

SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE
DEPARTMENT OF MANAGEMENT STUDIES
MASTER OF BUSINESS ADMINISTRATION

MBA Scheme (Choice Based Credit System)

MBA FIRST YEAR (2YDC) (First Semester)

S No	Sub. Category	Sub. Code	Subject	L	P	Credits	End Term Marks		CW Marks	Total
							Th	P		
1	CC	MBA1006	Fundamentals of Management	3	-	3	70	-	30	100
2	CC	MBA1007	Accounting for Managers	3	-	3	70	-	30	100
3	SSC	MBA1008	Business and Economic Environment	3	-	3	70		30	100
4	CC	MBA1009	Organization Behaviour	3	-	3	70	-	30	100
5	CC	MBA1010	Operations Management	3	-	3	70	-	30	100
6	CC	MAA1104	Mathematics & Statistics for Managers	3	-	3	70	-	30	100
7	SSC	HUA1105	Business Communication	3	-	3	70	-	30	100
8	CC	CTA1106	IT for Managers	3	-	3	70	-	30	100
9	EGC	CTA1902	IT Lab	-	2	2	-	30	20	50
10	EGC	MBA1903	GD/PI Lab	-	2	2	-		50	50
11		MBA1998	Comprehensive Viva	-	-	4	-	100	-	100
Total				24	4	32	560	130	310	1000

CC - Core Courses, SSC - Soft Skill Courses, EGC - Elective Generic Courses

CURRICULUM FOR FULL-TIME COURSE

(Under Choice Based Credit System)

MBA FIRST YEAR

FIRST SEMESTER

SUBJECT CODE	LIST OF SUBJECTS
MBA 1006	FUNDAMENTALS OF MANAGEMENT
MBA 1007	ACCOUNTING FOR MANAGERS
MBA 1008	BUSINESS AND ECONOMIC ENVIRONMENT
MBA 1009	ORGANIZATION BEHAVIOR
MBA 1010	OPERATIONS MANAGEMENT
MAA 1104	MATHEMATICS AND STATISTICS FOR MANAGERS
HUA 1105	BUSINESS COMMUNICATION
CTA 1106	IT FOR MANAGERS
CTA 1902	IT LAB
MBA 1903	GD/PI LAB
MBA 1998	COMPREHENSIVE VIVA

MBA1006 : FUNDAMENTALS OF MANAGEMENT

COURSE OBJECTIVE: The objective of this course is to help the students gain understanding of principles and concepts of Management and functions & responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyze and understand the environment of the organization.

COURSE CONTENTS:

1. Concept of Management: Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, The Human Relations School, Systems Theory, Contingency Management., Case Studies.

2. Planning, Concept and Nature of Objectives : Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning, Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO, Case Studies.

3. Strategies and Policies: Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies, The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process , Case Studies.

4. Organizing: Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation, Delegation and Decentralization, Methods of Decentralization.

5. Controlling: Concept and Process of Control, Control Techniques, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool, Managing in a borderless world, Valuing diversity, its dimensions and attitudes, minority-challenges, glass-ceilings, gender issues in management., Case Studies.

TEXT READINGS: Latest Edition

1. R. D. Agrawal, Organization and Management, New Delhi, Tata McGraw Hill, 1982
2. L.M Prasad, Management, Sultan Chand & Sons, 2007
3. S.K. Mandal, Management: Principles and Practice, Jaico Publishing house, 2011
4. Robbins, Stephens , Fundamentals of Management, Pearson Education, 2009

SUGGESTED READINGS: Latest Edition

1. Richard L. Daft, The New Era of Management ,Cengage Learning India Private Limited, 2012
2. Griffin Ricky W., Management Principles & Applications, Cengage Publications , 2012
3. Stoner James A.F., Management Principles & Applications, Pearson Education, 2003

MBA1007: ACCOUNTING FOR MANAGERS

COURSE OBJECTIVE: Objective of this course is to acquaint participants with the basic concepts of financial, management accounting and cost accounting.

COURSE CONTENTS:

- 1. Introduction to Accounting:** concept and conventions, accounting standards , journalizing the transactions, posting entries in ledger accounts, triple column cash book, preparation of trial balance, trading account, P&L account, balance sheet, adjustment entries, preparation of final accounts, bank reconciliation, depreciation,
- 2. Introduction to Cost Accounting:** Nature, role, scope, concept of cost centers and cost units, classification of cost by nature and behaviors, essentials while establishing a cost system, elements and managerial uses of unit cost, batch cost, job order costs, contract cost, process cost, joint product cost and by-product cost., preparation of cost sheet
- 3. Cost Management:** Understanding difference between cost reduction and control meaning, advantages and limitations of budgetary controls, types of budget, and preparation of budgets.
- 4. Cost Analysis for Decision Making and Standard Costing:** Make or buy decisions, accept or reject decisions, concept of standard costing, concept of variance, calculating material, labor and overhead variance.
- 5. Recent Developments:** Understanding basic difference between GAAP and IFRS, understanding concept and importance of (IA) inflation accounting and (HRA) human resources accounting, Calculation of IA and HRA , computerized accounting : features, creating ledgers & making voucher entries in accounting software package.

TEXT READINGS: Latest Edition

1. S. N. Maheshwari, “A textbook of Accounting for managers”, Vikas Publishing House, New Delhi, 2008
2. Jawharlal, Accounting for managers, 5th edition , Himalaya publication, New Delhi, 2012
3. S. N. Maheshwari, “Cost Accounting, Theory and Problems”, 12th edition 2014, Vikas Publications, New Delhi

SUGGESTED READINGS: Latest Edition

1. Management Accounting / Hansen, Don, R., 8th edition 2006, Thomson south western USA
2. Ramachandran, N, Financial Accounting for Management, 3rd edition 2013, McGraw Hill Education
3. Tulsian, P.C, Financial Accounting New Delhi, 2nd edition 2014, McGraw Hill Education

MBA1008: BUSINESS AND ECONOMIC ENVIRONMENT

COURSE OBJECTIVE: Objective of this Course is to help the students to analyze dynamic economic environment thereby assessing the changing needs of the and business and country.

COURSE CONTENTS:

- 1. Business Environment:** Components and Significance of Business Environment, Factors effecting environment of Business, SLEPT analysis – Social environment and its impact on purchasing and consumption; Legal factors influencing business environment; Economic factors and its components; Political stability and sovereignty and its impact on the returns of business; and Technology effects on internationalizing the business activities
- 2. Sectors of Indian Economy and Business Environment:** Sectors of Indian economy, industrial policy and its review, contribution and trends of various sectors in national income and economy, economic institution, public; private; joint; and cooperative sectors, monetary policy, fiscal policy, trends and structure of Indian import and export, FDI, FII, inflation measures, five year plans since independence.
- 3. Global Economic Environment:** International economic integration, international trading blocks, their objectives, WTO ,GATT, G5, G20, BRICS etc, International Vs Inland trade, international trade theories, balance of payments – concept and trends, trade barriers , free trade vs. protection, country evaluation and selection.
- 4. Regulation and Promotion of Business in India:** Indian banking system, tax system in India (VAT,GST,STT,CTT) insurance regulatory and development agency, Telecom regulatory authority of India, SEBI, FMS, FICCI and CII, MSME.
- 5. Money and Capital Markets in India:** Block Chain technology, crypto-currency, money market and capital market of India, non-banking finance companies, special financial institutions –UTI, ICICI; IFCI; IDBI, merchant banking, mutual funds, stock exchanges, Micro-finance.

