

Teaching Schedule & Examination Scheme (First Semester MBA)

MBA

Course No.	Course Title	Examination Scheme							
		L	T	Total	Exam.		Credits	Exam Duration	Total Marks
					End Sem. Exam	Int. Sess.			
MBA- 111	Principles of Management	3	0	3	60	40	3	3 hours	100
MBA- 112	Managerial Economics	3	1	4	60	40	4	3 hours	100
MBA- 113	Quantitative Techniques for Managers	3	0	3	60	40	3	3 hours	100
MBA- 114	Management Accounting	3	1	4	60	40	4	3 hours	100
MBA- 115	Human Resource Management	3	0	3	60	40	3	3 hours	100
MBA- 116	Information Technology Management	3	0	3	60	40	3	3 hours	100
MBA- 117	Marketing Management	3	0	3	60	40	3	3 hours	100
MBA- 118	Business Communication Skills	3	0	3	60	40	3	3 hours	100
Total		24	2	26	480	320	26		800

NATIONAL INSTITUTE OF TECHNOLOGY, HAMIRPUR
Teaching Schedule & Examination Scheme (Second Semester MBA)

MBA

Course No.	Course Title	Examination Scheme								
		L	T	P	Total	Exam.		Credits	Exam Duration	Total Marks
						End Sem. Exam	Int. Sess.			
MBA- 121	Business Environment	3	0	0	3	60	40	3	3 hours	100
MBA- 122	Entrepreneurship Development	3	0	0	3	60	40	3	3 hours	100
MBA- 123	Business Law	3	0	0	3	60	40	3	3 hours	100
MBA- 124	Organizational Behavior	3	0	0	3	60	40	3	3 hours	100
MBA- 125	Financial Management	3	1	0	4	60	40	4	3 hours	100
MBA- 126	Research Methodology	3	0	0	3	60	40	3	3 hours	100
MBA- 127	Production & Operations Management	3	0	0	3	60	40	3	3 Hours	100
MBA- 128	Professional Ethics & Human Values	2	0	0	2	30	20	2	2 hours	50
Total		23	1	0	24	450	300	24		750

The students are required to go for Industrial Training/ Internship for the period of six weeks after second semester during summer break.

NATIONAL INSTITUTE OF TECHNOLOGY, HAMIRPUR
Teaching Schedule & Examination Scheme (Third Semester MBA)

MBA

Course No.	Course Title	Examination Scheme							
		L	T	Total	Exam.		Credits	Exam Duration	Total Marks
					End Sem. Exam	Int. Sess.			
MBA-211	Operations Research	3	0	3	60	40	3	3 hours	100
MBA-212	Consumer Behavior	3	0	3	60	40	3	3 hours	100
	Specialization: Any two from (HRM/Marketing/ Finance/Operations Management) (Any Five Electives (3+2) from both specializations)	3 X 5 = 15	0	15	60 X 5 = 300	40 X 5 = 200	15	3 hours (Each)	100 X 5 = 500
MBA-213	Industrial Training Viva	0	0	0	25*	25	2	-	50
Total		21	0	21	445	305	23		750

* To be awarded by the organization in which the student will undergo the training

NATIONAL INSTITUTE OF TECHNOLOGY, HAMIRPUR
Teaching Schedule & Examination Scheme (Fourth Semester MBA)

MBA

S. No.	Course No. & Title	Examination Scheme								
		L	T	P	Total	Exam.		Credits	Exam Duration	Total Marks
						End Semester Exam	Int. Sess.			
MBA-221	Strategic Management	3	0	0	3	60	40	3	3 hours	100
MBA-222	Major Project	0	0	0	0	40	60	3	-	100
	Specialization: Any two from (HRM/Marketing/Finance/Operations Management) (Any Five Electives (2+3) from both specializations)	3 X 5 = 15	0	0	3 X 5 = 15	60 X 5 = 300	40 X 5 = 200	3 X 5 = 15	3 hours (Each)	500
Total		18	0	0	18	400	300	21		700

NATIONAL INSTITUTE OF TECHNOLOGY, HAMIRPUR
MBA

Annexure 2
Courses offered Under Specializations

Specialization 1: Human Resource Management

List of Electives:

1. Personality Development & Leadership (MBA-HR1)
2. Industrial Relations & Labor Laws (MBA-HR2)
3. Performance and Compensation Management (MBA-HR3)
4. Training Development & Professional Growth (MBA-HR4)
5. Organizational Change & Development (MBA-HR5)
6. Negotiation & Counseling (MBA-HR6)
7. Strategic HRM (MBA-HR7)
8. Human Resource Development (MBA-HR8)

Specialization 2: Marketing

List of Electives:

1. Product & Brand Management (MBA-MK1)
2. Advertising Management (MBA-MK2)
3. Sales and Distribution Management (MBA-MK3)
4. International Marketing (MBA-MK4)
5. E- Commerce (MBA-MK5)
6. Marketing Research (MBA-MK6)
7. Services Marketing (MBA-MK7)
8. Retail Management (MBA-MK8)

Specialization 3: Finance

List of Electives:

1. Security Analysis & Portfolio Management (MBA-FM1)
2. Financial Institutions & Services (MBA-FM2)
3. Behavioral Finance (MBA-FM3)
4. Projects and Infrastructure Management: Financing, Implementation and Control (MBA-FM4)
5. Fixed Income Security (MBA-FM5)
6. International Financial Management (MBA-FM6)
7. Corporate Structuring and Valuation (MBA-FM7)
8. Treasury & Risk Management (MBA-FM8)

Specialization 4: Operations Management

List of Electives:

1. Inventory Management and Material Planning (MBA-OM1)
2. Operations Strategy (MBA-OM2)
3. Project Management (MBA-OM3)
4. Supply Chain Analytics (MBA-OM4)
5. Supply Chain Management (MBA-OM5)
6. Logistics Management (MBA-OM6)
7. Productivity Management (MBA-OM7)
8. Services Operations Management (MBA-OM8)
9. Six Sigma & Lean Manufacturing (MBA-OM9)
10. Total Quality Management(MBA-OM10)

Syllabus
MBA
Semester – 1st
Courses

Principles of Management
(MBA – 111)

Unit-I:

Basics of Management, Classification, Characteristics, and Objectives of management, management and society, Development of Management Thought, Nature and Functions of Management, Management by Objectives, managerial skills, roles & functions, manager and business environment.

Unit-II:

The Nature and Purpose of Planning, Objectives, Strategies, Policies, and Planning premises, Importance of Planning, Concept and Techniques of Forecasting, Strategic and Tactical Decisions, Decision Making Process, Rationality and Creativity in Decision Making.

Unit-III:

Organizing & staffing- Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Departmentation, Delegation- Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development

Unit-IV:

Directing & Controlling- Principle of directing, Essence of coordination, Production Planning and Control, Techniques for Operations Planning, Gantt Charts, Program Evaluation and Review Technique, Critical Path Method, Difference between PERT and CPM, Management by exception.

Unit-V:

Managing Change & Stress: Concept of change, change as a natural process, Importance & Causes of change – social, economic, and technological, organizational learning – unlearning, concept of learning organizations. Stress management: Definition, Causes, Managing stress, Stress as a motivator. Work life balance.

Suggested Readings:

1. Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition ,2008)
2. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
3. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications Pearson Education, 6th Edition.

Managerial Economics
(MBA – 112)

Unit-I:

Introduction to Managerial Economics: Nature and Scope of Managerial Economics, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist. Objectives of the firm: Managerial theories of firm, Behavioral theories of firm, Optimization techniques, Optimization with calculus, New management tools of optimization

Unit-II:

Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Unit-III:

Production function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Production function with one/two variables, Cobb-Douglas Production Function, returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness. Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, overall cost Leadership-Break Even Analysis.

Unit-IV:

Features and Types of different competitive situations - Price-Output determination in Perfect Competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run.

Suggested Readings:

1. Salvatore, Dominick (2012): Managerial Economics, Oxford University Press.
2. Dean, Jod: Managerial Economics, New Delhi, Prentice Hall.
3. Truett, C. J. and D. B. Truett (1984): Managerial economics, 2nd ed., Cincinnati, South Western Publication.
4. Ahuja, H.L. (2007): Managerial Economics, S.Chand and Com pvt ltd.

Quantitative Techniques for Managers
(MBA – 113)

Unit-I:

Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Interquartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location; Skewness and Kurtosis; Chebyshev's Theorem.

Unit-II:

Probability: Theory of Probability, Addition and Multiplication Law, Bayes' Theorem
Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

Unit-III:

Time series analysis, Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

Unit-IV:

Data analysis: Univariate Analysis; Non-Parametric and Parametric tests, Multivariate analysis; EFA, Multiple Regression, Discriminant analysis, Conjoint Analysis and Cluster analysis.

Suggested Readings:

1. Levin and Rubin – statistics for Management, 7th ed., Pearson
2. Lind, Marchal, Wathen – Statistical techniques in business and economics, 13th ed, McGrawHill
3. Beri- Statistics for Management (Tata McGraw-Hill)
4. Sharma J K - Business Statistics (Pearson Education)

Management Accounting
(MBA – 114)

Unit-I:

Theoretical Framework (meaning, scope and usefulness of Accounting and its classification), Generally Accepted Accounting Principles, Concepts and Conventions, Valuation and Accounting estimates, Systems of Book Keeping, Systems of Accounting, Journalising Transactions, Rules of Debit and Credit, Compound Journal Entry, Opening entry.

Unit-II:

Ledger, Posting, Relationship between Journal and Ledger, Rules regarding posting, Trial Balance- objects and methods of preparing a Trial balance, Voucher System, Subdivision of Journal, Special Journal, General Journal, Negotiable Instruments, Promissory Note, Bills of Exchange, Cheque.

Unit-III:

Final Accounts, Trading Account, Profit and Loss Account, Manufacturing Account, Balance Sheet, Pro Forma of Balance Sheet, Adjustment entries, Rectification of Errors, Location of Errors, Rectifying Accounting Entries, Depreciation Provisions and Reserves, Concept of Depreciation, Causes, Features, Meaning and Methods of Depreciation.

Unit-IV:

Financial Statements: Meaning, Types, Nature and Limitations of Financial Statements, Analysis and Interpretation of Financial Statements, Steps Involved in Financial Statements Analysis, Ratio Analysis, Classification of Ratios, Fund Flow Statement, Preparation of Fund Flow Statement, Cash Flow Statement, Utility and Limitations.

Unit-V:

Basic cost Concepts, Inventory Valuation, Budgetary control – meaning, need, objectives, types; Standard costing and variance analysis (Materials, labour); marginal costing and its application in managerial decision making

Suggested Readings:

1. Maheshwari, S.N. and Maheshwari, S.K., Accounting for Management, New Delhi, Vikas Publishing House.
2. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.
3. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers and Distributors, New Delhi
4. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
5. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.

Human Resources Management
(MBA – 115)

Unit-I:

Nature of personnel management: and its evolution into HRM; historical context in India and abroad, understanding the nature & scope of HRM, context of HRM, integrating HR strategy with business strategy.

Unit-II:

Human resources planning: nature, importance of HRP. Factors affecting HRP, the process, barriers, human resources information systems (HRIS), HR accounting and audit, analysis of work, designing jobs and analysis; job analysis, its process & methods, job design, recruiting talent; nature, purpose & importance of recruitment, factors governing recruitment, process, evaluation & control, philosophies of recruitment, selecting right talent; nature, process, methods, barriers & evaluation.

Unit-III:

Training and development: orientation its evaluation and problems, training & development; nature of T&D, inputs to T&D, training process, making training effective, management development, career development, talent management, appraising & managing performance; nature, process, methods, challenges & legal issues, employee engagement & empowerment, job evaluation, purposes and methods.

Unit-IV:

Compensation Management; its philosophy, components, theories, importance, factors affecting compensation policy, compensation plans and business strategy, compensation plans, challenges, concept of wages, incentives & performance-based pay; types of schemes, group incentives, managing other employee benefits & services; why are they required, types its administration, compensating top management.

Unit-V:

Organizational culture, providing safe & healthy environment, employee welfare, managing separations; Termination of employment: retirement, resignation, and termination of contract: layoff and exit interviews Dealing with the human aspects of terminations: procedures for terminations, counseling, training and notice of dismissal

Suggested Readings:

1. Aswathappa- Human Resource Management (Tata McGraw-Hill) – HR and PM, 2003, 3rd ed.
2. Rao V. S. P. – Human Resource Management (Vikas Publication)
3. Dessler- Human Resource Management (Prentice-Hall, 9th edition)

Information Technology Management
(MBA – 116)

Unit-I:

Introduction to computers, Advantages, Disadvantages and Applications of computers, Block diagram and working, Data, Information and decision making, Computer Organization; Central Processing Unit, Storage Devices; Primary and secondary storage devices; RAM and ROM, Hard Disk, Magnetic Tape, Optical devices, Input–Output devices, Generations of computer systems and growth of personal computers.

