cases and there studies

TEXT READINGS:

1. I.M.Pandey, "Financial Management" 8th Edition, Vikas Publications, 2001.
2. Ashwath Damodaran, "Corporate Finance", Tata McGraw Hill, New Delhi, 2000

SUGGESTED READINGS:

1. Weston, Chung, Hoag " Merger restructuring and Corporate Control", PHI Publication 2010
2. Van Horne, "Financial Management and Policies", PHI Publications 2011

MBA 4307: FINANCIAL MARKETS AND SERVICES

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

This course equips students to the complex structure of the Financial system and enables them to take financial services available in judicious manner

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Understand various components of a financial system and its relative importance.
2. Identify the key requirements, major instruments and operations of capital and money market in India.
3. Understand the concept of mutual fund and alternative investment fund.
4. Evaluate and compare various financing alternatives like lease, hire purchases etc.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)

2. An end-term theory examination (70%).

MBA 4307: FINANCIAL MARKETS AND SERVICES

COURSE CONTENTS:

1. **Introduction**: Indian and global financial system and integration of both. Components of financial system and services, Regulatory Bodies like SEBI, RBI, and Recent trends in financial services, Digital and virtual money.

2. **Capital Market:** Intermediaries in capital market , primary & secondary market, types of issues in primary market,IPO eligibility norms, Operations in Capital Market, BSE, NSE, Commodities Market, short selling.

3. **Money market**:- Introduction to money market , money market players, money market instruments: call money market, T- Bills, commercial papers and certificates of deposits, government (gilt- edged) securities. Introduction and types of factoring, functions of a factor, advantage and limitations of factoring, factoring services in India.

4. **Alternative Investment Funds and Mutual Funds:** Alternative Investment Funds: introduction, investment process, venture financing, private equity concepts, Mutual funds, type of funds, participants, benefits and limitations, NAV, types of fees,Credit rating agencies.

5. **Leasing and Hire Purchase:** concepts of leasing, types of leasing - financial & operating lease, direct lease and sales & lease back, single investor lease and leveraged lease, domestic lease and international lease, hire purchase system, advantages and limitations of leasing and hire purchase.

TEXT READINGS:

1. M.Y.Khan - Financial Services, TMH 2009
2. Bharati V.Pathak,"The Indian Financial System"

SUGGESTED READINGS:

1. Farouk Irani, "Inside Leasing", Tata McGravv Hill, 2009
2. Dr. Premlal Joshi, ''Leasing Comes o f Age Indian Scene" Amrita Prakashan. 2010
3. J.C. Varma, "Equipment Leasing Partnerships", Bharat Law House, 2007
4. SEB1 Guidelines: Nabhi Publications

MB _____: FINANCIAL MODELING USING EXCEL

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE: Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives, valuation, project evaluation, deal structuring, and portfolio management and the like. In the course, the participants will learn the model building skills required to build powerful models in finance with the help of excel. There are many features of model building that are common irrespective of the final model that one intends to build. In the course we will also emphasize on the different model building skills that one should have irrespective of the final use that one is going to make of it.

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Understand various types of financial models and excel utility/Finance functions.
2. Design basic financial models for various industries.
3. Compute business and stock value and
4. Create and analyze portfolio.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MB _____: FINANCIAL MODELING USING EXCEL

COURSE CONTENTS:

1. **Understanding features of excel**: Introduction to modeling, introduction to excel, database functions in excel, creating charts, using forms and control toolbox, understanding finance functions present in excel, creating dynamic models

2. **Sensitivity analysis using Excel**: Scenario manager, other sensitivity analysis features, goal seek data table calculation for risk and return, simulation using excel, statistical distributions, random number generation that follow a particular distribution, building models in finance using simulation

3. **Excel in Accounting**: Preparing common size statements directly from trial balance, forecasting financial statements using excel, analyzing financial statements by using spreadsheet model

4. **Excel in Project Appraisal and Valuation**: determining project viability, risk analysis in project appraisal, simulation in project appraisal, determination of value drivers, DCF valuation, risk analysis in valuation