TEXT READINGS: Latest Edition

1. Datt Ruddar & Sundaram K.P.M., Indian Economy, S Chand & company Ltd.
2. Cheruneelam Fransis, Business Environment, Himalaya publication
3. Palwar, Economic Environment of Business, PHI, New Delhi

SUGGESTED READINGS: Latest Edition

1. Sundaram K.P.M., Money Banking and International Trade, S Chand & Sons
2. Avid W. Conklin, Cases in Environment of Business, Sage Response Book

MBA 1009: ORGANIZATION BEHAVIOUR

COURSE OBJECTIVE: Objective of this course is to enable students to comprehend Human Behavior in organizations so that they improve their managerial effectiveness on .

COURSE CONTENTS:

- 1. Foundations of Individual, Organizational and Group Behavior:** OB Models, Personality: Determinants and Attributes, Values, Job Attitudes. Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.
- 2. Learning, Perception and Motivation** Learning and Learning Theories, Perception- Factors affecting Perception and Cognitive Dissonance theory. Motivation: Needs, Contents and Processes; Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behavior Modification.
- 3. Leadership:** Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational leadership theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.
- 4. Conflict and Negotiation:** Intra-individual Conflict, Interpersonal Conflict, Intergroup Conflict, Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process , Bargaining strategies ,Global implications
- 5. Organizational Change , Stress Management and Organizational Cultures:** forces of Change, Resistance to Change, and Lewin's Three-Step Model, Stress Management—Potential Sources, Consequences and Coping Strategies for Stress, Definition of culture, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture.

TEXT READING: Latest Edition

1. Robbins, Judge , Sanghi —Organizational Behavior, Prentice Hall, New Delhi, 2009
2. K Aswathappa- Organizational Behavior, 9th Edition, Himalaya Publications, 2012

SUGGESTED READINGS: Latest Edition

1. Newstorm and Davis- Organizational Behaviour, McGraw Hill; 11th Edition, 2004
2. Khanka -Organizational Behavior, S Chand & Co Ltd, 2006
3. Hitt, Miller and Colella- Organisation Behaviour , 3rd Edition, Wiley, 2010

MBA1010: OPERATIONS MANAGEMENT

COURSE OBJECTIVE: The objective of this course is to help the students understand the concepts of production function, inventory control, quality control, purchasing and materials management, and application of technical models and techniques for solving production problems.

COURSE CONTENTS:

- 1. Introduction to Production and Operations Management:** Nature of Production / Operations Management, Production Function and Its Environment, Functions of Production/Operations Manager, Organization of Production Function, Evolution of operation management, Types of Production Systems.
- 2. Facilities and Layout Planning:** Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative and Qualitative Models, Product layout, Process Layout, Fixed Position and Group Layout, layout design: Relationship based and Load-Distance cost matrix..
- 3. Resources Requirement Planning and Sequencing:** Capacity Planning, Machines and Labour Planning (Computations of Number of Machines and Workers) and Learning Curve Application. Introduction to PPC, Production Activity Control for Mass Manufacturing. Rules for Batch Processing, Sequencing and Job Shop - n-Jobs on Single Machine, n-Jobs on Two/Three Machines (Johnson's Rule).
- 4. Quality Control:** Quality Control Function, Acceptance Sampling (Single Sampling, Double Sampling and Multiple Sampling), Statistical Process Control, Operating Characteristics Curve and Its Applications (for Attributes and Variables), Application of Control Charts (C-chart, P-chart, X and R charts), Quality Circles, Quality Improvements, Introduction to Six Sigma Quality Concept and Its Role in Quality Management, Cost of Quality .
- 5. Materials Management:** Management in Relation to Materials: Meaning, Definition, Areas, Objectives, Importance, Role of Materials Manager, Integrated Materials Management, Materials Planning, Materials Identification, Codification and Standardization **Maintenance and Replacement Models:** Preventive and break down maintenance, Single Equipment Replacement Model and Group Replacement. Replacement of items which deteriorate with time and items which fails suddenly.

TEXT READINGS: Latest Edition

1. Chase Aquilino Operations Management, Tata MC Hills, India
2. Norman Gaither , Operations Management, Cengage publications, India
3. P. Gopalkrishnan and M. Sundaresan, Materials Management: Integrated Approach, Prentice Hall, New Delhi

SUGGESTED READINGS: Latest Edition

1. Donald W. Dobler, Lamer Lee Jr. & David N. Burt, Purchasing & Materials Management, Tata Mc Graw Hill, New Delhi
2. B. Mahadevan , Operations Management, Himalaya publications, India

MAA 1104: MATHEMATICS AND STATISTICS FOR MANAGERS

COURSE OBJECTIVE: The objective of the course is to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

COURSE CONTENTS:

- 1. Sets theory and probability:** Sets, Subsets, Types of Sets, Operations on Sets, Cartesian Product of Sets, Applications. Probability Theory: Concepts, Additive, Multiplicative, Conditional Probability Rules, Baye's Theorem
- 2. Determinants and Matrices with Business Application:** Types of Matrices, Operations on Matrices, Adjoint Matrix, Inverse Matrix, Elementary Row Operations. Solution of Simultaneous Linear Equations using Matrices, Input/ Output Analysis.
- 3. Introduction to Statistics:** Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions, Measures of Central Tendency and Dispersion. Correlation and Regression
- 4. Probability Distributions:** Theoretical distributions - Binomial, Poisson and Normal Distributions. Their characteristics and applications.
- 5. Time Series and Statistical Decision Theory:** Time Series and Its Components, Analysis, Models of Time Series, Measurement of Trend, Seasonal Variations and Cyclic Variations. Introduction to Statistical Decision Theory, Decision Making Process, Decisions under Uncertainty and Risk, Decision tree.

TEXT READINGS: Latest Edition

1. J.K. Sharma, Mathematics for Management and Computer Applications, Galgotia Publication
2. D.N. Elhance, Veena Elhance , Fundamentals of Statistics, Kitab Mahal, 1964
3. R. K. Ghosh and S. Saha, Business Mathematics and Statistics, Calcutta, New Central Book Agency, 2012

SUGGESTED READINGS: Latest Edition

1. J. N. Kapur and H. C. Saxena, Mathematical Statistics, S Chand and Company Ltd., 2013
2. Jayprakash Reddy and M. Reddy, A Text Book of Business Mathematics, Ashish Publishing House, 2004
3. K. B. Dutta, Matrix and Linear Algebra, Printice Hall of India, 2004

HUA 1105: BUSINESS COMMUNICATION

COURSE OBJECTIVES: The objectives of the course are to help the students acquire the basics of interpersonal communication and public speaking, so as to improve their communication skills and ability to understand others.

COURSE CONTENTS:

1. Basics of Communication: Defining Communication, Process of Communication, Objectives of Communication, Communication Model. Principles of Effective Communication, Difference between Business and General Communication, and Importance of Feedback. Introduction to Corporate Communication. Channels and Types of Communication: Verbal, Non-verbal, Formal, Informal, Internal, External and Communication Networks.

2. Factors Affecting Communication: Barriers to Effective Communication: Physical, Organizational, Psychological and Socio-cultural Barriers and ways to overcome them. Effective Listening: Importance of Listening. Types and Essentials of effective listening. Barriers to Effective Listening. Developing Listening Skills.

3. Interpersonal Communication: Understanding Communication through Transactional Analysis. Contemporary Trends: Technology enabled Communication, Online etiquettes, Cell phone etiquettes, Ethics in Business communication, Meeting Etiquettes.

4. Mechanism of Business Writing: Basic patterns of Business Letters. Approaches to writing-Direct, Indirect and Persuasive Styles. Cover Letters, Résumés, Applications, Sales and Credit Letters. Reports and Proposals, Drafting e-mails and Memos.

5. Presentation Strategies: Techniques of Oral Presentations, Defining the Purpose, Analyzing the Audience, Establishing the main idea, Selecting the Appropriate Channel and Medium. Public speaking. Communication approaches during Interviews. Group Discussions.