Unit-II:

Operating System: Functions, types- Multiprogramming, Multiprocessing, Timesharing, Real time, Online and Batch Systems, Booting process, Windows environment basics; Desktop, Common Start menu options. Computer and communication networks, Evolution of computer networks, LAN, MAN, WAN, Network topologies, Modes of Data communication, Internet Basics: ISP, Web server, Web Browser, Domain names, Email, Mail server, search engine, web portal, other internet common terms.

Unit-III:

Microsoft Word-File Handling; basics and advanced Functions like Mail Merge, Macro. Microsoft Excel- Creation of Spread Sheet Applications Using Worksheets & Work Books. Working with Graphics, Designing Charts, Graphs using Spread Sheets. Introduction to Power point.

Unit-IV:

Information System Classification: Concept of Data and Information, Management Support System (MSS), Transaction Processing System (TPS), Process Control System (PCS), Enterprise Collaboration System (ECS), Management Information System (MIS), Decision Support System (DSS), Executive Information System (EIS). Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES).

Unit-V:

Information Systems for Business: Applications; Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges of IT, Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000.

Suggested Readings:

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
4. Introduction to Computers, Norton P. (TATA McGraw Hill)
5. Leon - Fundamentals of Information Technology, (Vikas)

Marketing Management
(MBA – 117)

Unit-I:

Marketing Concept: Importance, scope & core concepts of marketing; Types of orientations in organization, Marketing management & its tasks; Philosophies of marketing management; Micro and macro marketing environment; Stages of marketing practice; New marketing horizons and trends; Concepts and components of marketing mix; Target marketing; Market segmentation and positioning; Market targeting.

Unit-II:

Marketing and customer value; The value chain; holistic marketing orientation and customer value and value maximization strategies; The Customer: Customer life cycle and stages; Customer acquisition and retention; The Competition: Significance of competition; Factors contributing to enhanced Inter-Firm rivalry; Stages and forms of competition; Framework for competitive analysis; Response to competition

Unit-III:

Marketing planning: Market measurement and demand forecasting; Market opportunity; Analyzing consumer and business markets; Product market selection; Approaches to marketing plan; Marketing research and information systems; Consumer Behaviour: Myths about the consumer; Consumer decision making; Influences on buyer behavior; Organizational buying behavior.

Unit-IV:

The Basic concepts of a product; product mix and product line decisions; branding decisions; new product development process; innovation diffusion process; Product life cycle and strategies; meaning and significance of price; factors influencing pricing; general pricing approaches; pricing decisions and strategies.

Unit-V:

Marketing channels and its functions; designing marketing channel; Integrated marketing communication, concepts and elements of promotion mix; Basics of international marketing; Managing sales and distribution function.

Suggested Readings:

1. Kotler, P: Marketing Management, Analysis, Planning and Control, 2007, Prentice Hall of India, New Delhi.
2. Gandhi, J.C.: Marketing: A Managerial Introduction, 2000, Tata McGraw Hill.
3. Kotler, P.: Principles of Marketing, ed. ix, Prentice Hall of India, New Delhi.
4. Stanton, Etzel & Walken: Fundamentals of Marketing, ed. x, McGraw Hill.
5. Jha & Singh: Marketing Management in Indian Perspective.

Business Communication Skills
(MBA – 118)

Unit-I:

Introduction: What is communication; Meaning, Objectives and Importance; Communication Process, Noise, Feedback; Different types of Communication, Verbal and Nonverbal, Oral and Written, Formal and Informal; Barriers to Communication, Information Richness Model by Langel & Draft; Different types of Face to Face Interactions; Characteristics and Conventions of Conversations; Conversational Problem of Second Foreign Language User; Difference between Conversation and other Speech Events; Essentials of Effective Communication; Ethics in Business Communication.

Unit-II:

Nonverbal Communication: Gestures, Body language, Proxemics, Haptics, Chronemics, Oculistics, Para-linguistics; Listening: Difference between Hearing and Listening, Importance of listening, Effective Listening, Barriers to Listening; Speaking and Listening, commonly used Phrases in Telephone conversations, Reading, Conference Calls, Leaving a message.

Unit-III:

Job Application: CV, Resume, and Bio Data, Difference between three, Cover Letter; Preparing for an Interview, Dressing for an interview; Essentials of Group Discussion; Oral Presentation: Types: Informative and Persuasive, Designing an effective presentation, Structure, Introduction, Body and Ending of a presentation, Visual Aids; Effective speaking, Podium Panic, Voice Dynamics: Intonations, Rhythm, Continuity of Speech, Rhythm of Speech, Pronunciation, Style.

Unit-IV:

Business Messages: Memo Writing, Circular writing, Office Orders, Report Writing: Types and Formats, Minutes making, Note Taking, Proposal writing; Communication outside the Organization: Agenda, Quotations, Tenders, Business Letters, Complaints and Follow-up Letters; Business & Group Meetings: Purpose, Types and Responsibility in Business Meetings; Persuasive Message Writing.

Suggested Readings:

1. Managerial Communication, Strategies and Applications by Geraldine E. Hynes, McGraw Hill Education (2010).
2. Business Communication by KK Sinha, Galgotia Publishing Company.
3. Effective Business Communication by Hilderbrandth and Murphy, Irwin McGraw Hill
4. Business Communication by Chaturvedi and Chaturvedi, PearsonPublishing.

Syllabus
MBA
Semester – 2nd
Courses

Business Environment
(MBA – 121)

Unit-I:

The concept of Business Environment, significance and nature, Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants, Concepts of Mixed Economy; global business environment, nature and scope of global business; the forces driving global business, modes of entry into global business

Unit-II:

Business Environment: Overview of Political: democracy, totalitarianism, engines of Democracy, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business; International economic analysis: inflation, unemployment, debt, balance of payment, balance of trade.

Unit-III:

Philosophy and strategy of planning in India; Industrial Policy in recent years; Policy with regard to small scale industries; the monetary policy and fiscal policy, Trade Theories and Investment Environment: Theories of trade patterns, interventionist theories, free-trade theories and theory of absolute advantage, world trade in goods and services: trends and developments; tariff and non-tariff barriers; Issues in FDI and FII; movements in foreign exchange and interest rates and their impact on trade and investment flows.

Unit-IV:

Social Responsibility of business enterprises, New Economic Policy, Globalization and the costs of globalization, EXIM policy, Consumerism, International Economic Institutions and Agreements: WTO, IMF, UNCTAD, Regional Economic Integration, major ILO conventions

Suggested Readings:

1. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
2. Hill, Charles W. L., International Business, McGraw Hill, New York.
3. Bennet, Roger, International Business, Financial Times, Pitman Publishing
4. Suresh Bedi - Business Environment (Excel Books, 1st Edition)
5. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition)

Entrepreneurship Development
(MBA – 122)

Unit-I:

Fundamental definition and types of entrepreneurship, understanding entrepreneurial environment in Indian context, theories of entrepreneurship, Entrepreneurial process, entrepreneurship and technology, incubation centers, innovation and technology transfer, dynamics of technology adoption

Unit-II:

Fundamentals of project management, risk assessment, socio-economic dynamics, understanding financial issues of small enterprises, project evaluation and report preparation, entrepreneurial challenges and strategies, digital revolution and entrepreneurship development

Unit-III:

Role of higher learning institutions in entrepreneurship development, understanding the significance of government schemes like Start-Up India, Stand-Up India and MUDRA etc. in entrepreneurship development, social entrepreneurship, rural entrepreneurship, Case Studies

Unit-IV:

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

Unit-V:

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management; Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

Suggested Readings:

1. Forbat, John, "Entrepreneurship" New Age International.
2. Hisrich et al., "Entrepreneurship" McGraw Hill
3. Journal of Entrepreneurship (Sage Publication)

Business Law
(MBA – 123)

Unit-I:

The Indian Contract Act, 1872: Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts. Special Contracts Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

Unit-II:

The Companies Act, 1956: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up. The Consumer Protection Act, 1986: Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies and Appeals, Enforcement of orders and Penalties.

Unit-III:

The Sale of Goods Act, 1930: Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. The Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

Unit-IV:

The Indian Partnership Act, 1932: Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. Limited Liability Partnership Act, 2000: Incorporation by registration, Relationship of members, members as agents, ex- members, designated members, Cessation of trade by Limited liability partnership, Insolvency and winding up.

Unit-V:

The Information Technology Act, 2000; The Right to Information Act, 2005- Salient features, Obligation and Designation of Public Information officer, Duties of a PIO, Exemption and Partial disclosure, Appellate Authorities, Copyright, patent, trademark

Suggested Readings

1. N. D. Kapoor & Rajni Abbi - General Laws & Procedures (Sultan Chand & Sons).
2. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
3. Gulshan S.S. - Business Law Including Company Law (Excel Books)
4. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).

Organizational Behavior
(MBA – 124)

Unit-I:

Organizational Behavior (OB): Concept, nature, characteristics, conceptual foundations, determinants and importance, management functions, roles & skills, disciplines that contribute to the field of OB, challenges & Opportunities for OB, diversity in organizations, attitudes & job satisfaction

Unit-II:

Perception: Concept, nature, process, importance, management and behavioral applications of perception. Personality: Concept, nature, types and theories of personality shaping. Learning; Concept and theories of learning

Unit-III:

Motivation: Concept, principles, theories – content, process & contemporary, Monetary and non- monetary motivation, applications of motivation. Leadership: Concept, functions, styles, and theories of leadership-trait, behavioral, and situational.

Unit-IV:

Analysis of Interpersonal Relationship, developing interpersonal relationship, Group Dynamic: Definition of Group, stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making, understanding work teams.

Unit-V:

Organizational power and politics: Concept of power, sources of power, classification of power, contrasting leadership & power, dependence a key to power, causes & consequences of political behavior. Organizational Conflict: views of conflict, conflict process, negotiation & bargaining strategies.

Suggested Readings:

1. Robbins, S.P., Organizational Behavior, Prentice Hall of India.
2. Luthans, F., Organizational Behavior, McGraw-Hill Publishing.
3. Davis, K., Human Behavior at Work: Organizational Behavior, Tata McGraw-Hill Publishing Co.

Financial Management
(MBA – 125)

Unit-I:

Financial Management: An Overview Finance and Related Disciplines; Scope of Financial Management; Objectives of Financial Management; Primary Objective of Corporate Management; Agency Problem; Organization of Finance Function; and Emerging role of Finance Managers in India. Time Value of Money: Rationale; Techniques; Practical Applications of Compounding; and Present Value Techniques. Risk and Return: Conceptual Framework of Risk and Return: Type of Risks; Risk and Return of a Single Asset; Risk and Return of Portfolio (only two asset portfolio); Portfolio Selection; and Capital Asset Pricing Model (CAPM).

Unit-II:

Capital Budgeting – Principles and Techniques: Nature of Capital Budgeting; Data Requirement; identifying Relevant Cash Flows; Evaluation Techniques; and Capital Budgeting Practices in India Capital Budgeting – Additional Aspects Net Return Value; Internal Rate of Return; Profitability Index Methods – A Comparison; Project Selection Under Capital Rationing; and Inflation and Capital Budgeting. Analysis of Risk and Uncertainty in Capital Budgeting Description and Measurement of Risk; and Risk Evaluation Approaches.

Unit-III:

Concept and Measurement of Cost of Capital: Importance and concept; Measurement of Specific Costs; Computation of Overall Cost of Capital; and Cost of Capital Practices in India. Operating Leverage; Financial Leverage; and Combined Leverage. Capital Structure Cost of Capital and Valuation: Capital Structure Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach. Designing Capital Structure Profitability Aspect; Liquidity Aspect; Control; Leverage Ratios for other Firms in the Industry; Nature of Industry; Consultation and Investment Bankers and Lenders; Maintaining Maneuverability for Commercial Strategy; Timing of Issue; Characteristics of Company; Tax Planning; and Capital Structure Practices in India.

Unit-IV:

Dividend and Valuation: Irrelevance of Dividends; and Relevance of Dividends. Determinants of Dividends Policy Factors; Dividend Policy in India; Bonus Shares (Stock dividend) and Stock (Share) Splits; Legal, Procedural; and Tax Aspects associated with Dividend Decision.

Suggested Readings

1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2008.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2005.
3. Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi, 2008.
4. Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.

5. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002.
6. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.
7. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 2002.
8. Kishore Ravi, M: Financial Management; Taxman, 2006.

Research Methodology
(MBA – 126)

Unit-I:

Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process
Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question

Unit-II:

Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research. Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, extraneous variable, Treatment, Control group.