5. **Excel in Portfolio Theory:** Determining efficient portfolio, creating dynamic portfolios, portfolio insurance, fixed income portfolio management using excel

TEXT READINGS:

1. Hrishikes Bhattacharya "Total Management by Ratios", 1st edition, Sage Publication, 2011
2. R.L .Gupta, V.K. Gupta, "Principles of Accountancy", 1st edition, Sultan Chand & Sons, 2008

SUGGESTED READINGS:

1. P.Mohan Rao, "Mergers Acquisition of Companies" 3rd edition, DEEP and DEEP Publications, 2008
2. Punithvathy Pundaian, "Security Analysis and Portfolio Management",2nd edition, Vikas Publishing House, 2010

MB_____ : MERGERS AND ACQUISITION

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVES:

This course explores the use of mergers and acquisitions in executing strategies of operating businesses, increasing the value of these enterprises and strengthening their abilities to compete in a world of rapidly changing economic and technological dynamics. To inter-link the subject of finance with the major strategic decisions of a proactive business firm

COURSE OUTCOMES:

At the end of the course, the student will be able to:

1. Understand various types of mergers and takeovers.
2. Determine and analyze pricings of takeover bids. And exchange ratios.
3. Manage Pre- and post-merger activities, formalities etc.
4. Understand accounting, taxation, restructuring and other related concepts.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MB_____ : MERGERS AND ACQUISITION

COURSE CONTENTS:

1. Business Alliances: Introduction and types: merger, acquisition, takeover; acquisitions versus green field investment, and "brownfield", strategic choice of type of business alliance and its overview

2. Merger and Acquisition and Take-over: Factors and drivers; defining and selecting target, pricing the competitive bid for take-over; negotiation for merger, acquisition and take-over; contracting.

3. Implementation of Merger and Acquisition: Managing post-merger issues; legalities involved in merger, acquisition and take-over; ethical issues of merger and take-over.

4. Taxes and Accounting for Mergers and Acquisition: Financing the mergers and takeover, corporate Restructuring, divestment and abandonment.

5. Stock Market Implications of Merger and Acquisitions: The future of merger and acquisition, new cases in merger and acquisition including detailed analysis

TEXT READINGS:

1. Weston, J.F., K.S. Chung and J.A. Siu "Takeovers, restructuring, and corporate governance" Prentice Hall, Upper Saddle River, N.J. 2008
2. Scharf, C.A., E.E. Shea and. Beck **"** Acquisitions, mergers, sales, buyouts & takeovers" Prentice Hall, Paramus, N.J., 2007

SUGGESTED READINGS:

1. Shea, E.E. **"**Acquiring and divesting business". McGraw-Hill, New York. 1999.
2. Haspeslagh, P.C. and D.B. Jemison "Managing acquisitions: creating value through corporate renewal". Free Press, New York. 2004

MBA 4504: COMPENSATION AND REWARD MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to familiarize students with the dynamics of wage and salary administration, relevant and applicable acts and current trends in India.

COURSE OUTCOMES: At the completion of this course, the students will be able to:

1. Define the objectives, methods and factors affecting wage and salary administration , incentive plans and employee benefits.
2. Explain the different sections and sub sections of Provident Fund Act 1952 and Payment of Bonus Act, 1965.
3. Explain the different sections and sub sections of Minimum wages Act 1948 and Payment of wages Act 1936.
4. Differentiate between compensation plans for different organizational levels and prepare sample plan for the same.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 4504: COMPENSATION AND REWARD MANAGEMENT

COURSE CONTENTS:

1. Wage and Salary Administration: Definition & Goals of Wage and Salary Administration, Job Evaluation, Wage and Salary Surveys(Methods,Advantages), Time and Piece Rate, Merit pay Vs. Skill based pay, Factors affecting wage

2. Incentive Plans and Employee Benefits: Individual and Group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Cost- to -Company (CTC). Supplemented Pay, Insurance & Retirement benefits, Employees service benefits, ESOPs, Flexible benefits and Benefit Surveys.