Practicals: Group Discussion Role plays. Case analyses, Presentation. Comprehension skills based on reading and listening using audio-visual media.

TEXT READINGS: Latest Edition

1. Chaturvedi, P.D. *Business Communication Concepts Cases and Application*. New Delhi: Pearson Edu., 2010.
2. Raman, M. and P. Singh. *Business Communication*. New Delhi: Oxford University Press, 2012.

SUGGESTED READINGS: Latest Edition

1. Lehman. *Business Communication*. New Delhi: Cengage publication, 2012.
2. Nawal. *Business Communication*. New Delhi: Cengage publication, 2012.
3. Pal, Rajendra. *Essentials of Business Communication*. New Delhi: Sultan Chand, 2010.
4. Rai and Rai. *Business Communication*. New Delhi: Himalaya publication, 2014.
5. Sharma, R.C and Krishna Mohan. *Business correspondence and report writing*. New Delhi: Tata Mc Hills, 2010.
6. Sinha, K. K. *Business communication*. New Delhi: Galgotia publication, 2010.

CTA 1106: IT FOR MANAGERS

COURSE OBJECTIVE: The objective of this course is to help students to understand the basics of Information Technology, Computer Hardware, Software, Applications, Databases, Internet and issues related to Design and Development of Information Systems.

COURSE CONTENTS:

1. Introduction to Computer: Hardware-input/ output devices; Software-System and application software, Computer Languages

2. Application Software

Word processing

Formatting (Index, Tab, bullet, numbering, etc.); Adding images, comments, symbols, diagrams

Adding header and footer, Changing Case, Text Direction, Rearranging Text into Columns; Mail Merge

Columns text (Tables, pictures, etc.); Importing and exporting data and files

Spreadsheets

Entering data (numeric, text, date, time, comments)

Editing (update values, copying, moving, drag & drop, delete / insert rows & columns)

Formatting (text style, text orientation, increase/decrease width of columns and rows)

Changing Chart and Data Series; Charts (bar, pie, line, etc)

Value Axis Scaling and Formatting Lines; Consolidating Data; Creating Automatic Subtotals.

Using Pivot Tables and Pivot Charts; 11.Using Analysis Tool – Goal Seek and Solver

Presentations

Creating presentations using Wizards

Creating blank presentation; Various type of views and their uses

Applying templates on presentations; Applying color schemes on presentations

Implementing Slide Transactions and Custom Animations; OLE Concepts

Database Creation

Creating tables (Understanding fields, data types, range etc.) ; Establishing relationships

Creating Tables using Wizard; Creating Tables using Data View

Creating Select Queries; Designing queries with QBE Grid

Creating other types of queries (Cross tab, update etc.); Creating forms using wizards and Toolbar

Inserting data in tables using forms; Validating Forms; Creating Reports for table data

3. E- Business Fundamentals and Electronic Payment System: E-Business Framework, E-Business Application, Network Infrastructure for E-Business. Implementation issues of E-Business, E-Business models. (B2B, B2C), Type of E-payment, Digital Token-Based E-payment, Smart Card, Credit Card Payment Systems, Risk on E-payment, Designing E-payment System, Role of Banking in Electronic Payment.

4. Inter-Organization Management and E-business Standards : EDI Application in Business, Standardization and EDI, EDI Software Implementation, VANs (Value Added Network), Internet Based EDI, Cyber Laws, Cyber Crimes and Frauds, Types and Tools of Hacking. Security and E-business: Client-server Security, Data and Message Security, Document Security, Firewalls.

5. Introduction to Information Systems and Future of Electronic-Business: Definition, Types of Information Processing Systems Transaction Processing Systems, Office Automation Systems, Knowledge Work Systems, Management Information Systems, Decision Support Systems, and Executive Support Systems, Mobile and Wireless Computing Fundamentals and Applications, Virtual Factory, Strategies for Electronic Business.

TEXT READING: Latest Edition

1. P.K. Sinha, “Computer Fundamentals”, BPB Publications, New Delhi.
2. Kalakotta, Ravi, Whinston, B., Frontiers of E-Commerce, New Delhi, Addison- Wesley
3. James A. O’Brien, “Management Information Systems”, Galgotia Publications Pvt. Ltd., New Delhi.

SUGGESTED READINGS: Latest Edition

1. Muneesh Kumar, “Business Information Systems”, Vikas Publishing House Pvt. Ltd., New Delhi
2. Arora, Ashok. Management Information Systems—New Delhi

CTA 1902: IT LABORATORY

COURSE OBJECTIVE:

The objective of this course is to help students to understand the basics of Information Technology, Computer Hardware, Software, Applications, Databases, Internet and issues related to Design and Development of Information Systems.

COURSE CONTENTS:

Application Software

1. Word processing

Formatting (Index, Tab, bullet, numbering, etc.); Adding images, comments, symbols, diagrams

Adding header and footer, adding, Changing Case, Text Direction, Rearranging Text into Columns; Mail Merge

Columns text (Tables, pictures, etc.); Importing and exporting data and files

2. Spreadsheets

Entering data (numeric, text, date, time, comments)

Editing (update values, copying, moving, drag & drop, delete / insert rows & columns)

Formatting (text style, text orientation, increase/decrease width of columns and rows)

Changing Chart and Data Series; Charts (bar, pie, line, etc)

Value Axis Scaling and Formatting Lines; Consolidating Data; Creating Automatic Subtotals.

Using Pivot Tables and Pivot Charts; 11.Using Analysis Tool – Goal Seek and Solver

3. Presentations

Creating presentations using Wizards

Creating blank presentation; Various type of views and their uses

Applying templates on presentations; Applying color schemes on presentations

Implementing Slide Transactions and Custom Animations; OLE Concepts

4. Database Creation

Creating tables (Understanding fields, data types, range etc.) ; Establishing relationships

Creating Tables using Wizard; Creating Tables using Data View

Creating Select Queries; Designing queries with QBE Grid

Creating other types of queries (Cross tab, update etc.); Creating forms using wizards and Toolbar

Inserting data in tables using forms; Validating Forms; Creating Reports for table data

TEXT READING:

1. P.K. Sinha, “**Computer Fundamentals**”, BPB Publications, New Delhi.

2. James A. O’Brien, “**Management Information Systems**”, Galgotia Publications Pvt. Ltd., New Delhi.

MBA 1903: GD/PI Lab

COURSE OBJECTIVE:

The objective of this course is to help students to develop soft skills and understand the basics of Communication. The course aims at enhancing oral and written expression ability of students. Analyze communication situations and audiences to make choices about the most effective and efficient way to communicate and deliver messages

- Deliver effective business presentations in contexts that may require either extemporaneous or impromptu oral presentations
- Provide feedback, accept feedback, and use feedback to improve communication skills
- Write business documents that are grammatically correct and use appropriate business style
- Develop effective interpersonal communication skills
- Use communication technology appropriately and effectively

COURSE CONTENTS:

1. **Reading Ability:** Reading of Management Literature, Business magazines and Newspaper. Analysing from managerial perspective. Summary/ Synopsis writing.
2. **Listening Ability:** Listening Business news and Speeches from business People. Analysing their views and writing summary and synopsis.
3. **Group Discussions:** Involvement of students in group discussions, awareness of current topics. Enhance their oral communication skills. Etiquettes of group discussion.
4. **Personal interview:** Conducting mock interviews to prepare students for placement. Personal Interview ethics and etiquettes.
5. **Presentation Skills:** Preparing a presentation using LCD. Integrating graphs, figures and Videos for effective presentation.
6. **Written Communication:** Students write letters, memos, proposals, formal and informal reports, work plans, email evaluation, and progress reports.