Unit-III:

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

Unit-IV:

Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. Types of Sampling. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

Unit-V:

Data Analysis: Editing, Coding, Tabular representation of data, Graphical Representation of Data. Bi-variate Analysis: Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient, Cross tabulations, Chi-square test; Concept of Hypothesis & Hypothesis Testing. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Analysis of Variance: One way and two-way Classifications, Interpretation of the given data and report preparation.

Suggested Readings:

1. Business research methods, Cooper & Schindler, McGraw Hill
2. Research methods for business, Uma Sekaran, Wiley.
3. Research Methodology, C R Kothari, New Age International.

Production & Operations Management
(MBA – 127)

Unit-I:

Overview of Production and Operation Management: Brief history of Production and Operation Management, The Service Revolution, Definition, Factors Affecting Operations Management, Role- Scope and Function of Production and Operation Management, Criteria of Performance for the Production and Operation Management, Operation Strategies, Effect of Growth of Service Sector on Operations Management.

Unit-II:

Demand Forecasting: Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting Qualitative Forecasting Methods (Educated Guess, Consensus, Delphi Method, Historical Analogy, Market Research) Quantitative Forecasting (Linear Regression, Moving Average, Weighted Moving Average, Exponential Smoothing with Numerical).

Unit-III:

Facility Location and Facility Layout: Facility Location; Factors Affecting Location Decisions, Quantitative Techniques in Facility Location (Factor Rating Method, Centre of Gravity Method, Load Distance Method, Break Even Analysis Method). Utilization of GIS in Plant Location. Facility Layout; Principles of Facility Layout, Types of Layout (Process Layout, Product or Line Layout, Fixed Position Layout), Concepts of Line Balancing, Merits and Demerits of Product and Process Layout.

Unit-IV:

Production Planning and Control: Concepts of Capacity Planning, Aggregate Planning, Master Production Scheduling, Concepts of Push System & Pull System, Job Shop Scheduling and its Criteria (Mean Flow Time, Mean Tardiness, Number of Tardy Jobs - with Numerical), Single Processor Job Shop Scheduling (Due Date Method, Shortest Processing Time Method – with Numerical). Concepts of two machines scheduling (Johnson's Rule).

Unit-V:

Inventory Management, Supply Chain Management & Logistics Management: Inventory Management; Basic Concepts of Inventory Management, Lead time, Safety Stock, Elements of Inventory Costs, ABC Analysis, Concepts of Inventory Models – Fixed Order Quantity Model, Fixed Order Period Model, EOQ Model with derivation & numerical, EOQ with Quantity Discount. Supply Chain Management & Logistics Management; Basic Concepts, Objectives of Supply Chain Management, Decision Phases in Supply Chain Management, Basic Concepts of Logistics Management, Warehousing.

Suggested Readings:

1. Buffa, E.S, Sarin RK,2008, Modern Production/ Operations Management, John Wiley & Sons

2. Chary SN, 2008, Production and Operations Management, McGraw Hill.
3. Heizer Jay, Reader Barry' Rajashekarn Jagadeesh; Operations Management, 9th Edition, 2009; Pearson Education, Inc.
4. Mahadevan B; Operations Management – Theory and Practice; 5th Edition' 2009; Pearson Education, Inc.

Professional Ethics and Human Values
(MBA-128)

Unit-I:

Introduction to Ethics: Definition of Ethics, Personal Ethics, Professional Ethics, Business Ethics and 12 Principles of Business Ethics, Forsyth's Taxonomy of Ethical Ideologies, Distinction between Ethics, Values and Morals, What Ethics are not, Importance and need for Business Ethics, Code of Conduct and Ethics for Managers, Characteristics of an Ethical Organization, Recognizing Ethical Organizations, Overview of Indian Ethos in Business Ethics, Morality and Law, Religion and Morality; Theories of Ethics: Normative Theories: Egoism, Utilitarianism, Kant's Ethics, Stockholder Theory, Stakeholder Theory, Social Contract Theory, Gandhi's Trusteeship Theory, Need for developing industry-wide Code of Ethics: Inclusive and Accountable Business, Transparent Standards, Fair Competition, Equal Opportunity Employer, Health Safety and Environment, Conflict of Interest.

Unit-II:

Ethics in Professions: Ethics of Consumer Protection: Why and How, Overview of Legal Protection to Consumers in India, Consumer Protection Act 1986, Consumer Protection (Amendment) Act 2002; Environmental Ethics: Role of Corporations in Environmental Management, India's Environmental Policies, ISO 14000 family; Marketing & Advertising Ethics: Positive & Negative Role of Marketing, Defining Marketing Ethics, Normative Marketing Ethics, Areas in Marketing Ethics; Ethics in Human Resource Management: HR related Ethical Issues in areas like Discrimination, Privacy, Recruitment & Selection, Performance Tracking, Employee Records, Electronic Surveillance, Health & Safety, Performance Appraisals, Role of HRM in creating an Ethical Organization; Ethical Issues in Finance and Accounts.

Unit-III:

Corporate Social Responsibility: Introduction, Definition, Why Social Responsibility of Business; The classical Economic Model, The Socio-Economic Model; Theories of CSR: Trusteeship Model, Social Entity Theory, Pluralistic Model; Theories for CSR Implementation: Ethical, Statist, Liberal, Stakeholder; Identifying and Calculating CSR amount under Companies Act 2013; CSR towards Sustainability-Internal and External Stakeholders, Triple Bottom Line, GRI, ISO 26000-Social Responsibility.

Unit-IV:

Corporate Governance: Introduction, Definitions, Narrow and Broad Perspective; Models of Corporate Governance: The Anglo American Model, The German Model, The Japanese Model, Indian Model of Governance; Good Corporate Governance, Obligations to Society, Investors, Employees and Customers, Managerial Obligations; Ethical Decision Making: The Virtue Approach, The Common Good Approach, Kohlberg's Model of Cognitive Moral Development; Influences on Ethical Decision Making; Personal Values and Ethical Decision Making: Trustworthiness, Respect, Responsibility, Fairness, Integrity, Caring, Citizenship; Fundamental Duties and Directive Principles in India.

Suggested Readings:

1. Business Ethics and Corporate Governance by A C Fernando, Pearson (2012)
2. Business Ethics by Daniel Albuquerque, Oxford (2010)
3. Business Ethics, Concepts and Cases by Velasquez, PHI (2012)
4. Professional Ethics by R. Subramanian, Oxford (2013)

Syllabus
MBA
Semester – 3rd
Compulsory Courses

Operations Research
(MBA – 211)

Unit-I:

Nature and development of operation research, some mathematical preliminaries, general methodology of operation research, application of operation research to industrial problems, Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Unit-II:

Formulation of linear programming deterministic models; graphical solution; simplex algorithm, computational procedure in simplex, duality and its concept, dual linear programming, application of simplex technique to industrial problem. Assignment Models; formulation of assignment problems, methods for solutions; transportation problems; methods for obtaining optimal solution; degeneracy in transportation problems; transshipment problems.

Unit-III:

Introduction and scope of game problems in business and Industry; Mini-max criterion and optimal strategy, solution of two-person zero sum game; game problem as a special case of simplex. Basic principles of network construction, CPM/PERT and solution of simple problems.

Unit-IV:

Queuing systems and concepts; classification of queuing situations; solution of queuing problems, single channel, single stage, finite and infinite-queues with Poisson arrival and exponential service time; applications to industrial problems, simulation techniques. Processing of 'n' jobs through two machines, processing of 'n' jobs through three machines, processing of 'n' jobs through 'm' machines.

Suggested Readings:

1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)
2. 2. Sharma J K - Operations Research (Pearson, 3rd Edition)
3. Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)

Consumer Behavior
(MBA-212)

Unit-I:

Introduction: Defining, meaning and scope of consumer Behaviour, Reasons for Studying Consumer Behaviour, level of analysis in consumer behaviour; relationship between consumer behaviour and behavioural sciences; applications of consumer behaviour in different areas of marketing; motivation and consumer behaviour

Unit-II:

Understanding Consumer and Market Segments, Environmental Influences on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Group and Family Influences, Personal Influences and Diffusions of Innovations. Individual determinants of Consumer Behaviour: Motivation theories and their application; measurement of motivation and motivation research

Unit-III:

Meaning and application of perception; application of absolute and differential threshold in consumer behaviour; Meaning and nature of personality; Theories of personality and their application in consume behaviour; self-concept; Consumer Learning and consumer research; attitudes and their characteristics; different models of attitudes; measurement of attitudes.

Unit-IV:

Consumer Attitude Formation and Change, Consumer Behaviour Models; Structure and process and communication; audience and source dimensions in consumer communication; medium and source dimensions; consumer decision making views; Consumer Decision Process: Problem Recognition, Search and Evaluation, Purchasing Processes, Post-Purchase Behaviour.

Unit-V:

Meaning, scope and characteristics of organizational markets; industrial markets and its features; types of industrial buying decision process; Organization Buying Behaviour.

Suggested Readings:

1. Loudan: Consumer Behavior: Concepts and Applications, Mc Graw Hill
2. Kapoor: Consumer Behaviour: Text and Cases, Mc Graw Hill
3. Leon G. Schiffman and Keslie, L. Kam K.: Consumer Behaviour, PHI, New Delhi.
4. Batra & Kazmi: Consumer Behaviour, Excel Books, New Delhi.
5. Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education

Syllabus

MBA

Semester – 4th

Compulsory Courses

Strategic Management
(MBA – 221)

Unit-1:

Introduction, Strategic Management, Business Policy, Corporate Strategy, Strategic management process, Levels of strategy, Basic Concept of Strategic Management, defining strategic intent: Mission, Vision, Objectives, Characteristics of a good mission statement, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

Unit-II:

External environment scanning: Strategically relevant components of external environment, Industry analysis – Porter’s five forces model, Strategic group mapping, industry, key success factors. External Factor Evaluation matrix, Environmental scanning techniques: Competitive Intelligence ETOP and SWOT analysis.

Unit-III:

Internal environment scanning: Resource based view of an organization, Value chain approach, Scanning Functional Resources, Strategic Budget and Audit, Competitive advantage and Core competency. Internal Factor Evaluation Matrix. Business level strategies: Porter’s generic competitive strategies, Cost leadership, SWOT analysis, TOWS Matrix

Unit-IV:

Differentiation and Focused strategies: Corporate Analysis- OCP and SAP Scanning; Corporate level strategies, Growth/Expansion strategies – horizontal and vertical integration; strategic out sourcing, related and un-related diversification, international entry options, stability, harvesting, retrenchment and combination strategies, Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Location and Timing tactics

Unit-V:

Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE Matrix, Porters Diamond Model, Product Life Cycle matrix, Strategic Choice, Mc Kinsey’s 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System, Shell’s Directional Policy, Strategy-structure fit, developing and modifying organizational structure.

Recommended Readings:

1. Azhar Kazmi : Business Policy and Strategic Management.
2. Hill and Jones: Strategic Management: An Integrated Approach
3. Alpana Trehan: Strategic Management; Dreamtech press
4. Thompson LA. And Stickland A.J.: Strategic Management - Concept and cases.

List Elective Courses

Specializations:

**HRM/Marketing/Finance/
Operations Management**

List Elective Courses

Specialization: HRM

Personality Development & Leadership
(MBA – HR1)

UNIT-I:

Personality: Concept, Personality Patterns, Symbols of Self, Molding the Personality Pattern, Persistence & Change. Personality & Personal Effectiveness: Psychometric Theories – Cattelle and Big Five.

UNIT-II:

Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness. Personality Determinants: An overview of Personality determinants. Evaluation of Personality: Sick and Healthy Personalities.

UNIT-III:

Training: Concept, Need and Importance, Types of Training, Learning Process, Integrating Learning & Training to develop effective Training Programs. Training Need Assessment

UNIT-IV:

Leadership – Meaning & Concept, Evolution through theories, contingent leadership styles and characteristics of such leaders, trust and leadership challenges to the construct 'Leadership', Team Building for Work Teams, Building effective Teams.

UNIT-V:

Groups & Teams the differences and their Leadership. Groups – Nature, Size, Stages of Group Development. Group Roles, Norms, Status, Cohesion. Decision making in group, Ginnetts Team Effectiveness Leadership Model.

Suggested Readings:

1. Robbins S. P. Organizational Behavior (Pearson, 15th Ed.)
2. Yukl G - Leadership in Organizations (Prentice hall, 7th Ed.)
3. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
4. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)

Industrial Relations & Labor Laws
(MBA-HR2)

UNIT-I

Overview of Industrial Relations: Concept, history and theoretical perspective of Industrial Relations, Nature and Importance of IR, approaches to IR, organization of IR in India, IR in modern era, IR and HRM/HRD Employers' Organization; ILO in IR.