3. Provident Fund Act 1925 & Payment of Bonus Act, 1965: Definitions, Protection of Compulsory Deposits, Provisions Regarding Repayment, Rights of Nominee, Power to Make Deductions. **Payment of Bonus Act, 1965 -** Introduction, Objective, Applicability, Eligibility, Mode and Time of Payment, Offences and Penalties, Set On Set Off.

4. Minimum wages Act 1948 & Payment of wages Act 1936- Definitions, Minimum Rates of Wages, Fixing & Payment of Minimum Rates of Wages, Advisory Board, Committees, Fixing Hours Of Working Day, Registers And Records. **Payment Of Wages Act 1936-** Responsibility & Time of Payment of Wages, Fixation Of Wage-Periods, , Deductions, Fines, Maintenance Of Registers And Records, Inspectors, Penalties.

5. Designing Compensation for Chief Executives, senior managers, knowledge workers etc. and Current Trends in Compensation and Reward Management. Case Studies

TEXT READINGS:

1. Compensation Management- Dipak Kumar Bhattacharyya, Oxford Press 2009
2. Compensation Management- Bhatia Kanchan, Himalaya Publishing House 2011

SUGGESTED READINGS :

1. Compensation - Milkovich, Newman, Venkataratnam, Tata McGraw - Hill Education, 2009
2. Kumar H.L, Practical Guide to Employee's Compensation Act and Rules, Shanti Law House

MBA 4505: HR STRATEGIES AND AUDIT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of the course is to acquaint students with HR Strategies and Audit processes and to offer insights into formulation and development of HR Strategies and Audit.

COURSE OUTCOMES:

At the completion of this course, the students will be able to:

1. Explain the meaning, need and process of strategic decision making.
2. Describe the strategic approach, implementation and evaluation of strategy.
3. Explain the concept, objective, scope and evaluation of HRD audit.
4. Define importance and application of OCTAPACE culture and describe SHRM competencies.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 4505 : HR STRATEGIES AND AUDIT

COURSE CONTENTS:

1. Meaning, Need and Process of Strategic Management- Business Policy; Corporate Planning and Strategic Management; Strategic Decision-Making Processes - Rational-Analytical, Intuitive-Emotional, Political - Behavioral; Universalistic, Contingency and Configurational Approaches to SHRM

2.Strategic Approach to HRM, Integrating HR Strategies with Corporate and Functional Strategies; Strategic choices for Large Scale, Mid Scale and Small Scale Organizations; Turnarounds Management- Basics and Types.

3.Strategy Implementation and Evaluation: Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting; Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

4.HRD Audit: Concept, Objectives, Importance & Scope of HR Audit; Designing HRD Audit Process; Parameters to be Audited; Methodology and Limitations; HRD Audit Instruments-Individual & Group Interviews, Observation; Audit Results; Preventive and Corrective Actions; Role in Business Improvement;

5.HRD Culture and Competencies: OCTAPACE Culture-Importance and Application; Competencies of HR Professional in a SHRM Scenario; Myths and Realities of HRD; Benchmarking – Policy and Process; Global Environment of HR: Change & Diversity

TEXT READINGS:

1. Dessler, Gary, Varkkey, Biju, Fundamentals of HRM,11th Edition, Pearson - Prentice Hall, India. 2009

2. T. V. Rao -HRD Audit, 2014, SAGE Publications India Pvt. Ltd

SUGGESTED READINGS:

1. Patra Ramakanta -Strategic Human Resource Management & OD-, Himalaya Publishing House 2011

MBA 4506: LABOUR LEGISLATIONS

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of this course is to help the student gain an understanding of the need and methods of Labor Laws and to learn the salient features of labour laws in India

COURSE OUTCOMES:

At the completion of this course, the students will be able to:

1. Demonstrate an understanding of labour regulations in India and examine the issues related to Industrial Disputes Act, 1947 with cases.
2. Describe the concepts of Payment of Gratuity Act, 1972 and illustrate the norms for welfare of contract labour, payment of wages and penalties related to Contract Labor (Regulation and Abolition) Act.
3. Explain the rights and duties of an apprentice and discuss as per Apprentices Act 1961.
4. Recognize the aspects of Equal remunerations Act, 1976 and identify the need of employment exchanges and the vacancies listed in them

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)

2. An end-term theory examination (70%).

MBA 4506: LABOUR LEGISLATIONS

COURSE CONTENTS:

1. Introduction to labour laws and Industrial Disputes Act, 1947: Objectives, Background, Meaning and Application of Labour Laws, Object and Significance of Industrial Disputes Act, 1947 , Definitions of Industry, Workmen, Layoff, Retrenchment, Strikes and Lockouts, Types of strikes, Penalties, Case Studies.

2. Payment of Gratuity Act, 1972: Objective , Application of the Act; Definitions of employee, Continuous service, Retirement, Superannuation, Wages; Amount and time of payment of gratuity, Forfeiture of gratuity, Case Studies.

3. Contract Labor (Regulation and Abolition): Scope and application, Definitions of Contract labour, Contractor, Principal employer, Workmen; Welfare and health of contract labour, Payment of wages, Penalties, Case Studies.

4. Apprentices Act, 1961: Object and Scope, Apprentice, Apprentice training, Obligations of employers, Obligations of apprentices, Payment, Conduct and Discipline, Penalties, Case Studies.

5. Equal Remunerations Act, 1976: Object and scope, Definitions of Appropriate Government, Remuneration, Same work or Work of similar nature; Duty of employer, Recruitment, Penalties, Case Studies. The Employment Exchange Act, 1959: Objective, Employment exchange, Notification of vacancies, Penal provisions, Case Studies.

TEXT READINGS:

1. S.C. Shrivastava, Industrial Relations and Labour Laws, New Delhi, Vikas Publishing House, 2007
2. R. C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.
3. P.L. Malik, The Industrial Law, Eastern Book Co., 1966.

SUGGESTED READINGS:

1. P Subba Rao, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House, 2010.
2. J.K. Bareja, Industrial Law, New Delhi, Galgotia Publishing Co., 2001

MBA___: BUSINESS PROCESS TRANSFORMATION

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVES:

The objective of the course is to study business transformation through managing people with special emphasis on innovation, creativity, team building, TQM and BPR

COURSE OUTCOMES: At the completion of this course, the students will be able to:

1. Understand the basics of innovation, creativity and problem solving techniques
2. Explain the team building process, conflict management and work flow.
3. Illustrate TQM implementation process and discuss the basic HR issues in TQM
4. Identify the need of business process reengineering and discuss the theories of change

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)

2. An end-term theory examination (70%).

MBA-----__: BUSINESS PROCESS TRANSFORMATION

COURSE CONTENTS:

1. Innovation and Creativity: Theories, Managing People Side of innovation, Resistance To innovation, The Creative Process, Creative Techniques of Problem Solving, Learning Organizations(Architecture), Knowledge Management , Application, Creating Knowledge Organization

2. Team Building: Redesigning Work, Developing Teams, Building Teams Structure and Skills, Managing Disruption and Conflict, Improving Work Process and Work Flow, Appraising Team Performance, Leading High Performance Teams

3. Total Quality Management: History & Philosophy of TQM, Total Quality As A System,TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification, Malcolm Baldridge Award Criteria, Demings Award, Rajiv Gandhi National Quality Award.

4. Basic HR issues in Total Quality Management: Leadership Vision and Continuous Process of Improvement, Kaizen, Performance Appraisal and TQM, People Capability Maturity Model (PCMM), Quality Based HR Practices.

5. Business Process Re-Engineering: Basic Concepts, Process Mapping, Work Flow Mapping, Effectively Applying BPR in the Organizations, Theories of Change, leading Change, Resistance to Change, Change Proneness, Visioning, HRM and Culture of Change.