TEXT READING: Latest Edition

1. Courtland L. Bovee's ,Business Communication Today, tenth edition, 2010, Pearson.
2. Pushp Lata, Kumar, Sanjay. Communication or collapse, PHI
3. Kaul Asha, Effective Business Communication, PHI

MBA 1998: COMPREHENSIVE VIVA

COURSE OBJECTIVE:

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

COURSE CONTENT:

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

SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE
DEPARTMENT OF MANAGEMENT STUDIES

MBA Scheme (Choice Based Credit System)

MBA FIRST YEAR (2YDC) (Second Semester)

S No	Sub. Category	Sub. Code	Subject	L	P	Credits	End Term Marks		CW Marks	Total
							Th	P		
1	CC	MBA2008	Human Resource Management	3	-	3	70	-	30	100
2	CC	MBA2009	Research Methodology	3	-	3	70		30	100
3	CC	MBA2010	Marketing Management	3	-	3	70	-	30	100
4	CC	MBA2011	Financial Management	3	-	3	70	-	30	100
5	CC	MBA2012	Managerial Economics	3	-	3	70	-	30	100
6	SSC	MBA2015	Entrepreneurship and Ethics	3	-	3	70	-	30	100
7	CC	MBA2014	Business Legislation	3	-	3	70	-	30	100
8	CC	MAA2102	Quantitative Decision Making	3	-	3	70	-	30	100
9	EGC	MBA2902	Research Methodology Lab	-	2	2	-	30	20	50
10	EGC	MBA2903	Excel Lab	-	2	2	-		50	50
11		MBA2998	Comprehensive Viva	-	-	4	-	100	-	100
Total				24	4	32	560	130	310	1000

CC - Core Courses, SSC - Soft Skill Courses, EGC - Elective Generic Courses

MBA FIRST YEAR

SECOND SEMESTER

SUBJECT CODE	LIST OF SUBJECTS
MBA 2008	HUMAN RESOURCE MANAGEMENT
MBA 2009	RESEARCH METHODOLOGY
MBA 2010	MARKETING MANAGEMENT
MBA 2011	FINANCIAL MANAGEMENT
MBA 2012	MANAGERIAL ECONOMICS
MBA 2015	ENTREPRENEURSHIP AND ETHICS
MBA 2014	BUSINESS LEGISLATION
MAA 2102	QUANTITATIVE DECISION MAKING
MBA 2902	RESEARCH METHODOLOGY LAB
MBA 2903	EXCEL LAB
MBA 2998	COMPREHENSIVE VIVA

MBA 2008: HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE:

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

COURSE CONTENTS:

- 1. The Field of HRM:** An Overview of HRM, Concept, Functions of the HR department, Personnel to Human Resource shift, ASTD HRM Model, Structure of Human Resource Management, Role and Responsibilities of the Human Resource
- 2. Acquisition of Human Resources:** Objectives, Policies and Process of Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design (Nature , Job Characteristics, Reengineering Jobs, Advantages and Disadvantages, Consequences), Recruitment, Selection, Induction, Promotion and Transfer.
- 3. Human Resource Policies:** Administrative, Operational and Strategic Role of Human Resource, Formulation and Essentials of Sound Human Resource Policies, Concept of virtual organization , Flexi timings at work place. Case Studies
- 4. Development of Human Resources:** Concept of Training and Development, Evaluation of Training and Performance Appraisal (Appraising Individual and Team Performance), Introduction to Career and Succession Planning. Case Studies
- 5. Maintenance and Separation Processes:** Job Evaluation, Designing and Administering the Wage and Salary Structure, Compensation, Grievance Handling Procedure, Turnover, Retirement, Layoff, Retrenchment and Discharge, Mechanism of VRS, VRS in Public Sector and Private Sector. Case Studies

TEXT READINGS: Latest Edition

1. DeCenzo, Robbins, Verhulst-Fundamentals of Human Resource Management, 11th edition, Wiley, 2012
2. Haldar Uday Kumar, Human Resources Management, Oxford University Press, 2013
3. Dessler, Gary, Varkkey, Biju, Fundamentals of HRM, 11th Edition, Pearson - Prentice Hall, India, 2009

SUGGESTED READINGS: Latest Edition

1. Rao V S P, Human Resource Management, 3rd Edition, Excel Books India, 2007
2. P.Subba Rao, Essentials of Human Resource Management ,Himalaya Publications, India, 2010
3. Ashwathapa K, International Human Resources Management, Tata Mc-graw hill India, 2007

MBA2009 RESEARCH METHODOLOGY

COURSE OBJECTIVES: The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

COURSE CONTENTS

Prerequisites: Student are suppose to have knowledge of Measures of Central Tendency, Measures of Dispersion, Simple Correlation and Regression Analysis. These concepts are taught to them in earlier semesters. **There will be no questions in examination from Prerequisites.**

- 1. Introduction to Research Methods:** Role and objectives of business research, types of research and various research design (exploratory, descriptive, experimental and diagnostic research), research process: Overview, Problems encountered by researcher. Experimental research design will comprise of Completely Randomized Design, Latin Square Design and Factorial Design.
- 2. Literature Review and Sampling:** Purpose of LR, LR methodology, Sources and Outcomes of LR. Theory and Design of Sample Survey, Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors
- 3. Data Collection and Questionnaire:** Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data. Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews
- 4. Hypothesis testing and Data Analysis :** Parametric & Non-Parametric Tests, Testing and Interpretation sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test, ANOVA, chi square test, Introduction and Applications of Multiple Regression, Factor Analysis, Cluster Analysis, Multidimensional Scaling, Discriminate, Canonical Analysis, Conjoint Analysis.
- 5. Interpretations and Report Writing:** Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports, Limitations of RM, Philosophical issues in Research, Ethics and Research.

Text Readings: Latest Edition

1. C. R. Kothari, "Research Methodology: Methods and techniques", Vishwa Prakashan, New Delhi
2. William G. Zikmund, "Business Research Methods", Dryden Press, Orlando.
3. Hair Anderson, Tatham and black, Multivariate data analysis, Pearson publications

Suggested Readings: Latest Edition

1. Asthana & Braj Bhushan, statics for social science, Prentice hall, India

MBA 2010: MARKETING MANAGEMENT

COURSE OBJECTIVE: The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

COURSE CONTENTS

1 Marketing Concepts: Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between Marketing and Selling, Marketing and Corporate Strategy.

2. Market Segmentation, Targeting, Positioning: Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Differentiation, ways of differentiation, Tool for Competitive Differentiation, Developing a Positioning Strategy.

3. Product Decision: Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, Product Diffusion Process, Equity, Challenges, Repositioning, Branding, Packaging, Introduction of Labeling. New Product Development Process. Pricing Decision: Pricing Objectives, Demand Estimating, Pricing Decision framework, Pricing Methods and Strategies, Pricing Practices, Internet and Transfer Pricing.

4. Distribution Decisions: Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, VMS and HMS, Wholesaling, Retailing, Promotion Decisions: Effective Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Direct and Indirect Marketing,

5. Emerging Trends in Marketing: An Introduction to Internet Marketing, Multi Level Marketing, Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

TEXT READINGS: Latest Edition

1. Kotler, Philip, Principles of Marketing Management, New Delhi, Prentice Hall, India, 13 edn
2. Jain subash, Marketing Strategy: Planning, control, Cengage publication, India 2004
3. Pradhan, Marketing Management: A Case Book, Cengage publication, India, 2012

SUGGESTED READINGS: Latest Edition

1. William L. Pride and O.C. Ferrell, Marketing Concepts and Strategies, Houghton Mifflin Co., Boston 8th Edition, 1993
2. Czinkota, Michael R. Marketing Management, -Australia, 2005

MBA 2011: FINANCIAL MANAGEMENT

COURSE OBJECTIVE: The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.