UNIT-II:

Indian Labor Force: Introduction, types of labor, growth, size, and distribution of labor, characteristics of Indian labor, labor administration machinery. Trade Unions (TU): Definition, objectives, reasons for joining, types of TU, structure of TU, Theories of TU, evolution of TU, functions of TU, methods of achieving objectives, TU in India.

UNIT-III:

Industrial Disputes and Settlement: Nature & Causes of Disputes, Industrial discipline, Disputes Manifestations; settlement of disputes; collective bargaining, code of discipline, grievance handling, arbitration, conciliation, adjudication, and consultative machinery. Labor problems: Labor turnover; Absenteeism; Workers' participation in management.

UNIT-IV:

Labor Welfare and Wages: Evolution, objectives, theories and types of Labor Welfare, labor and five year plans, Wages: Definition and Theories of Wages. Labor Laws: The Factories Act, 1948, The Industrial Dispute Act, 1947, The Industrial Employment Act (Standing Orders), 1946.

UNIT-V:

Labor Legislations: The Maternity Benefit Act, 1961, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, The Payment of Gratuity Act, 1972, The Payment of Wages Act, 1936, The Employees' Provident Fund Act, 1952, The Employees' State Insurance Act, 1948, The Employees' Compensation Act, 1923.

Suggested Readings:

1. Aswathappa K. – Human Resource Management: Text & Cases (McGraw Hill Education, 7th Ed.)
2. Ghosh & Nandan – Industrial Relations and Labor Laws (McGraw Hill Education, 2015)
3. Srivastava S C - Industrial Relations and Labor Laws (Vikas, 2000, 4th Ed.)
4. Singh B. D. - Industrial Relations & Labor Laws (Excel, 1st Ed.)

Performance and Compensation Management
(MBA-HR3)

Unit-I:

Introduction to Performance Management: Definition of Performance Evaluation, Evolution of Performance Management, Importance of Performance Management, Linkage of Performance Management to Other HR Processes, Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organizational Justice Theory and its Application in Performance Management.

Unit-II:

Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organizations, Characteristics of Performance Appraisal, Performance Appraisal Process, Mistakes made by Human Resource Department. Performance Appraisal Methods: Performance Appraisal Methods, Past Oriented and Future Oriented Methods.

Unit-III:

An Introduction to Job Evaluation, Methods of Job Evaluation, the ranking method: description, advantage and limitations, the classification method: description, advantages and limitations, factor comparison method: description, advantages and limitations, point rating methods: description, advantages and limitations, Hay guide chart – profile method: description, advantages and limitations.

Unit-IV:

Compensation Management: Wage Structure in the Plant and Job Evaluation, Labor Market: Concept, Broad Types of Labor Market. Company Wage Policy: Wage Determination, Pay Grades, Economic Principles, External Equity: Wage Surveys, Wage Components. Wage Incentives – Concept; different kinds of wage incentive plans and their application, pay for performance, competency based pay, Bonus: Profit Bonus, Evolution of the Concept, Method of Determining Bonus, Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits, Wage Administration: Pay Roll Management, Deductions etc.

Suggested Readings:

1. Aswathappa K. – Human Resource Management: Text & Cases (McGraw Hill Education, 7th Ed.)
2. Newman, Gerhart & Milkovich – Compensation (McGraw Hill Education, 12th Ed.)
3. Joe Martocchio - Strategic Compensation: A Human Resource Management Approach (Prentice Hall).

Training Development & Professional Growth
(MBA-HR4)

Unit-I:

Understanding human interactions: Introduction to Interpersonal Relations, Johari Window of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position. Personality: Meaning & Concept, Personality Pattern; Symbols of Self; Molding the personality pattern; Persistence and change

Unit-II:

Frameworks for Identifying & classifying traits; MBTI & Big Five, predicting behavior at work, other personality trait relevant to behavior within organization, types of personality; Sick personalities and Healthy personalities, Winning Personality.

Unit-III:

Concept and philosophy of training; Trainers, Consultant and Organizational culture & climate for training; Component of training; Training skills, Learning and training: Learning theories; Organizational learning and Learning Organization; Conditions for effective learning; Continuous learning and development

Unit-IV:

Assessment of training needs: Identifying various stages of training, advantages and disadvantages of training, planning and designing programmes for Training and development, teaching aids for training. training methods; On-the-job training; Off-the-job training. Evaluation of T & D programme, Economics and effectiveness of training programme

Suggested Readings:

1. Aswathappa K. – Human Resource Management: Text & Cases (McGraw Hill Education, 7th Ed.)
2. Friedman- Personality: Classic Theories and Modern Research (Pearson, 2nd edition) 2004.
3. Hurlock E- Personality Development (Tata McGraw-Hill)
4. Lynton R P and Pareek U- Training for Organizations Transformation (Sage)
5. Pareek U.- Training Instruments for HRD and OD (Tata McGraw-Hill, 2nd edition)

Organizational Change & Development (MBA-HR5)

Unit-I

Introduction to Organization development: Definition, Nature and Characteristics of Organization Development; Concept and process; Goals, assumptions and values underlying organization development (OD); Foundations of organization development, Emergence of OD as an applied behavioral science; Role of top management and organization development practitioners; Role and Competencies of the OD practitioner

Unit-II:

Organizational Diagnosis: Techniques of organizational diagnosis- Questionnaires, interviews, workshops, task -forces and other methods; Collecting and analyzing diagnostic information; feeding back diagnostic information.

Unit-III:

Organizational Change, Renewal, and Development: Theories of Planned change; Organizational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Change cycles- Power and participative types; Organizational renewal and re –energizing; Institution building; Creativity and innovation.

Unit-IV:

OD Interventions: Change agents- Role, skills and styles of change agents; Relation with the client system; Designing interventions; Evaluating and institutionalizing interventions; Action research; Human Process and HRM Intervention- Sensitivity training, Transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, Grid OD; Techno-Structural interventions- Work redesign, work modules, Quality of work life (QWL), Quality circles(QC) Management by objectives (MBO); Restructuring organizations, Employee involvement; Job Enrichment ; Socio-technical Systems, TQM; Strategic Interventions- transformational change, continuous change, trans-organizational change.

Unit-V:

Trends in Organization Development: OD-HRD interface; OD in global settings; OD research and practice in perspective; Challenges and future of OD.

Suggested Readings:

1. French, W.L. and Bell, C.H., *Organisation Development*, Prentice-Hall, New Delhi.
2. Cummings, T. G. & Worley, C.G, *Organization Development and Change*, Cengage learning
3. Hackman, J.R. and Suttle, J.L., *Improving life at work: Behavioural science approach to organizational change*, Goodyear, California.
4. Harvey, D.F. and Brown, D.R. *An Experiential approach to Organization Development*, Prentice-Hall, Englewood Cliffs, N.J.
5. Hersey P., and Blanchard, H.B., *Management of Organisational behaviour: Utilising human resources*, Prentice Hall, New Delhi.
6. Pareek U., Rao, T.V. and Pestonjee, D.M., *Behavioural processes in organisations*, Oxford and IBH., NewDelhi.

Negotiation & Counseling
(MBA-HR6)

UNIT-I:

Negotiation: Concept and overview of negotiation: Types of Negotiation, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation, Choosing Effective Negotiation Tactics.

UNIT-II:

Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in negotiation? Information Bargaining.

UNIT-III:

The Relationship between the Negotiators: Initial Orientation, Important factors and emotions in negotiation: Communication; Creativity; BATNA; Role of emotions, Narrowing of Differences and Closure: Competitive and Cooperative Tactics, Problem Solving Tactics.

UNIT-IV:

International and Cross Cultural Negotiation: Context and Concept, Negotiation Planning, Negotiator Identity and Negotiation Context: Effects of Culture, Gender & Race.

UNIT-V:

Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counseling: Behavioristic, Humanistic Approaches and Rogers Self Theory Counseling Process: Steps in Counseling Process. Modern Trends in Counselling – Trends, Role of a Counselor and Model of Counseling.

Suggested Readings:

1. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
2. Cohen S- Negotiating Skills for Managers (Tata McGraw-Hill) 2003.
3. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
4. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
5. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

Strategic Human Resource Management
(MBA-HR7)

Unit-I:

Introduction to SHRM: Definition, need and importance, evolution of SHRM, changing nature of work & HRs New Role Orientation, SHRM for Competitive Advantage, Behavioral Issues in Strategy Implementation, Matching Culture with Strategy, Human Side of Mergers and Acquisitions

Unit-II:

Strategic Management for HR: Strategic fit: A conceptual framework, Linking between HR strategy and Business Strategy: The best Fit Approach, HR bundles Approach, The best practice approach; TOWS Matrix, BCG Matrix.

Unit-III:

HR Strategies: HR strategy and HR Planning; Strategic Recruitment and Retention, Training and Development, Performance Management, Reward and Compensation, retrenchment, Non-Traditional Approaches: Investment in Disabled Employees, Employee Engagement, Knowledge Management, Talent Management, The Role of Strategic HR Leader, HRIS, HR Analytics, Managing Workforce Diversity.

Unit-IV:

International Human Resource Management: Introduction to IHRM, Cultural foundations of IHRM- Understanding Culture, Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross- Cultural Problems, IHRM trends and Future Challenges

Unit-V:

Global Human Resource Management Process: Global Human Resource Planning, International Staffing, Compensation and Benefits, Global Workforce Training and Development, Performance Management in International Organization, International Reward systems, Integrating two cultures, Models of people management in different cultures, Expatriation and Repatriation, Organizational Ethics in International Context.

Suggested Readings:

1. Agarwala, Tanuja. Strategic Human Resource Management, Oxford University Press, New Delhi.
2. Mello, J. Strategic Human Resource Management. Thompson Learning.
3. Dowling, P.J. & Welch, D.E. International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
4. Vance, C.M. & Paik Y. Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. PHI

Human Resource Development
(MBA-HR8)

Unit-I:

Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.

Unit-II:

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

Unit-III:

HRD Activities: Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centers; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.

Unit-IV:

HRD Applications and Trends: Employee socialization and orientation, Coaching and mentoring; Career management and development; Management development, Employee counseling and wellness services; Competency mapping; Balanced Score Card, Integrating HRD with technology, HRIS, Employer branding and other emerging trends.

Unit-V:

HRD in Organizations: Selected cases covering HRD practices in government organizations, manufacturing and service industries and MNCs; International experiences of human resource development; Emerging issues in HRD, HRD & Diversity: diversity training & beyond

Suggested Readings:

1. Werner J. M., De Simone, R.L., Human resource development (5th edition), Cengage learning
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.
4. Haldar, U. K., Human resource development, Oxford University Press India.
5. Rao, T.V., Future of HRD, Macmillan Publishers India.

List Elective Courses
Specialization: Marketing

Product and Brand Management
(MBA-MK1)

Unit-I:

Product: Basic Concepts, Classification of Products- consumers and industrial product, Managing Product Issues, Difference between products and services; Product Manager: functions, roles and responsibilities; Launching strategy for a new product & Product– life cycle management; Consumer Adoption Process, Product idea generation, Concept testing & evaluation, Product testing, Packaging research, Test Marketing, Pricing and Budgeting Issues in Product Management, Strategic changes to gain competitive advantage through branding

Unit-II:

Brand: Definition, Elements, Decisions and importance; Brand vs. Product, what can be branded, why do brands matter; Concept of brand equity, Sources and Benefits of brand equity; brand element choice criteria; Brands and added values, Factors shaping a brand over its life cycle, Product and brand portfolio; The Brand identity system; How to build strong brand in Indian context; Brand leveraging strategies; Brand Awareness: Brand Identity, Brand Image, Brand Personality

Unit-III:

Measuring Sources of Brand Equity; Research - Qualitative and Quantitative Measuring Outcomes of Brand; Brand equity models; Equity- Comparative and Holistic Methods, Brand Equity Measurement Systems - Brand Audits, Tracking Studies, Brand loyalty; Establishing a Brand Equity Management System

Unit-IV:

Branding Strategies- Evaluation of Brands, Perceived Quality; Brand Positioning and Repositioning; Brand Product Matrix, Brand Hierarchy, designing a Branding Strategy; Brand Extension Decisions- Advantages/Disadvantages, Evaluating Extensions and Opportunities; Adjustments to brand portfolio

Unit-V:

Managing Brands over Time- Reinforcing and Revitalizing Brands, Brand Portfolio Managing Brands over Geographical Boundaries, Cultures and Market Segments – Global

Suggested Readings:

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Upper Saddle River, NJ: Prentice Hall.
2. LEHMANN: Product Management, Mac Graw Hill
3. Joel Kapfferrer; Strategic Brand Management, Kogan Page
4. Merle C. Crawford: New Product Management, Richard D. Irwin, Homewood, Illinois.
5. Aaker, David A: Building Strong Brands, New York: Free Press.