TEXT READINGS:

1. Fourth Eye: Excellence Through Creativity -Pradip N. Khandwala, Wheeler Publishing, 1998.

2. TQM: The Transforming Role of Quality in a Turbulent World- J. S. Ahluwalia, Tata McGraw Hill, 1997.

3. Total Quality Management- S Rajaram, Wiley India Private Limited, 2008.

SUGGESTD READINGS:

1. Business Process Transformation -Grover, , , PHI Learning 2010

2. Quality Control -Kulkarni & Bewoor, Wiley

MB____: SOCIAL SECURITY AND LABOUR WELFARE

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective of the course is to expose the student to the importance of social security and labour welfare in the management of industrial relations.

COURSE OUTCOMES:

At the completion of this course, the students will be able to:

1. Identify the need of social security in India and related concepts
2. Explain the importance of labour welfare in Indian organizations.
3. Understand the characteristics and working of agricultural labour
4. Identify the requirement, process of recruitment and functions of factory inspectorate and safety officer .

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MB____: SOCIAL SECURITY AND LABOUR WELFARE

COURSE CONTENTS:

1. Social Security: Meaning, Object, Social Security in India (schemes), Need for Social Security and Historical Background, Classification of Activities, Difference between Social Security and Social Insurance.

2. Labor Welfare and Welfare Officer: Definition, Scope, Importance, Theories & Principles of Labor Welfare, , Welfare Officer: Requirement**,** Mode of Appointment, Duties and Functions, Qualifications, Conditions of Service.

3. Agricultural Labor: Definition, Characteristics, Economic Condition of Agricultural Labor, Suggestions to Improve Condition of Agricultural Labor.

4. Factory Inspectorate: Requirement, Mode of Appointment, Qualifications required, Powers, Restriction on Disclosure of Information.

5. Safety Officer: Requirement (Need), Mode of Appointment, Qualifications required, Conditions of Service, Duties and Functions

TEXT READINGS:

1. Economics of Labor and Industrial Relations- Bhagoliwal, , Eastern Book Company, 19th Ed, 2004.

2. Labor Economics and Social Welfare-Tyagi, Jai Prakash Nath & Co.

SUGGESTD READINGS:

1. Industrial Relations- Venkata Ratnam. C. S. Oxford University Press. 2006

MBA 4100/MBA4707: SUPPLY CHAIN MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

This course introduces the concept of supply chain management. Students will gain a sound foundation in the knowledge necessary in the field of supply chain management.. It includes benefits and limitations of E-Business and outsourcing in SCM.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Understand the important role, decision making, and drivers of supply chain management in modern business context.

2. Identify and assess the need & choices of distribution channels, forecasting models, and revers logistics.

3. Evaluate and apply the tools of supply and demand management, level of product availability and planning for outsourcing in supply chain.

4. Understand the applications of the fundamentals, issues, and remedial measures in retail SCM.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MBA 4100/ MBA 4707: SUPPLY CHAIN MANAGEMENT

COURSE CONTENTS

1. Introduction: Importance of Supply Chain Management (SCM), Definitions of SCM, Decision Phases in supply chain, Process view of a supply chain, Nature and Scope of SCM, Evolution of SCM, Strategic Fit, Achieving strategic fit, Supply Chain Drivers, Performance Measures for SCM performance, Concept of Efficient and Responsive supply chain, Factors for selection of degree of responsiveness and efficiency.

2. SCM Matrices & Design of SCM network. Supply Chain Network Design, The Problem of Network Configurations, Integrated Supply Chain Planning, Supply Chain Network Design Process, Design of Channel of Distributions, Functions of Distribution Channels, Types of Distribution Channels, The Maximal Flow Problem and Product Mix Model. Demand Management and Customer Service: Demand Forecasting, Role of Forecasting in Supply Chain, Corporate Planning Forecasting and Replenishment (CPFR), Selection of a Forecasting Method, Reverse supply chain: benefits, forms of reverse SC, implementation steps.