COURSE CONTENTS:

- 1. Introduction:** Concept, nature, scope, and objective of financial management, finance functions, long term and short term, sources of finance, concepts of profit and wealth maximization.
- 2. Ratio Analysis:** Liquidity, activity, profitability, solvency, leverage: operating, financial and combined leverages, leverage ratio analysis, interpretation of ratios with cases.
- 3. Capital Budgeting:** Time value of money, DCF and Non DCF methods for evaluating projects (PBP, ARR, NPV, IRR, PI)
- 4. Cost of Capital:** Cost of long term sources of finance, weighted average cost of capital., capital structure theories and significance of dividend, dividend policy, dividend theories.
- 5. Working capital Management and Statement of Changes In Financial Position:** Need, determinants and computation of working capital bank regulations, funds flow statement; total resource method, working capital method and cash method, concept of cash flow.

TEXT READINGS: Latest Edition

1. Pandey, I.M., “Financial Management”, Vikas Publication House, New Delhi, 9th edition 2009
2. Khan, M.Y., Jain, P.K., “Financial Management”, Tata Mc Graw Hill, New Delhi, 5th edition 2012
3. K Shashi Gupta, Financial Management, Kalyani Publisher, In dia, 3rd edition 2010

SUGGESTED READINGS: Latest Edition

1. Chandra, Prasanna, “Financial Management”, Tata McGraw Hill, New Delhi, 7th edition 2008
2. P.V Kulkarni, Financial Management, New Delhi, 2006
3. Kishore, Ravi M., “Financial Management”, Taxmann Publications, New Delhi, 7th edition 2009
4. Damodaran Aswath, “Corporate Finance”, John Wiley Publication, 4th edition 2014

MBA2012 MANAGERIAL ECONOMICS

COURSE OBJECTIVE: Objective of this Subject is to help the students in establishing general principle behind managerial theories.

COURSE CONTENTS:

- 1. Introduction:** Nature and scope, characteristics and significance of managerial economics. Relationship of managerial economics with distinguishing disciplines, micro and macro economics and their interdependency, economic systems, central economic problems, production possibility curve, Incremental and marginal analysis. **Consumer Behaviour:** laws of demand and supply, determinants of demand and supply, demand analysis through utility analysis, law of DMU and EMU, consumer's equilibrium and its relations with price and income, indifference curve approach to consumer's equilibrium, elasticity of Demand and its various concepts, determinants and significance of demand elasticity.
- 2. Production:** Production function, Laws of return to variable proportions, Stages of production, Law of returns to scale, Producer's equilibrium and expansion path, Economies of scale. **Cost and profit:** Cost and its various concepts – economic; opportunity; private; and social costs, Cost function, Short run and long run costs, Cost interrelations, Break even analysis and its applications, Profit concepts and theories.
- 3. Pricings and markets:** Equilibrium price, Perfect competition, Monopoly, Monopolistic, and Oligopoly competition, Price discrimination, Kinked demand curve, Cartel formation, Price leadership.
- 4. National income and employment:** Concepts and measurement of national income, Money supply measures, Functions of money, Theories of value of money, Central and commercial banks and their functions.
- 5. Macro economics:** Business cycles, inflation – causes and effects, Philips curve, Monetary Policy, Fiscal Policy, monetary and fiscal measures of controlling inflation and unemployment. **Economics of development:** Economic development and economic growth, Factors of economic growth, Rostow's stages of economic growth, Keynesian theory and its application to underdeveloped countries.

TEXT BOOKS: Latest Edition

1. P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.
2. Jhingan M.L– Micro Economic theory, Vrinda Publication
3. Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi.

SUGGESTED BOOKS: Latest Edition

1. A. Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
2. Dr. Atmanand – Managerial Economics, Excel books, New Delhi
3. Howard Davis – Managerial Economics, Macmillan Press, New Delhi
4. Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi

MBA 2015: ENTREPRENEURSHIP AND ETHICS

COURSE OBJECTIVE: The Objective of this course is to acquaint the students with the basic concept of Entrepreneurship and the support system provided for the entrepreneurial development in India. It also aims to help students gain an understanding of Business Ethics and application of Indian Values in Managerial Decision making.

COURSE CONTENTS:

- 1. The Entrepreneurial Development Perspective:** Concept of Entrepreneurship Development, Entrepreneur, Intrapreneur and Manager, Innovation and creativity, Attributes and characteristics of a successful entrepreneur, Role of Entrepreneur in economy, Problems faced by an entrepreneur, Introduction to Intellectual Property Rights
- 2. Creating Entrepreneurial Venture:** Business Planning process, Concept of Entrepreneurial Strategies, Need and types of business strategies, Technical, Financial, Marketing and Management Feasibility, Estimating and Financing Funds requirement – Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Introduction to Venture Capital Financing
- 3. Entrepreneurship Development Institutes:** Role of Central Government and the State Governments in promoting Entrepreneurship, Introduction to various incentives, subsidies and grants, Export oriented Units, Fiscal and Tax Concessions available, Role of following agencies in the Entrepreneurship development - Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), MSME
- 4. Ethical Perspective :** Concept of Ethics, Moral Behavior, Business Ethics, Role of Ethics in Business, Public Accountability , Corporate Responsibility, Utilitarian Views on Business Ethics, Duty Ethics in the Business Environment , Case Studies
- 5. Ethical reflections through Indian Ethos:** Teachings of Mahabharata, Valmikee Ramayana, Gurugranth Sahib, Quran, and Bible, Teachings of Buddha and Mahaveer, The Models of Leadership and Motivation in Indian Thoughts, The Guna Theory, The Karma Theory, The Sanskara Theory, Nishkam Karma Yoga, Productive Efficiency and Spirituality, Applications of Indian Ethos in Business Environment, Case Studies

TEXT READINGS: Latest Edition

1. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai. 2000
2. Stim Richard, Intellectual Property 2e, Cengage Learning
3. Donald F. Kuratko, Richard M. Hodgetts (Entrepreneurship Theory, Process and Practice, South Western, Delhi 2007.
4. S.K. Mandal, Ethics in Business and Corporate Governance, Tata McGraw Hills Education, 2010
5. S. S. Khanka, Business Ethics and Corporate Governance, S. Chand, 2014

SUGGESTED READINGS: Latest Edition

1. Dr. Aruna Kaulgud, Entrepreneurship Management, Thompson Publishing
2. Prof. Satish Taneja, Dr. S.L. Gupta, Entrepreneurship Development – New Venture Creation, Galgotia Publishing Co., New Delhi, 2001
3. S S Khanka, Entrepreneurial Development, S. Chand & Co. Ltd., New Delhi, 2006
4. Peter Pratley, The Essence of Business Ethics, New Delhi, Prentice Hall of India, 1997.
5. Murthy C.S.V., Business Ethics, APH Publishing Corporations, 2003

MBA 2014: BUSINESS LEGISLATION

COURSE OBJECTIVE: The objective of this course is to acquaint the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

COURSE CONTENTS:

- 1. The Indian Contract Act 1872:-** Essentials of a valid Contract, void & voidable agreements, Contingent Contracts, Performance of Contracts, Quasi Contracts, Breach of Contracts & its Remedies, Indemnity, Guarantee, Bailment & Pledge
- 2. Indian Partnership Act 1932:-** Nature of Partnership, Relations of Partners and with third Persons, Minor as a partners, Incoming and outgoing partners, Dissolution. Indian Sales of goods Act 1930 (Essentials only).
- 3. The Negotiable Instruments Act 1881:-** Nature & Types, Negotiation & liability, Presentment, Discharge from liability, Dishonor of Negotiable Instruments, Crossed Cheques, Penalties. CPA 1986 Consumer, Protection of Consumers, Central consumer Protection Council, Consumer Dispute Redressal Agencies.
- 4. The Companies Act:-** Nature & types of Companies, Memorandum of Association, Article of Association, Prospectus, Shares, types of shares, Shareholders & Debenture Holders, Minority Protection, Winding Up of company.
- 5. Competition Act 2002:-** CCI, Powers, Functions & Duties of Commission, Prohibition of certain Agreements, abuse of Dominant Position, Penalties. Banking Law:- History, nature & development of Banking in India, Kinds of Banks and functions, RBI, functions of RBI, FEMA Features, Contravention and Penalties, Evaluation.