Advertising Management
(MBA-MK2)

Unit-I:

Nature, scope and functions of Advertising; Types & classification of advertising; Advertising goals and objectives; advertising planning and decision-making; role of advertising and marketing strategy; The communications process. Source, Message and Channel Factors; Role and functions of an integrated advertising marketing communication program

Unit-II:

Behavioral Dynamics– Models of advertising: The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Advertising and Product Life Cycle

Unit-III:

Advertising budgeting; Organizing for Advertising and Promotion: Advertising agency setup and agency compensation; major institutions involved in advertising; Message Structure – Appeals, Copy, Layout; Advertising Media – Media Planning, Media Selection and Scheduling

Unit-IV:

Measuring Advertising Effectiveness – Pre-testing and Post-testing copy; Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method; Advertising Agencies – Types, Role and Functions; Social and Cultural Consequences of Advertising – Advertising and Stereotyping

Unit-V:

Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock, Advertising, Economic Effects and Legal Aspects of Advertising, Public Relations, Publicity and Corporate Advertising.

Suggested Readings:

1. Aaker, David & Myers, John: Advertising Management, Prentice Hall, 2003.
2. Mohan: Advertising Management: Concepts and Cases, Mc Graw Hill
3. Shah: Advertising and Integrated Marketing Communication, Mc Graw Hill
4. Belch, G. and Belch, M: Advertising and Promotion: An Integrated Marketing Communications Perspective, 6/e, Mc-Graw Hill, 2003.
5. Cialdini, Robert B: Influence: The Psychology of Persuasion, 1993.
6. Ogilvy, David: Confessions of an Advertising Man, Atheneum: New York, 1963.
7. Ogilvy, David: Ogilvy on Advertising, Random House Vintage Books: New York, 1983.

Sales and Distribution Management
(MBA-MK3)

Unit-I:

Nature and Scope of Sales Management, Concept of Personal Selling and its Objectives; Marketing Sales and Distribution linkage, Sales Management Process, Role of Sales Manager, Sales Management and Salesmanship, Dyadic relationship, Selling situation, Selling theories; The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman

Unit-II:

Prospecting, Pre approach, Approach, Presentation, Objection Handling, Sales Close, Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force, Formulation of Personal Selling Strategies; Sales Force Organization – Nature and Types; Sales Force Recruitment – Process and Sources; Sales Force Selection Process

Unit-III:

Sales force Training: Need and Objectives; Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales force Compensation, Sales Contests, Evaluation and Analysis; Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Designing Sales Territory, Quota Setting; Selling Strategies, Sales Budget, Sales Analysis and Audit; sales person's performance evaluation.

Unit-IV:

Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies; Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

Suggested Readings:

1. Still Cundiff and Govoni: Sales Management, PHI, New Delhi
2. Nag: Sales and Distribution Management, McGraw Hill
3. Johnston: Sales Force Management: McGraw Hill
4. Spiro: Management of Sales Force, McGraw Hill, New Delhi
5. Panda and Sahadev: Sales and Distribution Management: Oxford University Press, Delhi
6. Matin Khan: Sales and Distribution Management, Excel Books, Delhi

International Marketing
(MBA-MK4)

Unit-I:

Introduction and Scope to International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing; International Marketing Environment, Challenges in Global Marketing.

Unit-II:

International Market Entry Strategies; International Trade Theories; International Marketing Research: Approach to Marketing Research, International Marketing Research Process; Trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing;

Unit-III:

International Product Policy and Planning, New Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Marketing Plan and Budget, International Product Marketing, Marketing of Services; International Pricing Policy: Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade; International Distribution and Logistics Planning, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging

Unit-IV:

International Promotional Strategies: Communications Process, Promotion Appeals, Media Selection, Foreign Markets and Export Marketing Process: Mode of operations, Processing an Export Order, Export contract, Export Pricing and Costing, Export Marketing Documentation; Export-Import (EXIM) Policy, 2002-2007

Unit-V:

Foreign Trade Policy: Export Promotion Scheme, Duty Exemption/Remission Schemes, SEZ, Free Trade Warehousing Zones (FTWZ), Star Export Houses, Foreign Exchange and Foreign Currency; International Financial Institutions: IMF, World Bank – IBRD, International Finance Corporation, OECD; Legal and Ethical Issues in International Marketing

Suggested Readings:

1. Siddiqui – International Marketing(Wiley)
2. Cateora Graham - International Marketing (TMH, 10th Ed.)
3. Lasco – International Marketing with case book(Wiley)
4. Onkvisit .S,Shaw.J - International Marketing (Pearson, 3rd Ed.)

E-Commerce
(MBA-MK5)

Unit-I:

Origin, need and factors affecting Electronic Commerce, Features of Electronic Commerce, Electronic Commerce Framework, Internet as an Electronic Commerce Enabler, Electronic Commerce Business Models (Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team)

Unit-II:

Business to consumer (B2C) Business Models, Types of B2C, Business to Business (B2B) Business Models, Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to Peer Business Models, M-commerce Business Models, Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card, Transaction Security

Unit-III:

Online Retailing, Online retail industry dynamics, Online mercantile model for customer perspective, Management Challenges in online retailing, Online market research, Online marketing communications, Online advertising, Online branding, Online customer relationship, Online pricing strategies

Unit-IV:

Online Banking, Online banking implementation; Changing dynamics in banking industry, Management issues in online banking, Introduction to Mobile Commerce Challenges emerging in Mobile Commerce, Application areas of Mobile Commerce

Suggested Readings:

1. N Laudon & Traver: Electronic Commerce Business, Technology, Society (Pearson Education, 3rd Ed.)
2. Kalakota R: Electronic Commerce - Frontiers of E-Commerce (Pearson Education, 2007, 3rd Ed.)
3. Bharat Bhaskar: E-Commerce: Framework, Technologies and Applications, 3rd Edition, TMH
4. Michael J. Shaw: E-Commerce and the Digital Economy, AMIS, (M.E. Sharpe, 2006)
5. Amir Manzoor: E-Commerce: An Introduction, Lambert Academy Publishing, Germany
6. Steffano Korper & Juanita Ellis: The E-Commerce Book: Building the Empire, 2nd Ed., Academic Press.

Marketing Research
(MBA-MK6)

Unit-I:

Marketing Research: Introduction, Meaning and Characteristics, Various Types of Research, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information, The Research Process; Research Design: Introduction, Meaning and Types, Choosing a Good Research Design

Unit-II:

Data Collection Sources and Methods: Introduction, Meaning and Nature of Secondary and Primary Data, Types of Secondary and Primary Data Sources; Designing a Questionnaire, Questionnaire Format and Question Composition, Questions Order, Form and Layout, Pilot Testing; Measurement and Scaling Techniques: Importance of Measurement and Scaling in Marketing Research; Scales of Measurement, Comparative & Non-comparative scales, Selecting an Appropriate Scale; Sampling Theory-Design, size & Techniques

Unit-III:

Hypothesis Testing: Introduction, Hypothesis, Steps Involved in Hypothesis Testing, Test of Significance of a Mean, Test of Significance of Difference between Two Means, Test of Significance of Difference between Two Standard Deviations, Test of Significance of Sample Proportion, Data Processing and Preliminary Data Analysis: Introduction, Survey Field Work and Data Collection, Nature and Scope of Data Preparation, Editing, Coding, Data Entry, Data Cleaning, Preliminary Data Analysis, Assessing for Normality and Outliers

Unit-IV:

Data Analysis: Statistics in Data Analysis, Measures of Central Tendency, Descriptive Statistics, Measures of Dispersion, Univariate Analysis, Bivariate Analysis, Multivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance, Regression Conjoint analysis; Data Interpretation and Report Writing

Unit-V:

Applications of Marketing Research: Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research; Advertising Research, Media research, Sales Analysis and Forecasting; Recent Trends in Marketing Research, Online Marketing Research, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research

Suggested Readings:

1. Gerald E. Jones: How to Lie with Charts, Sybex, 1995
2. Levin, R.I., Rubin, D.S., Statistics for Management, Prentice-Hall, New Delhi.
3. Majumdar, R. Marketing Research: Text, Applications and Case Studies, Wiley Eastern Ltd., New Delhi.
4. Tull, D.S., Hawkins, D.I., Marketing Research: Measurement and Methods, Macmillan, New York.

Services Marketing
(MBA-MK7)

Unit-I

Meaning and Concept of services, importance of Goods & Services marketing, Goods and Services Continuum, Classifications of services, Environment of Service Marketing (Micro as well as Macro), Reasons for growth in services economy; need to study service organizations; marketing approaches to services, Emergence & Reasons for growth of service sector in India, contribution to Indian economy.

Unit-II

Introduction to Service Organization Management, Framework for Studying Service Marketing, Status of marketing in service sector; marketing strategy and marketing mix in services; services product planning and development; Understanding Customers-the customer experience, Concept of Customer Relationship Management (CRM), Relationship management in practice, Segmenting, Targeting & Positioning various services.

Unit-III

Tools for Marketers of Services, Creating and delivering services; Pricing of services-pricing concepts, pricing strategies for services, Use of differential pricing, Advertising, Positioning Services in Emerging Markets, Sales Promotion & Personal Selling in service industry, Service distribution in competitive markets, components of service delivery system, potential management, Problems Associated, with services delivery, Importance of people in service marketing. role of various people involved, concept, types of process, Role of process in various services, Physical Evidence, communicating and promoting services.

Unit-IV

Trends in Management of Service Organizations, Consumer evaluation process in services; managing the service quality; building a customer oriented organization; advertising strategies for services firms. Marketing of Banking service, Tourism and hospitality services, Educational and Health services.

Unit-V

Improving Services Quality and Productivity, Gronross Model of service quality (Internal marketing, external marketing and Interactive marketing); Service Quality Gap Model by Parasuramann (i.e. SERVQUAL), Service Quality Model by Cronin & Taylor (i.e. SERVPERF), Challenges in Marketing of services.

Suggested Readings:

1. Ziethaml VA and Bitner MJ, Service Marketing, 2007, TMH.
2. Hellen W, Service Marketing, Macmillan India Ltd, 2000, New Delhi.
3. Nargundkar, Services Marketing, McGraw Hill.
4. Lovelock C.H. and Lauren W, Principle of Services Marketing and Management, 1998, Prentice Hall of India, London.

Retail Management
(MBA-MK8)

Unit-I:

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control. The Customer and Retail Business: Knowing your Customers, focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception.

Unit-II:

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing. Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.

Unit-III:

Managing Retail Business: Retail Organization and HRM, Retail Organisation and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality

Unit-IV:

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing; International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management

Suggested Readings:

1. Newman A.J. and Cullen P - Retailing: Environment and Operations (Vikas, 1st Ed.)
2. Madaan: Fundamentals of Retailing, McGraw Hill.
3. Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)
4. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
5. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning, 4th Ed.)
6. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5th Ed.)

List Elective Courses
Specialization: Finance

Security Analysis and Portfolio Management
(MBA-FM1)

Unit-I:

Flow of Funds in Financial Markets, expected return and risk, Bond valuation and management; financial statements analysis; Macroeconomic and industry analysis; Technical analysis, Types of Securities, Securities Market in India, Law relating to Securities in India, Direct Tax laws in India

Unit-II:

Stock exchanges, Stock market indices, trading systems in stock exchange, Common stock: Return, growth and risk, Behaviour of Stock Market Prices, Fundamental Analysis- Economy analysis, Industry and Company analysis, Price determination of a security, Share valuation, Bond valuation and analysis, Technical analysis, efficient market theory.

Unit-III:

Sources of risk and their determination, Risk aversion, Capital asset allocation, Diversification and portfolio analysis, portfolio selection- Index model and Markowitz Model, Derivative securities and valuation; portfolio performance evaluation; portfolio revision, international portfolio diversification; The theory of active portfolio management, Characteristic line Capital Asset Pricing Model (CAPM) and beta forecasting, Arbitrage Pricing Theory (APT) and Inter-temporal Capital Asset Pricing Model, Performance-Measure approaches, Futures, Options and Option Pricing.

Unit-IV:

Interest Rate Risk, Default risk of Bond, Valuation of common shares, Capturing equity risk premia, Simultaneous equation models for Security Valuation, The Efficient-Market hypothesis and security valuation, Mutual fund performance.

Suggested Readings:

1. Ranganatham-Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
2. Chandra P-Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
3. Bhatt-Security Analysis and Portfolio Management (Excel Books)
4. Bhatt-Security Analysis and Portfolio Management (Wiley Dreamtech)
5. Pandian P-Security Analysis and Portfolio Management (Vikas, 1st Ed.)
6. Bodie, Kane, Marcus & Mohanti-Investment and Indian Perspective (TMH, 6th Ed.)