3. Production Planning in Supply Chain: Aggregate Planning Strategies, Planning Supply and Demand in a supply chain, Planning for optimal level of Product Availability, Sourcing/Source Management, Selection of sources. Outsourcing: Criteria, Importance and limitations. Inventory: Components, Methods for optimum inventory.

4. Coordination and IT in SCM: Supply Coordination, Obstacles to Coordination in a Supply Chain, Bullwhip effect and its remedial measures, Managerial Levers to Achieve Coordination within a supply chain, Building Strategic Partnership and Trust within a Enterprise Resource Planning Systems, Balanced Scorecard, evaluation of performance of SCM.

5. Retail SCM: Introduction, Retail supply chain, difference with manufacturing supply chain, scope, elements, merchandise management processes, and strategic view of Retail SCM, Retail product life cycle management, Retail distribution and replenishment, Retail supplier relationship management, Retail CRM, Category and Format specific retail SCM issues.

TEXT READINGS:

1.Sunil Chopra and Meindl, Supply Chain Management, Pearson Publication, 6th ed., 2014
2.Janat Shah, Supply Chain Management, Pearson Publication, 2014.

SUGGESTED READINGS:

1. Rajesh Ray, Supply Chain Management for Retailing, Tata McGraw Hill, New Delhi, 2010.
2. David Simchy Levi, Philip Kaminsky, Designing and Managing the Supply Chain, Concept, Strategies and case studies. Tata McGraw Hill, 2007.
3. B. S. Sahay, Supply Chain Management, New Delhi, Wheeler, 1994.

MBA 4705 / 4709 / MBA4710(For Core Subject): LOGISTICS MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The course is designed to equip the students with the concepts of Logistics and its application in increasing responsiveness and efficiency in supply chain.

COURSE OUTCOMES: At the end of the semester, the students will be able to:

1. Understand the basic fundamentals of logistics management.
2. Identify and design distribution network by adopting various modes of distribution.
3. Use the principles of warehousing and transportation to achieve operational effectiveness.
4. Develop and adopt various modern concepts in logistics outsourcing and inventory management.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)

2. An end-term theory examination (70%).

MBA 4705 / 4709 / MBA4710(For Core Subject): LOGISTICS MANAGEMENT

COURSE CONTENTS

1. **Introduction to Logistics:** Definition of Logistics, Role in the economy and in the firm, Components and requirements, Significance of Logistics drivers of supply chain. Their impact on efficiency and responsiveness. Types of Locations, decision criteria and strategies.

2. **Distribution Logistics:** significance and importance of distribution logistics. Modes of distribution. Decision aspects in levels of distribution network. Design of distribution network.

3. **Warehousing and Transportation:** Selecting number of warehouse. Designing warehouse. Maintenance and record keeping at warehousing. Role of IT in warehousing. Ownership and designing warehouse. Transportation: Modes of Transportation. Selection of mode of transportation and its significance in Supply Chain. International Logistics. Inbound and Outbound Logistics. Vehicle Scheduling and Planning. Intermodal Transportation.

4. **Inventory:** Selective Inventory control techniques and their applications. Basic and advances models of EOQ. Selection of batch size. Cost aspects in Inventory. Types of inventory. Safety Stock and Buffer stock: Computation of safety stock and buffer stock. Methods of reducing stock. Just in Time concept, JIT Scheduling and its requirement. Concept of Lean Supply Chain.

5. **Logistics Outsourcing:** The benefits and pitfalls of Logistic outsourcing. Factors influencing the outsourcing decision. The techniques and contract management of Logistic outsourcing. Customer service logistics. Advancement in Logistics: Third Party Logistics: Functions, Significance, and Future scope. Cross Docking, Lean Logistics, Reverse Logistics, Green Logistics, Case studies.

TEXT READING :

1. M. Christopher, Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services. London, Pitsman, 1992.
2. H. Renald, Ballau Business Logistics Management. New York, Englewood Cliffs, 1992.
3. D. J. Bowersox, and D. J. Closs, Logistics Management: A System Integration of Physical Distribution, New York, MacMillan, 1986.