TEXT READING: Latest Edition

1. Kumar Ravinder, Legal Aspects of Business, Cengage publication, 3e
2. Pathak Akhileshwar, Legal Aspects of Business, 6e Mc Graw Hill education, 6e
3. Chawala and Garg, Mercantile and Industrial Law, New Delhi, Kalyani Publications
4. Chopra, R.K., Business Laws, Himalaya publications
5. Albuquerque Daniel, Legal aspects of business, Oxford Higher Education. 2013

SUGGESTED READINGS: Latest Edition

1. Tulsani P.C, Business and Corporate Laws, New Delhi, S. Chand & Co. Ltd. 1 edn, 2011
2. Stim Richard, Intellectual Property, Cengage Learning, 2e.
3. Francis Cherunilam, Business Environment, New Delhi, Himalaya Publishing House.

MAA2102 QUANTITATIVE DECISION MAKING

COURSE OBJECTIVE:

The objectives of this course are to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

COURSE CONTENTS:

- 1. Quantitative Techniques and Operations Research:** Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques/Operation Research, Operation Research Process.
- 2. Linear Programming:** Meaning of Linear programming, General Mathematical Formulation of LPP, Graphical Analysis, Solution of LPP: Simplex Method, Big-M Method, Advantage and limitations of LPP.
- 3. Transportation Model:** Transportation Problem as a particular case of LPP Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method.
- 4. Waiting Line Models and Game Theory:** Introduction, Scope in Management Decisions, Queuing Models – Single Server, Multi server with infinite capacity. Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Rule of dominance, Solutions of Games using –Algebraic and Graphical Methods, Game Theory and Linear Programming.
- 5. Markov Chain Analysis and Simulation:** Computation of sequential probability of states for different periods, Steady State Probability of states and application of Markov Chain. Introduction to simulation, Monte Carlo Technique and its applications, single stage and multi stage simulation.

TEXT READING: Latest Edition

1. N.D Vohra "Quantities techniques" New Delhi, Tata McGraw Hill, India
2. V.K Kapoor, "Problems and solution in operation research, India
3. P. K. Gupta and D. S. Hira, "Operations Research", Sultan Chand Publications, New Delhi

SUGGESTING READINGS: Latest Edition

1. S. D. Sharma, "Operations Research", Kedar Nath Ram Nath and Co. Meerut, India
2. Rathindra P Sen Operation Research, PHI publications, India
3. Winston, Wayne L., Operation Research applications and algorithms, Wadsworth Publishing Company Australia.

MBA 2902: RESEARCH METHODOLOGY LAB

COURSE OBJECTIVES

The objectives of the course are to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

COURSE CONTENTS

- 1. Data pruning or missing data values:** Mean/Average/Frequency/Ratio/Mod Value/Null/Log Function/ Recoding and decoding of variables in case change of language in the questionnaire.
- 2. Reliability tests:** Cronbach alpha /Guttman/Split-half/Parallel tests/ Durbin–Watson statistic.
- 3. Validity:** : Content/Face/Discriminant/Convergent/Divergent validity, KMO Barlett test/Anderson rubin/determinants/rotation of matrix (orthogonal/varimax/equamax).
- 4. Tests:** Parametric tests and non parametric tests, Factor analysis/Correspondence analysis/ Optimal scaling/ ANOVA/MANOVA tests.
- 5. Higher order tests to check or perform impact analysis :** Regression (linear/mediation/moderation), Simple Regression/Multiple regression, Partial least square modeling (more than onedegree: multi level mediation and moderation).

TEXT READINGS: Latest Edition

1. C. R. Kothari, Research Methodology: Methods and techniques, New Age International Publishers,2004
2. William G. Zikmund, Business Research Methods, Cengage Learning,2012
3. Deepak Chawla ,Research Methodology, Vikas Publishing House,2011
4. Hair Anderson, Tatham and black, Multivariate data analysis, Pearson publications,2013

SUGGESTED READINGS: Latest Edition

1. K.N Krishnaswamy, Management Research methodology,Pearson Education,2009
2. Karunakaran K.,Business Research Methods, Himalaya Publishing House, 2013
3. J.K Sachdeva, Business Research Methodology, Himalayan Books, 2009
4. Mark Gardener, Beginning the Statistical Programming Language, Wiley, 2012

MBA 2903: EXCEL LAB

COURSE OBJECTIVE:

The objective of this course is to help students to develop application of computing skills for Quantitative Decision Making.

COURSE CONTENTS:

1.Transportation Model: Solving Complex Transportation and Assignment model problems of all types and constraints using excel.

2.Linear Programming Model: Application of excel in solving multivariable linear programming problems of maximization and minimization.

3.Integer Programming: Solving Integer linear programmes using excel.

4.LINGO/ TORA: Application of the softwares for Queuing Model, Inventory Model

5.Finance Function: Computation of various capital budgeting methods using excel. It includes NPV, IRR, Annuity etc..

TEXT READING: Latest Edition

1. Barlow John F, Excel Models for Business and Operation Mgmt., Wiley
2. Gottlieb Lssac D, Next Generation ExcelWiley

SUGGESTED READINGS: Latest Edition

1. Jeffrey Camm, James Cochran, David Anderson et.al. Essentials of Business Analytics, Cengage Learning
2. Taha , Operations Research: An Introduction, 8/E, Pearson Education

MBA 2998: COMPREHENSIVE VIVA

COURSE OBJECTIVE:

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

EXAMINATION SCHEME:

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

COURSE CONTENT:

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

SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE
DEPARTMENT OF MANAGEMENT STUDIES

MBA Scheme

(Choice Based Credit System)

MBA SECOND YEAR (2YDC) (Third Semester)

S No	Sub. Code	Subject	L	P	Credits	End Term Marks		CW Marks	Total
						Th	Viva		
1	MBA3005	Business Analytics^	3	-	3	70	-	30	100
2	MM-1	Elective MM-I*	3		3	70	-	30	100
3	MM-2		3	-	3	70	-	30	100
4	MM-3		3	-	3	70	-	30	100
5	FM-1	Elective FM-I*	3	-	3	70	-	30	100
6	FM-2		3	-	3	70	-	30	100
7	FM-3		3	-	3	70	-	30	100
8	HR-1	Elective HR-I*	3	-	3	70	-	30	100
9	HR-2		3	-	3	70	-	30	100
10	HR-3		3	-	3	70	-	30	100
11	OM-1	Elective OM-I*	3	-	3	70	-	30	100
12	OM-2		3	-	3	70	-	30	100
13	OM-3		3	-	3	70	-	30	100
14	MBA3996	Summer Training#	-	2	2	-	50	50	100
15	MBA3997	Major Research Project (Phase I)#	-	2	2	-	50	50	100
16	MBA3999	Comprehensive Viva#	-	-	4	-	100	-	100
		Total	21	4	29	490	200	310	1000

^ Core Subjects # Generic subject

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

MASTER OF BUSINESS ADMINISTRATION
CURRICULUM FOR FULL-TIME COURSE
(Under Choice Based Credit System)
MBA SECOND YEAR THIRD SEMESTER

SUBJECT CODE

LIST OF SUBJECTS

COMPULSORY SUBJECTS:

MBA3005	BUSINESS ANALYTICS
MBA 3996	SUMMER TRAINING
MBA 3999	COMPREHENSIVE VIVA
MBA 3997	MAJOR RESEARCH PROJECT (Phase-I)

MARKETING:

MBA3107	STRATEGIC BRAND MANAGEMENT
MBA3106	ADVERTISING AND SALES PROMOTION
MBA3108	DIGITAL MARKETING
MBA 3105	SERVICE MARKETING
	SALES AND DISTRIBUTION MANAGEMENT

FINANCE:

MBA 3304	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
MBA 3305	DERIVATIVES
MBA 3306	FINANCIAL MARKETS AND SERVICES
	TAX PLANNING
	ECONOMIC INDICATORS & GLOBAL CAPITAL MARKETS

HUMAN RESOURCE:

MBA 3504	INDUSTRIAL RELATIONS AND LABOR LAW
MBA 3505	SOCIAL AND INDUSTRIAL PSYCHOLOGY
MBA 3506	TRAINING AND ORGANIZATIONAL DEVELOPMENT
	HUMAN RESOURCE DEVELOPMENT
	MANAGING KNOWLEDGE WORKER

OPERATIONS:

MBA 3704	OPERATIONS PLANNING AND CONTROL
MBA 3706	MATERIALS MANAGEMENT
MBA 3707	TOTAL QUALITY MANAGEMENT
MBA 3705	BUSINESS PROCESS REENGINEERING
	INNOVATION MANAGEMENT AND SUSTAINABILITY

MBA3005: BUSINESS ANALYTICS

COURSE OBJECTIVE:

1. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
2. To become familiar with the processes needed to develop, report, and analyze business data.
3. To learn how to use and apply Excel and Excel add-ins, SPSS and R to solve business problems.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

- (1) End Semester Exam: 70 Marks
(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Introduction, Scope and Application:** Introduction, Evolution, Classification, Trends, Scope and data for Business Analytics. Application of Business Analytics in various aspects of management. Exploring data and analytics on spreadsheets. Data mining, its introduction, phases, comparison with classical statistics
- 2. Descriptive and Inferential Analytics:** Data visualization, Data charts and graphs. Measures of location, dispersion and shape. Descriptive statistic for grouped and categorical data. Statistical inference, power of test, confidence intervals. Categorical Data Analysis, Goodness of fit.
- 3. Predictive and Analytics:** Linear, Non Linear and multiple regression, multicollinearity, heteroscedasticity, Autocorrelation, dummy variable and categorical variable regression modeling, autoregressive modeling, Logistic regression, Holt Walter time series forecasting with seasonality. Adjusted R^2 .
- 4. Machine Learning:** Data preparation, variable conversion, Performance matrix, Data reduction techniques, missing data, overlapping data, over fitting, outliers, data normalization, types of data, data partitioning, multidimensional visualization, Principle Component Analysis, Classification and misclassification, Introduction to k-NN, Naïve Bias, pruning, Classification and Regression Trees, Artificial Neural Networks. Discriminate Analysis.
- 5. Prescriptive Analytics:** LPP, Integer Programming, Sensitivity, applications in management, excel solver, Conditions for Optimality, Infeasibility, Degeneracy & Multiple Solution, decision models, Monte Carlo simulation and risk analysis.

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 3998: SUMMER TRAINING

COURSE OBJECTIVE:

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

EXAMINATION SCHEME:

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

COURSE CONTENT:

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

MBA 3999: COMPREHENSIVE VIVA

COURSE OBJECTIVE:

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

EXAMINATION SCHEME:

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

COURSE CONTENT:

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

MBA3107 : STRATEGIC BRAND MANAGEMENT

COURSE OBJECTIVE: The objective of this course is to make the students acquire the conceptual understanding of Brand Management and its applications for corporate growth and development.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

- (1) End Semester Exam: 70 Marks
(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 3106: ADVERTISING AND SALES PROMOTION

COURSE OBJECTIVE: The objectives of this course are to explain to the students the advertisement function and the methods of sales promotion.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

- (1) End Semester Exam: 70 Marks
- (2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA3108 :DIGITAL MARKETING

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS:Latest Edition

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

SUGGESTED READINGS:Latest Edition

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

MBA 3105: SERVICE MARKETING

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

- (1) End Semester Exam: 70 Marks
- (2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

1. **Services:** Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Marketing services Vs. Physical services Challenges in Service Marketing.
2. **Strategic Issues in Service Marketing:** Segmentation, Differentiation, Positioning: Positioning of Services and Strategies related to Positioning of services.
3. **Marketing Mix in Services Marketing:** Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions. Service Management Process; Internal, External and Interactive Marketing Strategies.
4. **Managing Service Quality and Productivity:** Concept, Dimensions and Process; Service Quality Models (Gronroos and Parsuraman) Application and Limitations, Productivity in Services.
5. **Applications of Service Marketing:** Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs.

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

1. Jha, S.M, Service Marketing, Himalay publishing house, 2013
2. Shajahan, S, Service Marketing - concepts and, application and cases, Himalay publishing house
3. Ravi Shankar, Service Marketing, New Delhi, Global Press, 2nd Edition, 1998.
4. Zeithamal and Bitner, Service Marketing: Integrating Customer Across the Firm, Homewood, Irwin /McGraw Hill, 2002.

MB _____ : SALES AND DISTRIBUTION MANAGEMENT

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 3304: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Introduction:** Investment types, investor classification. different venues of investment need for investment analysis & portfolio management realized return vs expected return. Risk Return concept, systematic and unsystematic risk, multifactor model of risk & return, efficient capital markets, concept of beta, capital assets pricing model, SML and CML valuations.
- 2. Valuation of Securities and Equity models:** Introduction to security valuation, macroeconomic & market analysis: the global asset allocation decision, constant growth model, multi-stage growth model, P/E ratio and earnings multiplier models, valuation of preference shares, valuation of warrants, rights issued.
- 3. Valuation of Bonds:** bond fundamentals, interest rate and yield calculation, bond valuation models: pv model, bonds yield, measures duration, modified duration, immunization convexity, bond value theorem.
- 4. Portfolio Concepts and Evaluation:** Portfolio and security returns, diversification, markowitz model, sharpe index model, factor models and arbitrage pricing theory. portfolio investment process. sharpe and treynor measures, portfolio management strategies: bond portfolio management strategies and equity portfolio management strategies.
- 5. Security Analysis:** Stock market analysis, fundamental analysis and technical analysis, M and N wave, indicators: Bollinger bands, MACD, Dow Theory, Elliott Wave Theory, Efficient Market Theories and testing.

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 3305: DERIVATIVES

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

- 1 Stulz Risk management and Derivatives, 1st edition, Cengage Learning, 2008
- 2 Dixit, Yadav and Jain, Derivative Markets in India: Trading, Pricing and Risk Management, 2nd edition, , Mcgraw Hill Education, 2010
- 3 Kumar. S, Financial Derivatives, PHI New Delhi, 2010

MBA 3306: FINANCIAL MARKETS AND SERVICES

COURSE OBJECTIVE:

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Introduction:** Indian and global financial system and integration of both. Components of financial system and services, Regulatory Bodies like SEBI, RBI, and Recent trends in financial services, Digital and virtual money.
- 2. Capital Market:** Intermediaries in capital market , primary & secondary market, types of issues in primary market, IPO eligibility norms, Operations in Capital Market, BSE, NSE, Commodities Market, short selling.
- 3. Money market:-** Introduction to money market , money market players, money market instruments: call money market, T- Bills, commercial papers and certificates of deposits, government (gilt- edged) securities. Introduction and types of factoring, functions of a factor, advantage and limitations of factoring, factoring services in India.
- 4. Alternative Investment Funds and Mutual Funds:** Alternative Investment Funds: introduction, investment process, venture financing, private equity concepts, Mutual funds, type of funds, participants, benefits and limitations, NAV, types of fees, Credit rating agencies.
- 5. Leasing and Hire Purchase:** concepts of leasing, types of leasing - financial & operating lease, direct lease and sales & lease back, single investor lease and leveraged lease, domestic lease and international lease, hire purchase system, advantages and limitations of leasing and hire purchase.