Financial Institutions and Services
(MBA-FM2)

Unit-I

Structure of Financial System: The nature and role of financial system- Financial structure- Different financial functions - Financial system and Economy-Reforms in the financial system- Recent developments.

Unit-II

Financial institutions: Regulatory and non-regulatory Institutions-Banking and nonbanking institutions – Development financial institutions.

Unit-III

Financial Markets and Financial Instruments: Money market- Capital markets- Debt Market- Derivatives market – Primary and secondary markets- Financial instruments in the respective markets.

Unit-IV

Financial Services: Merchant banking services- Mutual funds- Bill discounting – Factoring- Venture capital - Leasing Hire Purchase.

Unit-V

Financial Services (Contd.): Non fund based financial services, - Credit cards- Insurance- Pension- Micro Finance Depositories and custodians -Credit rating, -Securitization -Stock exchanges and their functioning

Suggested Readings

1. Pathak, Bharathi V, “The Indian Financial System”, Pearson Education, 3rd Edition, 2008.
2. Bhole L M, “Financial Institutions and Services”, Tata McGraw Hill Publications. 3rd Edition, 2004
3. Khan M Y: Indian Financial System, Tata Macgraw Hill, New Delhi 2000
4. Srivastava, R M: Financial Institutions in Indian Financial Institutions. 3rd revision ed. Mumbai: Himalya Publishing House, 1996, 734p.
5. I M Pandey, Financial Management: Vikas Publishing House, New Delhi.
6. Prasanna Chandra, Financial Management: Tata Mc-Gaw Hill Co., New Delhi.

Behavioral Finance **(MBA-FM3)**

Unit-I

Perception, Human preferences, rationality, and market efficiency: Cognitive information perception. Weber law. Subjective probability. Representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects. Decision-making under risk and uncertainty. Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept. Decision-making in historical prospective, Allais and Ellsberg's paradoxes. Rationality from an economics and evolutionary prospective. Different ways to define rationality why humans often act outside of the economic rationality framework. Herbert Simon and bounded rationality. Investor rationality and market efficiency. Empirical data that questions market efficiency.

Unit-II

Behavioral factors and financial markets: Empirical data that challenge the Efficient Markets Hypothesis. Fundamental information and financial markets. Information available for market participants and market efficiency. Market predictability. The concept of limits of arbitrage and model by Shleifer and Vishny. Asset management and behavioral factors. Active portfolio management: return statistics and sources of systematic underperformance. Fundamental information, technical analysis, and behavioral factors.

Unit-III

External factors and investor behavior: Weather, emotions, and financial markets: sunshine, geomagnetic activity. Mechanisms of the external factor influence on risk perception and attitudes. Connection to human psychophysiology and emotional regulation. Misattribution as a mechanism for external factors influence. Emotional content of news articles and their correlation with market dynamics. Social trends and market dynamics: music, fashion, demographics.

Unit-IV

Behavioral corporate finance: Behavioral factors and corporate decisions on capital structure and dividend policy. Timing of good and bad corporate news announcement. Mergers and acquisitions and the Winner's Curse. IPO underpricing. Systematic excessive optimism and overconfidence in managers' decisions. Sunk costs and mental accounting. Evolutionary explanations for behavioral effects. Evidence from behavioral game theory. Systematic approach to using behavioral factors in corporate decision-making.

Unit-V

Emotions and decision-making, the science of neuroeconomics: Experimental measurement of risk-related preferences: measuring risk through probabilistic set of gambles, through questionnaire. Emotional mechanisms in modulating risk-taking attitude. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains. Neurophysiology of decision-making, the role of hormones and neurotransmitters. How tools from cognitive neuroscience can aid in understanding the basics of the economic behavior. Introduction to the science of neuro economics. Neuro marketing.

Suggested Readings

1. Pompian, Michael M. Behavioral Finance and Wealth Management. Wiley: New Jersey.
2. Hersh Shefrin, Behavioural Corporate Finance, Tata Mc Graw Hill Irwin Publishers
3. John R. Nofsinger, The Psychology of Investing (4th Edition), Pearson Prentice Hall,
4. Meir Statman, What Investors Really Want, Learn the lessons of behavioral Finance, McGraw-Hill

Projects and Infrastructure Management: Financing, Implementation and Control
(MBA-FM4)

Unit-I

Introduction; Project: Definition, features, types; Infrastructure creation: Features, Significance, Bottlenecks; Resource Allocation Framework; Value chain analysis of the project; Project Costing & Appraisal: Breakdown structure of the project; Factors affecting the cost of the project; Life cycle costing and Activity Based Costing; Costing with alternative configuration/specifications; Appraisal: Marketing, Technical, Political, Financial, Social; Preparation of detailed project report.

Unit-II

Financial Analysis: Estimation of cost of project & Means of financing; Estimates of sales and production; Working capital requirement and financing; Projected cash flows of project; Basic principles of measurement of cash flows; Appraisal Criteria: NPV; BCR; PI; Payback and Discounted Payback; IRR & MIRR; Accounting rate of return; Investment appraisal. Cost of Capital: Types & Measure of risk; Sensitivity & Scenario Analysis; Special decision situations; Calculation of cost of Capital: CAPM, Inflation; Weighted cost of capital: Book Value & Market Proportions.

Unit-III

Social Cost Benefit Analysis: Rationale; UNIDO; Little and Mirlees Approach; Case Studies in the Indian scenario; Arrangement of Funds: Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions); Alternative sources of financing (Foreign Issues, FDI & FII, ECB, Private Equity, Securitization, Venture Capital etc.); Public Private Partnerships: Forms, Guidelines, Problems, Issues.

Unit-IV

Project Implementation: Project contracts: Principles, Practical and Legal aspects; Tendering Process, Escrow; Other aspects: Insurance, Human Resource; Network analysis: CPM, PERT; Project Review and Control: Time and Cost control; Performance review; Project control system and MIS; Project Audit, Termination and Abandonment Analysis; Government Projects: Auditing and Control

Suggested Readings

1. Chandra Prasanna : Projects Planning, Analysis, Financing, Implementation, and Review : 5th Edition, Tata McGraw Hill, 2002
2. Choudhary S., Project Management, Mc-Grawhill, 2006
3. Desai, Vasant, Project Management, Himalaya Publishing House, 2006
4. Esty, Benjamin C., Modern Project Finance : A Casebook, Wiley, 2003
5. Gopalkrishnan P. & V E Ramamoorthy, Textbook of Project Management, Macmillan, 1993
6. Harvey, Maylor, Project Management, Pitman Publishing, 1996

Fixed Income Securities
(MBA-FM5)

Unit-I

An Overview of Fixed Income Securities: Introduction to Debt Securities; Types of fixed Income Securities; Organization and Conduct of Debt Markets; Debt Market in India; Interest rate Math and Interest Rate Determination: Determinants of the level of interest rates; Nominal and real rates; International Rate relationships and interest rate parity; Bond pricing; Yield measures; Monetary policy and Interest rates: Monetary policy procedures; Money market rates; Interest rate conventions; Current monetary policy and impact.

Unit-II

Duration and Immunization: Duration, Modified Duration & Macaulay's Duration; Duration theorems; Convexity & Duration; Bond price volatility; Term Structure of Interest Rates: Forward Rates; Determinants of the Term Structure; Business Cycle and the Yield Curve Analysis; Ladder Barbell and Bullet Strategies; Portfolio Management Techniques: Nature of the underlying business and portfolio management; Matching Funding; Horizon Matching; Indexation; Portfolio Insurance.

Unit-III

Government Bonds and Markets: T-Bills, Notes and Bonds; Auction Procedures; Agency Issues; Munis; Government Securities Market in India; Corporate and International Bonds: Risk Structure of interest rates; Default and Bankruptcy; Bond Ratings; Corporate Bonds; Commercial Paper; Sovereign and International Bonds; Mortgage Loans and Pass-through: Mortgage Types and Rates; Mortgage Prepayments; Analysis of Pass-through; MBS and CMO Structures including Sequential CMOs; Other Asset Backed Securities; Corporate Securities market in India.

Unit-IV

Embedded Options and Analysis: Call Provisions; Option adjusted spreads; Effective Duration and Convexity; Options Pricing Theory with Applications to Fixed Income Markets: Contract: Definition and Terminology; Pricing; Treasury Futures Contracts; Eurodollars Futures and Swaps; Credit Risk and Fixed Income Securities: Models of Credit Risk; Financial distress and limitations of Merton's Model; Structural Models with Strategic Debt Service; Credit Derivatives.

Suggested Readings

1. Fabozzi Frank J., 'Fixed-income Mathematics: Analytical and Statistical Techniques' (4th Edn), McGraw-Hill Companies, Inc. 2005
2. Fabozzi Frank J., 'The Handbook of Fixed-income Securities' (6th Edn), McGraw-Hill Companies, Inc. 2001
3. Crabbe Leland E. and Fabozzi Frank J., 'Managing a Corporate Bond Portfolio', edited by Leland E. Crabbe, John Wiley & Sons, Inc. 2001
4. Tuckman, Bruce, 'Fixed Income Securities', (2nd Edn), Wiley Finance, 2002.
Stulz Rene, 'Risk Management and Derivatives', Southwest Publishing Company, 2002.

International Financial Management
(MBA-FM6)

Unit-I

Environment of International Financial Management: Introduction: Multinational Enterprise and Multinational Financial Management, The Determination of Exchange Rates and Central Bank Intervention, The International Monetary System and European Monetary System, Parity Conditions in International Finance and Currency Forecasting, The Balance of Payments and International Economic Linkages.

Unit-II

Foreign Exchange and Derivatives Markets and Foreign Exchange Risk Management: The Foreign Exchange Market, Currency Futures and Options Markets, Swap and Interest Rate Derivatives, Foreign Exchange Risk Management: Measuring and Managing Translation, Transaction and Economic Exposure

Unit-III

Financing the Multinational Corporation: International Financing and the Euromarkets, The Cost of Capital for Foreign Investments and Multinational Capital Structure, International Portfolio Investment, Corporate Strategy and Foreign Direct Investment.

Unit-IV

Foreign Investments Analysis and Multinational Working Capital Management: Capital Budgeting for the Multinational Corporation, Country Risk Analysis, Financing Foreign Trade, Current Asset Management and Short-Term Financing, Managing the Multinational Financial System.

Suggested Readings:

1. Jain, P.K., Peyrard Josette, and Yadav S.S.: International Financial Management: Macmillan India Limited, New Delhi, 1999.
2. Jain, P.K., Peyrad Josette, and Yadav S.S.: Foreign Exchange Markets-Understanding Derivatives and Other Instruments: Macmillan India Limited, New Delhi, 2001.
3. Rajwade, A.V.: Foreign Exchange, International Finance and Risk Management: Academy of Business Studies, New Delhi, 1998.
4. Buckley, A.: Essence of International Money: Eastern Economy Edition, 2000.
5. Vij, M.: Multinational Financial Management: Anmol Publications, New Delhi, 2000.
6. Vij, M.: International Finance: New Delhi: Excel Books, 1997 177p.
7. Buckley, A.: Multinational Finance: 3rd Edition: New Delhi, Prentice Hall of India, 1996, 606p.
8. Eun, S.E. and Resnick, B.G.: International Financial Management: McGraw Hill, New Delhi, 2007.

Corporate Structuring and Valuation
(MBA-FM7)

Unit-I

Introduction to Corporate Restructuring: Introduction, Scope & Types: Expansion, Downsizing and Restructuring; Objectives & Motivations of Mergers, Takeovers, Acquisitions & Demergers; Historic and Recent Trends including Cross Border acquisitions: (Global and Indian view); Strategic Alliances and Joint Ventures as Alternatives to Acquisitions; Strategy, Diversification, Types & Characteristics; Analytical Framework for Generic & Corporate Strategies; Economic Rationales for Major Types of Mergers; Managerial, Financial & Organizational Synergy; Due Diligence Process & Value Chain Analysis.

Unit-II

The Corporate Finance Framework: Capital Structure Decisions; Dividend Policy & Impact; Financial Leverage Policy in Practice; The Market Impact of New Financing; Valuation-The Financial Methodology: Definition and Measurement of Cash Flows; Valuation Models; Valuation of Listed and Unlisted Companies, Modes of Valuation; Fixing Price for Acquisition; Determination of Share Exchange Ratio on Merger, Share Swaps; Feasibility Analysis for Cash Acquisition; Valuation Practices in India; Sources of Financing for Acquisitions.