SUGGESTED READINGS:

1. Murphy, Paul R. Jr., Wood Donald F.; Contemporary Logistics; PHI learning.
2. Bob Donath, Joe Mazell, Parry Petterson, IOMA handbook of logistics and Inventory management, John Wiley.
3. Lemay Stephen, Hanna Joe B., Bloomberg David J., Logistics, PHI Learning.

MB_____ : INNOVATION MANAGEMENT AND SUSTAINABILITY

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

The objective is to emphasize importance of Innovations and its management. It also highlights the importance of sustained growth and role of innovation in achieving sustainability.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Understand and assess the importance of innovation in business practices.
2. Identify the major factors for success of innovation as well as bottlenecks in adopting innovative culture.
3. Evaluate the impact of innovation and sustainability on society, nation and its economy.
4. Elaborate the factors, issues, and challenges in adopting sustainability practices in business scenario.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MB_____ : INNOVATION MANAGEMENT AND SUSTAINABILITY

COURSE CONTENTS:

1. **Introduction:** Definition of Innovation, importance. Evaluating innovation challenges. Degree of challenges.

2. **Types of innovation:** Product innovation, Process innovation, Strategy innovation, Market Innovation, Financial innovation, Corporate innovation. Process of innovations: Staging Phase, Aligning Phase, Exploring Phase, Creating Phase, Mapping phase.

3. **Innovation Performance:** Factors for success of innovation, examples of successful innovation. Technology as a driver for innovation. Macro aspects: Impact of innovation on society, nation and its economy, and global impact.

4. **Sustainable Development:** Sustainability through Innovation. From Malthus to sustainable development. Challenges of sustainable development, Global Environmental issues. Sustainability indicators. Legislative and multilateral agreements.

5. **Sustainability Issues:** Externalities, valuation, social costs and dimensions, Natural resource accounting, International cooperation, crisis, conflict and compromise in sustainable development, Citizen participation. Case Studies: Innovative business practices, management approaches, and models for Corporate social responsibility and sustainability in Indian context.

TEXT READING:

1. Vangundy Arthur B., Getting to Innovations, PHI Learning, 2007.
2. Pradip N Khandwalla, Corporate Creativity, Tata McGraw Hill, New Delhi, 2003.
3. Bate, J Douglas, Johnston Jr. And Robert E.; Power of strategic innovation, PHI Learning, 2013
4. Maja Levi Jakšić, Slađana Barjaktarović Rakočević, Milan Martić, Innovative Management and Firm Performance: An Interdisciplinary Approach and Cases, Palgrave Macmillan, 2014.

SUGGESTED READING:

1. Richard Welford, Environmental Strategy &Sustainable Development, John Wiley, 1995
2. Rogers, Peter P., Jalal, Kazi F., Boyd, John A.; An Introduction to sustainable Development, PHI Learning, 2007
3. Tom Kelley, Jonathan Littman, The Ten Faces of Innovation, Profile Books, 2008

MB_____ : TECHNOLOGY MANAGEMENT

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

Objective of this course is provide the students exposure to the concepts of technology management, and technology management issues like technology development, acquisition, absorption, diffusion and technology support systems.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Understand the basic fundamentals, importance, benefits, and issues in technology management.
2. Explain the concepts in technology development, acquisition, and innovation.
3. Emphasize the benefits of technology absorption and diffusion.
4. Plan the process of technology transfer and protection.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MB_____ : TECHNOLOGY MANAGEMENT

*** Lectures are of 1 Hour Duration each**

COURSE CONTENTS

1. **Technology Issue and Implications:** Concepts and Definition, Aspects and Issues, Technology Change: Implication.
2. **Technology Development and Acquisition:** Forecasting, Identifying Technological Change, Generation and Development and Technology Transfer. Technology Innovation**:** Basics of innovation, mistake proofing, Sources of Innovation, Types and Patterns of Innovation, Human side in innovation, Role of innovation in the macro environment.
3. **Technology Absorption and Diffusion:** Absorption: Accommodate and Manage Technological Change, Evaluation and Assessment and Diffusion.
4. **Process of Outsourcing Technology.** The terms and conditions of technology transfer. Pre-requisites of successful technology transfer. Technology Protection**:** Advantages and disadvantages of Intellectual Property and Patents
5. **Technology Environment:** Science and Technology in India, Policies, Linkages. Technology Support Systems: Financing, Information Systems, Organization at Enterprise Level. Case Studies

TEXT READINGS:

1. Betz and Fredrick, Managing Technology, New Jersey, Prentice Hall Publications, 2000.
2. Tarek Khalil, Management of Technology, TMH, 2009
3. Stoneman, Economic Analysis of Technological Change, London, Oxford University Press.

SUGGESTED READINGS:

1. Micheal Earl, Information Management, London, Oxford University Press.
2. Rohtangi, K. Rohtangi and B. Bowonder, Technology Forecasting, New Delhi, Tata McGraw Hill Publications, 2000.
3. IGNOU Notes on Technology Management (MS-94), Meerut, IGNOU Pub, 1993.

MB_____: ENTERPRISE RESOURCE PLANNING

PERIOD PER WEEK			CREDITS			MAXIMUM MARKS				
						THEORY		PRACTICAL		TOTAL MARKS
T	P	Tu	CW	SW	Tu	CW	End Sem	SW	End Sem	
3	-	-	3	-	-	30	70	-	-	100

*** Lectures are of 1 Hour Duration each**

COURSE OBJECTIVE:

To provide the knowledge and skills required to identify the issues associated with the deployment of an Enterprise Resource Planning system, and to master the steps necessary for a successful ERP implementation.

COURSE OUTCOMES:

At the end of the semester, the students will be able to:

1. Comprehend the basic concepts of ERP systems for manufacturing & service companies, and the differences among MRP, MRP II, and ERP systems.
2. Apply the principles of ERP systems, their major components, and the relationships among these components.
3. Map various business processes using ERP modules and techniques.
4. Identify and suggest the advantages and limitations of implementing ERP systems.

COURSE ASSESSMENT:

Students will be assessed on the basis of following -

1. Continuous assessment in the form of two mid-term tests, class attendance- regularity, quiz, and assignments/presentations (30%)
2. An end-term theory examination (70%).

MB_____: ENTERPRISE RESOURCE PLANNING

COURSE CONTENTS

1. **Introduction to Enterprise Resource Planning** (ERP) system, its origin, need, significance, current trends, and overview of functionality.

2. **Evolutionary stages of ERP,** Variety accommodation, Strategic and operational issues in ERP, Integrated and Business model of ERP, Zachmann enterprise architecture, MRP and MRP-II.

3. **Review of business processes and integration across various functions**, How an ERP can provide benefits for the enterprise, planning for an ERP deployment, Planning and executing the selection process for an ERP system, according to the identified requirements

4. **ERP modules:** Production Planning, Sales and Distribution, Materials Management, Plant Maintenance, Quality Management, Project Management, Financial Management and Costing, and Human Resources, Issues in customizing ERP system, top management concern about ERP, IT infrastructure for ERP, E-commerce framework, applications and security for ERP.

5. **ERP Implementation Steps**, ERP Implementation Methodology, End user training, Post Implementation, Constraints in ERP Implementation and role of consultant, users and vendor in the process of implementation. Exposure to main commercial and open source ERP packages available on internet i.e. SAP, BANN etc. Case Studies on ERP.

TEXT READINGS:

1. Garg, Vinod Kumar. Enterprise Resource Planning: Concepts and Practice. Prentice Hall of India.
2. Leon, Alexis. Enterprise Resource Planning. McGraw Hill Education, India.

SUGGESTED READINGS:

1. Garg, Vinod Kumar and N. K. Venkatikrishnan. ERP ware ERP: Implementation Work. Prentice Hall of India.
2. Jaiswal, Mahadeo and Ganesh Venapalli. Text book of Enterprise Resource Planning. Macmillan India.
3. Jayaraman, Business Process Re-Engineering, Tata McGraw Hill.