Unit-III

Restructuring Techniques and Procedures: Techniques & Procedure for Organizing Takeover Bids; Search for Acquisition of Target Company; Procedure for Takeovers and Acquisitions (Public announcement, Offer Documents, Minority shareholders, Bailouts, Merchant Bankers & Advisors Including Financial Institutions & Banks); Role and Responsibility of Advisors; Code of Conduct, SEBI Takeover Regulations; Anti-trust Regulation and Competition Policy; Downsizing: Demergers & Reverse Mergers; Divestitures; Spin Offs, Split-ups & Split Offs; Equity Carve Out; Master Limited Partnerships; Leveraged Buyout and Management Buyout; Financing, Defence and Bid Strategies of Mergers: Toehold, Bid Premium and Bid Outcome; Defensive & Ant-takeover Strategies & Cost of Such Strategies; Methods of Financing and Financing Alternatives for Defensive Strategies.

Unit-IV

Accounting & Taxation: Accounting Rules for Business Combinations; Accounting for Goodwill; Tax Aspects of M&A; Accounting and Tax Implications: Indian Scenario; Organizational & Financial Aspects of Acquisitions-Pre and Post: Managing Acquisition Decision Making; Political and Cultural Perspectives of Integration; Factors in Post Mergers Reorganization; Measuring Post Merger Efficiency; Case Studies of Successful and Unsuccessful Mergers and Acquisitions.

Suggested Readings:

1. Arzac R. Enrique, 'Valuation for Mergers, Buyout and Restructuring', John Wiley & Sons Inc., 2005
2. Bruner, Robert F., 'Deals from hell: M&A lessons that rise above the ashes', John Wiley & Sons, 2005
3. Buono, A.F., and J.L. Bowditch, 'The Human Side of Mergers and Acquisitions – Managing Collisions Between People, Cultures and Organizations', Jossey-Bass Publishers, San Francisco, London, 1989
4. Copeland, Thomas E., Tim Koller and Jack Murrin, Valuation: 'Measuring and Managing the Value of Companies', 3rd Ed., Wiley, New York, 1996, Part II & III.
5. Damodaran, Aswath, 'Corporate Finance: Theory and Practice', Wiley, New York 1997, Ch. 23, Ch. 24 and Ch 25 pp. 687-698.
6. DePamphilis, Donald, 'Mergers, Acquisitions, and Other Restructuring Activities', 4th Edn., Academic Press Advanced Finance Series, Elsevier, 2008.
7. Feldmann, M.L. and M. F. Spratt, 'Five frogs on a log – A CEO's field guide to accelerating the transition in mergers, acquisitions and gut wrenching change', John Wiley & Sons, Chichester, England, 1999
8. Gaughan A. Patrick, 'Mergers Acquisitions, and Corporate Restructurings', Wiley John & Sons, New York, 1996.
9. Haspeslagh, P.C. and D.B. Jemison, 'Managing Acquisitions: Creating Value Through Corporate Renewal', Free Press, New York, 1991
10. Hunt, Peter A., 'Structuring Mergers & Acquisitions', 3rd Edn., Aspen Publishers, 2007.
11. Koller, Tim, Mark Goedhart and David Wessels, 'Valuation: Measuring and Managing the Value of Companies', John Wiley & Sons, 2005
12. Krishnamurti Chandrashekar and Vishwanath R S., 'Mergers, Acquisitions and Corporate Restructuring', Sage Publications, 2007.
13. Krogh, G. von, A. Sinatra and H. Singh (eds.) 'The management of corporate acquisitions, International perspectives', Macmillan, London, England, 1994
14. Machiraju, H.R., 'Mergers Acquisitions and Takeovers', New Age International (P) Ltd., 2003
15. Monks, Robert A.G and Nell Monow, 'Corporate Governance', 2nd Ed., Blackwell Publisher, Malden, Ma. 2001, Ch. #3 – Directors:
16. Pramanik Kumar Alok, Das Bhagaban(edited), 'Merger and Acquisition: Indian Scenario', Kanishka Publishers, Distributors, July 2007.
17. Ramajunam, S., 'Mergers Et Al: Issues Implications & Case Laws in Corporate Restructuring', Lexis Nexis Butterworths Wadhwa, Nagpur, 2007
18. Ramu, Shiva S., 'Corporate Growth through Mergers and Acquisitions', Sage Publications Pvt. Ltd, 1998.
19. Scharf, C.A., E.E. Shea and G.C. Beck, 'Acquisitions, mergers, sales, buyouts & takeovers', 4th Edn., Prentice Hall, Paramus, N.J. , 1991
Shea, E.E, 'The McGraw-Hill guide to acquiring and divesting business', McGraw Hill, New York., 1999

Treasury and Risk Management
(MBA- FM8)

Unit-I

Scope and Function of Treasury Management: Corporate Finance and its linkages with other Management Areas; Role of the Chief Financial Officer (CFO); Treasury Department: Integration of Funds Management, Forex Management and Risk; Management; Financial Forecasting; Forecasting Techniques; Performa Financial Statements; Growth and External Funds Requirement; Short Term Financial Planning; Importance of Short-Term Financial Planning; Cash Budgeting & Cash Management Models (Baumol, Miller & Orr); Forecasting and Solvency.

Unit-II

Banks and Banking Instruments: Forms of Bank Finance; Short Term Borrowing and Investing; Cash Concentration and Cash Disbursement Systems; Electronic payment and transfer systems (RTGS, CHIPS, SWIFT); Money Market; Indian Money Market: Structure, Players and Regulations; Impact of Monetary Policy,; Use of Money Market Instruments (Call money, Treasury Bills, Repo, Commercial Paper, Certificate of Deposit, Collateralized Debt Market Obligations (CLBO), Money Market Mutual Funds and Gilt Funds) for Treasury Operations; Other Short Term and Long Term Sources of Finance; Treasury Management and Taxation: Corporate Tax and Treasury Management; Integrating Tax Planning and Treasury Management.

Unit-III

Corporate Governance and Treasury Controls: Treasury systems and procedures; Role of Technology in Treasury; Operational Risk and Control in Treasury Department; Information system and Reporting of Transactions; Measuring Treasury Performance; Corporate Governance in Treasury Management; Introduction to Risk Management & Derivatives; Risk: Elements, Measurement and Sources; Types of Risk; Derivative Markets: Structure, Clearing, Trading and Settlement Procedures; Derivative Products: Forwards, Futures, Options and Swaps; Treasury & Risk management in Government.

Unit-IV

Forwards and Futures: Characteristics, Markets and Type; Pricing of Futures and Forwards; Aspects of Futures Contract: Margining, Mark to Market, Basis and Convergence; Using Futures & Forwards to Manage Risk; Futures Market in India: Recent Trends and Developments; Options; Options Markets: Trends and Regulations; Types of Options; Option Strategies and Payoffs; Option Pricing Models; Risk Management with Options; Swaps; Types of Swaps: Interest rate, Currency and Commodity Swaps; Applications and Quotations; Using Swaps to Manage Risk.

Suggested Readings

1. Ross, D, International Treasury Management'3rd edition, Euromoney Publications, London, 1987.

2. Smithson, C.W., 'Managing Financial Risk: A Guide to Derivative Products' 3rd edition, McGrawHill, New York, 1998.
3. Risk Books, 'Financial Risk and the Corporate Treasury: New Developments in Strategy and Control' Latest Edition, Risks Books, 1997.
4. Cuthbertson, K. And D. Nitzsche, 'Financial Engineering: Derivatives and Risk Management' Latest Edition, John Wiley, Chichester, 2001.
5. Shapiro, A.C., 'Multinational Financial Management', 8th Edition, John Wiley & Sons, London, 2006.
6. Saunders. A., 'Financial Institutions Management: A Modern Perspective' 3rd Edition, Irwin McGraw-Hill, Boston, 2006.
7. Maness, Terry S. and John T. Zietlow, 'Short-Term Financial Management', 2nd Edition, Southwestern Thomson College Publishing 2002.
8. Higgins, David P, 'Essentials of Treasury Management', 2nd Edition, Association for Financial Professionals, www.AFPonline.org, 2007.
9. Dhandapani, Alagiri, 'Treasury Management: Trends and Developments', Latest Edition, ICFAI University Press, October 2008.
10. Hull, J., 'Options, Futures and Other Derivatives', 6th edition, Upper Saddle River, N. J., Prentice Hall, 2006.
11. Chance, D., 'An Introduction to Derivatives', 5th Edition, Harcourt, 2001
Dubofsky, David A, Thomas Miller, 'Derivatives: Valuation and Risk Management', Latest Edition, Oxford University Press, 2007.

List Elective Courses

Specialization: Operations
Management

Inventory Management & Material Planning
(MBA-OM1)

Unit-I:

Inventory Management: Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management. Strategic Inventory Management; Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage.

Unit-II:

Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.

Unit-III:

Inventory Models: Inventory models – Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Economic Lot Size when Stock Replenishment is instantaneous – Non-instantaneous Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models – Models with Service Levels and Safety Stock.

Unit-IV:

Material Requirement Planning Systems (MRP): Meaning, purpose and advantage of MRP, Data Requirements and Management – Files and Database – Updating Inventory Records – Bill of Materials, types of BOM, Modular BOM, Master Production Schedules - meaning, objectives process. Managing MPS inventory records, lot sizing, process of MRP, and output of MRP. Introduction to MRPII systems. Using Distribution Resource Planning to manage inventories in Multiple locations.

Unit-V:

Make or Buy Decisions: Concept of outsourcing, Factors influencing Make or Buy Decisions, Trends in Make or Buy Decisions in context of core competency. Materials Management in JIT Environment; Zero inventory concept, Excess Inventory: A Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context. Performance; Evaluation of Performance of Materials Function - Criteria and methodology of evaluation.

Suggested Readings:

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

Operations Strategy (MBA-OM2)

Unit-I:

Operations Strategy & Competitiveness: World of operations in 2020 – Operations Management in the organizational chart - Operations as a service – Historical role of Operations Management – Current perspectives. Operations Strategy and Competitive dimensions – Operations and Corporate Strategy – Strategic Fit – A framework for Operations Strategy in Manufacturing, Services.

Unit-II:

Role of manufacturing /operations in business Strategy: Value as business concept – strategic issues in manufacturing – Value Chain Concept Focus, core competence and distinctive capabilities – stake holders & strategy.

Unit-III:

Methodology for developing operations strategy: Checking markets, Outcome of Market debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets – Order Winners, Order Qualifiers.

Unit-IV

Dynamic Markets & Generic Strategies: Technology strategy – Issues in New Product development Time to market – strategic nature of process – Business implication of Process choice – Hybrid Process. Product /Service Profiling: Procedure – company or plant based profiles – decisions for product reallocation – downsizing – Capacity decisions. Progression & Regression.

Unit-V

Operations Strategy Implementation: Evaluating various trade-offs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing – Quality as strategic factor – CAD/CAM/CIM. Delivering Value to customer. Manufacturing Infrastructure Development: Importance, issues involved – organizational issues operational approaches to improving delivery system, controlling operations – key performance Indicators, PQCDMSM.

Unit-VI

Investments Decisions: Linking investments to Product Life Cycle and Risk reduction – fast market feedback – use of IT – organizational learning – Traditional accounting and financial perspectives and operations strategy.

Suggested Readings:

1. Operations Strategy -- David Walters – Palgrave Mcmillan
2. Operations Management for Competitive Advantage – Chase
3. Strategic Operations Management - Steeve Brown, Richard Lamming, John Bessant, Peter Jones – (Butterworth Heinemann)
4. Competitive strategy – M.E Porter.

Project Management
(MBA-OM3)

Unit-I:

Basics of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles. Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point.

Unit-II:

Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS). Organizational Structure and Organizational Issues: Introduction, Concept of Organizational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management.

Unit-III:

PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System. Resources Considerations and Projects Cost Management: Introduction, Resource Requirements, Resource Allocation, Scheduling, Project Cost Management Processes, Project Cost Estimate and Budgets, Cost Estimating Methods, Cost Budgeting, Types of Costs.

Unit-IV:

Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks. Project Quality Management and Value Engineering: Project Quality Management Processes, Overview of Quality Concepts, Deming/Juran/Crosby philosophy, Quality Planning /Assurance/Control, PDCA Model, ISO Standards, Cost of Quality, Quality Control Systems, Statistical Process Control, Flowcharting/Control Charts, Value Engineering.

Unit-V

Project Management Information System: Introduction, Project Management Information System (PMIS), Planning of PMIS, Design of PMIS. Purchasing and Contracting for Projects: Introduction, Contract Management, Elements of a Contract, Contract Types, Project Procurement Management Processes, Make / Buy Decisions, Purchasing Cycle, Acquisition Process. Project Performance Measurement and Evaluation: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects.

Suggested Readings:

1. Chandra Prasanna - Project: Preparation, Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
2. Marwah-Project Management (Wiley Dreamtech)
3. Chaturvedi & Jauhari-Project Management (Himalaya Publishing)
4. Mishra - Project Management (Excel Books)

Supply Chain Analytics
(MBA-OM4)

Unit-I:

Demand & Supply Planning: Demand Planning; Review of Forecasting and planning concepts- Defining KPIs-Forecasting Model building; Discrete and continuous manufacturing- case studies. Supply planning; Supply planning- Procurement and Strategic Sourcing - Inventory Modeling-aggregate planning and resource allocation decisions- Procurement Analytics- Production modeling - case studies.

Unit-II:

Demand Fulfillment: Demand Fulfillment- DC location and network design-optimizing inventory levels in distribution network- Logistics & Network Modeling- Transportation modeling- delayed differentiation, mass customization- case studies.

Unit-III:

Coordination in Supply Chain: Importance of Coordination in Supply Chain, Bullwhip Effect, Effect of lack of Coordination on performance, Obstacles to Coordination, Strategies to achieve coordination, Building Strategic Partnership and Trust In Supply Chain. Integrated supply chain; Advanced and business supply chain related topics like CPFR, DDSN, Make/Buy Case Study Total Supply Chain Cost- computation of transfer prices - revenue management-yield management -product changes/economies of scale-case studies.

Unit-IV:

Project Development Undertaking: Projects with industry inputs- validation of models- frameworks- Review of data analytics techniques-choice of tools and designing solution approach to specific applications review.

Unit-V:

Information Technology in Supply Chain: Role and Importance of IT in Supply Chain Management, IT solutions for Supply Chain Management, Supply Chain Information Technology in Practice. Performance Measurement and Trends Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains, Impediments to improve Performance, Trends in International supply chain management.

Suggested Readings:

1. Raman, A & Fisher, M., How Analytics Are Transforming the Supply Chain and Improving Performance, HBS Press, 2010.
2. Tayur, S. Ganeshan, R. & Michael, M. (editors). Quantitative Models for Supply Chain Management. Kluwer Academic Publishers, 1999.

Supply Chain Management (MBA-OM5)

Unit-I:

Building a strategic framework to analyze supply chains: Fundamentals of Supply Chain Management, Supply chain networks, Integrated supply chain planning, Decision phases in a supply chain, process view of a supply chain, supply chain flows, Overview of supply chain models and modeling systems, Supply chain planning: Strategic, operational and tactical, Understanding supply chain through process mapping and process flow chart.

Unit-II:

Designing the supply chain network: Supply chain strategies, achieving strategic fit, value chain, Supply chain drivers and obstacles, Strategic Alliances and Outsourcing, purchasing aspects of supply chain, Supply chain performance measurement: The balanced score card approach, Performance Metrics. Planning demand and supply: Demand forecasting in supply chain, Aggregate planning in supply chain, Predictable variability.

Unit-III:

Planning demand and supply in a supply chain: Planning and managing inventories: Introduction to Supply Chain Inventory Management. Inventory theory models: Economic Order Quantity Models, Reorder Point Models and Multi-Echelon Inventory Systems, Relevant deterministic and stochastic inventory models and Vendor managed inventory models.

Unit-IV:

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

Unit-V:

Revenue Management: Role of Pricing and Revenue Management in a Supply Chain; Pricing and Revenue Management for Multiple Customer Segments; Pricing and Revenue Management for Perishable Assets; Pricing and Revenue Management for Seasonal Demand; Pricing and Revenue Management for Bulk and Spot Contracts. Role of IT in Pricing and Revenue Management.

Suggested Readings:

1. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, Second Edition, David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, McGraw-Hill/Irwin, New York, 2003.
2. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.
3. Introduction to Supply Chain Management by Robert Handfield & Ernest Nichols, Prentice hall Publishers, 1999.

Logistics Management
(MBA-OM6)

Unit-I:

Logistics Management: Definition of logistics and the concepts of logistics. Logistics Activities: Functions of the logistics system – transportation, warehousing, order processing, information handling and procurement.

Unit-II:

Materials Management: Materials management functions and control, inventory management in logistics system, Inventory decision-making, MRP, MRP II systems, multi-echelons.

Unit-III:

Distribution Management: Outbound logistics, Facility location, Classical location problems, Strategic planning models for location analysis, location models, multi objective analysis of location models, An Overview of Traditional Vehicle Routing Problems, Integrated Models of Location and Routing, Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure.

Unit-IV:

Importance of Logistics: Logistics Customer Service, Modeling logistics systems, Simulation of logistic systems, cost effective distribution strategies, Value of information in logistics, E-logistics, risk pooling effect, International and global issues in logistics, Integrated functional activities in logistics, Role of government in international logistics and Principal characteristics of logistics in various countries and regions.

Unit-V:

Logistics in different industries: Third party, and fourth party logistics, Airline Schedule Planning, Railway Networks, Postal services, the maritime industries, health care industry and other service industries

Suggested Readings:

1. David Bloomberg, Stephen LeMay, Joe Hanna: Logistics, Prentice Hall 2001.
2. Thomas Teufel, Jurgen Rohricht, Peter Willems: SAP Processes: Logistics, Addison-Wesley, 2002.

Productivity Management
(MBA-OM7)

Unit-I:

Introduction: Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles. Value Analysis and Value Engineering: Concept – Procedure – Application and role in Productivity.

Unit-II:

Productivity Models: Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector. Productivity evaluation models, productivity improvement model and techniques.

Unit-III:

Work Study: Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement. Method Study: Method and Method Study – Need for Method Study – Procedure of Method Study – Principles of Motion Economy.

Unit-IV:

Work Measurement: Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work Times, Activity Sampling. Computation of Standard Time – Elements – Types of Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances.

Unit-V:

Business Process Reengineering: Concept of BPR, process of BPR, prerequisites for effective BPR implementation, application of BPR in productivity improvement. TPM: Meaning and objectives of TPM; Methodology of TPM, gains of TPM.

Suggested Readings:

1. Productivity engineering and management - Sumanth, D.J. - Tata McGraw-Hill, New Delhi 1990.
2. Organizational transformation and process re-engineering - Edsomwan, J.A., - British Library Cataloging in Pub. data 1996.
3. Productivity Plus: How Today's Best Run Companies Are Gaining the Competitive Edge - John G., Jr. Belcher - Butterworth-Heinemann
4. Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness - H. James Harrington - McGraw-Hill.
5. Re-engineering and re-inventing the enterprise - Rastogi, P.N., - Wheeler publications, New Delhi 1995.

Services Operations Management
(MBA-OM8)

Unit-I:

Understanding the Nature of Services: Introduction and imperatives of services, Nature and characteristics of services, Classification of services and analyzing service operations. Aligning Service Strategy and Service Competitiveness: Introduction to Service Strategy, Competitive Service Strategies, Strategic Service Vision.

Unit-II:

Service Design, Development & Automation: New service design and development, Service system design and delivery process, Technology & automation in services, Service encounter. Managing Human Resources in Services: Human resource planning & employee selection, Managing people in Services organization, Work measurement in Services.

Unit-III:

Service Quality: Defining Service Quality, Quality Service by Design, Service process control, Total quality management tools, Quality philosophy and performance excellence, Service recovery and Service guarantee. Service Facility Design and Facility Location: Service facility design, Process analysis of facility layouts, Facility location decision factors, Quantitative models for facility location: Service facility on a line or on a plane, Quantitative models for facility location: Based on different objective functions of optimization criteria, Quantitative models for multiple service facilities.

Unit-IV:

Demand and Capacity Management in Services: Forecasting Demand in Services, Smoothing Customer Demand in Services, Service Capacity Management, Yield management, Resource and Workforce Scheduling in Services. Managing Waiting Lines & Queuing Models: Introduction to Queuing System, Characteristics of Queuing system, Queuing Models.

Unit-V

Service Inventory and Supply Chain Management: Service Inventory Management, Service Supply Chains, Processes in Service Supply Chain. Quantitative Models in Managing Service Operations: Data Envelopment Analysis, Application of simulation in service operations management, Vehicle routing and scheduling.

Suggested Readings:

1. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 6th Ed., Irwin/McGraw-Hill, 2007.
2. C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed., Prentice Hall, 2007.

Six Sigma & Lean Manufacturing
(MBA-OM9)

Unit-I:

Overview of Six Sigma: Underlying concept of variation, the relationships to related Quality Management approaches, basic Six Sigma tools, international ISO standards for Six Sigma, and the nature of Six Sigma improvement projects, DMAIC Methodology Overview, Financial Benefits of Six Sigma, The Impact of Six Sigma to The Organization. Project Definition: Project Charter, developing a Business Case, chartering a Team, Defining Roles and Responsibilities, Gathering Voice of the Customer, Support for Project, Translating Customer Needs into Specific Requirements (CTQs), SIPOC Diagram.

Unit-II:

Measure: Process Mapping (As-Is Process), Data Attributes (Continuous Versus Discrete), Measurement System Analysis, Data Collection Techniques, Data Collection Plan, Understanding Variation, Measuring Process Capability, Calculating Process Sigma Level, Visually Displaying Baseline Performance.

Unit-III:

Analyze: Visually Displaying Data (Histogram, Run Chart, Pareto Chart, Scatter Diagram), Detailed (Lower Level) Process Mapping of Critical Areas, Value-Added Analysis, Cause and Effect Analysis (a.k.a. Fishbone, Ishikawa), Affinity Diagram, Data Segmentation and Stratification, Verification of Root Causes, Determining Opportunity (Defects and Financial) for Improvement.

Unit-IV:

Improve: Brainstorming, Multi-Voting, Quality Function Deployment (House of Quality), Selecting a Solution, Failure Modes and Effects Analysis (FMEA), Poka Yoke (Mistake Proofing Your New Process), Piloting Your Solution, Implementation Planning. Control: Assessing the Results of Process Improvement, Statistical Process Control (SPC) Overview, developing a Process Control Plan, Documenting the Process.

Unit-V:

Evolution of lean manufacturing – Measures of competitiveness - Functional areas of the firm – product design, manufacture, and delivery. Production system – Types of production systems – Ten steps to lean production. The role of inventory – types of inventory – inventory costs and tradeoffs. The role of information – Principles of production system. Value added and waste elimination - Types of waste – Lean principles – basic lean tools overview. Toyota Production System; Eliminating wastes – Roots in Ford's system – TPS – supermarket model – JIT Production – Pull system – Lean manufacturing – Integrated quality – Internal customer satisfaction – Standard work and cell design –Toyota supplier and support.

Suggested Readings:

1. The Lean Six Sigma Pocket Toolbook (1st Edition) by Michael L. George, John Maxey, David Rowlands, Mark Price.
2. Lean Six Sigma for Service (1st Edition) by Michael George.
3. Six Sigma for Managers, (Second Edition) by Greg Brue

Total Quality Management
(MBA-OM10)

Unit-I:

Quality management; Evolution of Philosophy of Quality, Quality Gurus-Crosby, Deming and Juran, Attributes of Quality, Quality Characteristics-Quality of Design, Quality of Performance and Quality of Conformance, Organization for Quality, Total Quality Management (TQM), TQM Models, 4 – C'S of TQM; Barriers to Implement TQM.

Unit-II:

Organizing for quality; Developing an Organization AI Structure for Quality. Quality Management System. Role of top Management, Quality Council, Quality Policies, Quality Improvement Teams, Role of Middle and Lower Management, Quality Circles, Organization Structure for Quality Circles. Problem Solving Techniques. Zero Defects.

Unit-III:

Quality measurement; tool and techniques; Seven Basic (B7) Tools – Cause & Effect Diagram, Flow Diagrams, Trend Charts, Histogram, scatter Diagram, Control Chart, New Seven (S7) Tools – Affinity Diagram, Inter relationship Diagram, Tree Diagram, Matrix Diagram, Process decision Program chart (PDPC) and Matrix Data Analysis.

Unit-IV:

Quality assurance & control; Causes of Quality Failure, Quality Assurance-Need and Various Elements in Quality Assurance Programme. Quality Control- On Line and Off Line, Statistical Concepts in Quality, Chance and Assignable causes. Types of control charts. Control chart for variables (X and R charts). Interpreting patterns of variations on X and R charts. Control chart for attributes: Attribute chart for defectives, P- chart, NP- chart. Attribute chart for number of defects per unit, C-Chart and U-Chart. Supplier Partnership: supplier's selection, vendor rating.

Unit-V:

Innovative techniques in qm; Quality Function Deployment (QFD)-Definition and Phases in QFD, Taguchi Approach to quality-system design, parameter design and Tolerance design, Six-Sigma -Definition & Implementation Steps. ISO-9000 and 14000: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 14000 - Concept, Requirements and Benefits. Role of Total Productive Management (TPM), Bench Marking in quality management, Quality systems.

Suggested Readings:

1. Total Quality Management (3rd Edition) by Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield and Mary Besterfield-Sacre.
2. TQM: Text with Cases (3rd Edition) by John S. Oakland.
3. TQM: Introduction to and Overview of Total Quality Management Kindle Edition by ASQ Quality Press.