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MB_____ : TAX PLANNING

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Introduction and Basic concepts:** Direct taxes, income tax, wealth tax. important provisions in income tax act, assessment years, previous years, person, income, gross total income, capital and revenue receipts and expenditure, residential status and incidence of tax, tax free income
- 2. Income From Salary:** Meaning, taxability of allowances and perquisites, permissible education, treatment of PF, gratuity, tax planning.
- 3. Income From Business and Profession:** Basis of charge, scheme of provisions, deductions expressly allowed, expenses allowed under restriction, depreciation, tax planning.
- 4. Income From House Property:** Tax planning, income from capital gains and other sources: tax planning
- 5. Deduction and Tax planning:** Deduction allowed from total income, rebates and relief.tds: tax deduction at source, advance payment of tax, filling of returns tax planning in relation to NRIs.

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MB_____ : ECONOMIC INDICATORS AND GLOBAL CAPITAL MARKETS

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Major Economic Indicators:** Leading Indicators (GDP, inflation rate, balance of payments, forex reserves, foreign investment inflows, and gross fiscal deficit), money supply, stock prices, and vendor performance. industrial production, personal income, trade volumes.
- 2. Prices, Wages and Inflation:** Introduction to various CPIs and WPIs, estimation of price indices and inflation, benefits from using an alternative measure of inflation, forecasting inflation, the labor market: employment, earnings and productivity figures,
- 3. Short and Long Term Interest Rate:** drivers of the short-term interest rates, determination of long term interest rates, forecast of interest rates, money supply, fiscal deficit and regulatory changes, forecasting interest rates from the yield curve.
- 4. Evolution of Global Financial Markets:** Concept of circular flow – role of the government savings and investment, globalization of the financial markets, role and types of financial intermediaries, primary and secondary market. Eurodollar market, Japanese market, US money and debt market
- 5. Structure of Global Financial Markets:** money markets, advantages of money markets, understanding of bond markets, advantages and types; types of bond markets instruments players in bond markets- government bond issues and agency debt, the need for MBS market- process of securitization

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 3504: INDUSTRIAL RELATIONS AND LABOUR LAWS

COURSE OBJECTIVE: Industrial Relations play an important role in organizations. Organizational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

- (1) End Semester Exam: 70 Marks
- (2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Industrial Relations and Worker's Participation in Management (WPIM):** Concept , Objectives, Scope of IR; Conflict model Vs. Collaboration model, Approaches and Parties to IR, Dunlop's model, Meaning of WPIM, Essential Conditions, Forms, Levels of participation, Schemes , Advantages
- 2. Collective Bargaining(CB) and Trade Unions:** Meaning and Functions of CB, Stakeholders in CB, Process and Prerequisites, Legal framework, Levels of bargaining. Meaning and Functions of Trade Unions, Legal framework, Trade Union Movement in India, Problems faced by trade unions. Case Studies
- 3. Trade Union Act, 1926:** Definition, Registration of Trade Unions, Rights and Liabilities of Registered Trade Unions, Regulations, Penalties and Procedure
- 4. Factories Act, 1948:** Definition, Provisions Relating To Hazardous Processes, Health, Safety and Welfare, Working Hours of Adults, Employment Of Young Persons, Penalties And Procedure
- 5. E.S.I.C. Act, 1948 and Industrial Employment (Standing Orders) Act, 1946:** E.S.I.C- Definition, Corporation, Standing Committee, Medical Benefit Council, Finance and Audit, Contributions, Benefits, Dispute & Claims, Penalties.
Industrial Employment: Definition, Classification of workmen, Publication of working time, holidays, paydays, wage rates, Shift working, Attendance and late coming, termination of employment, Penalties.

TEXT READINGS: Latest Edition

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

SUGGESTED READING: Latest Edition

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

MBA 3505: SOCIAL AND INDUSTRIAL PSYCHOLOGY

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Social Psychology:** Definition, Nature and Background, Factors affecting social behavior, social cognition, Social Perception, Non-Verbal Communication, Non verbal cues in social interaction, Case studies.
- 2. Theories of Attribution:** Concept of Attribution, Kelley's theory of causal attribution, Theory of correspondent inference, Impression formation and Impression management, Case studies.
- 3. Social Identity:** Self Concept, Self-esteem and its components, Self-efficacy and factors affecting it, , Self-monitoring and its factors, Self- focusing, Case studies.
- 4. Employee Selection and Testing:** Interview- objectives, process, guidelines, Application blanks- Importance and Proforma, Biographical inventories, References and background investigations, Employee Testing abilities, Types of tests, Testing personality, Testing skills and achievements, Using and not using tests, Case studies.
- 5. Safety Psychology:** Safety management, Safety Training, Safety Publicity and Contests. Safety psychology, Differential accident liability, Prevention of Accidents, Case studies

TEXT READING: Latest Edition

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

SUGGESTED READING: Latest Edition

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

MBA 3506: TRAINING AND ORGANIZATIONAL DEVELOPMENT

COURSE OBJECTIVE: The objective of this course is to help the student gain an understanding of the need and methods of Training and Development, and insights in the design, development and delivery of Training Programmes that will aid in Organization Development, and to offer insights into design, development and delivery of OD programmes.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

- (1) End Semester Exam: 70 Marks
- (2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

- 1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development 5th edition, Tata McGraw Hill Education 2012.
- 2. Kavita Singh, Organisation Change and Development, Excel Books
- 3. Srivastava, Organization Design and Development: Concepts and Applications, Wiley

SUGGESTED READINGS: Latest Edition

- 1. Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Sage Publications, 2000
- 2. Blanchard, Nick & Thacker, James W. (3rd ed.) Effective Training. Prentice Hall. 2007
- 3. Mohanty, Kalyani, Human Resource Development and Organisational Effectiveness, New Delhi: Excel Books, 2010

MB..... : HUMAN RESOURCE DEVELOPMENT

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Human Resource Development:** Concept and Historical Perspective, Elements of Good Human Resource Development, HRD and Organizational Effectiveness. Formulation and Implementation of HRD Strategies
- 2. HRD Mechanisms I:** Employee Counseling, Performance Appraisal- Methods and their impact on Employees Effectiveness, Potential Appraisal, Training Policy, Assessing T&D Needs, Design, Implementation & Evaluation of Training Systems
- 3. HRD Mechanisms II:** Career Planning and Development, Succession Planning, Coaching - The Skills of Coaching, Coaching and Performance Management, Mentoring- Selection of Mentor, Mentoring Methods and their Benefits
- 4. Behavioral Tools:** FIRO-B (Fundamental Interpersonal Relations Orientation), Johari Window, Transactional Analysis(TA)
- 5. The Benefits,** Cost and Future of H.R.D: the Cost and Benefit of Training, Models of Cost Benefit Analysis of Training. Future of HRD (Economic, Political, Sociological and Organizational Factors). Case Studies

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MB.....: MANAGING KNOWLEDGE WORKER

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 3704: OPERATIONS PLANNING AND CONTROL

COURSE OBJECTIVE: The course is design to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

- (1) End Semester Exam: 70 Marks
- (2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Introduction to Production System Management:** Production Defined, Production System its selection. Factors of Production, Production Function, Production Problem Areas, Production Decisions, Boundaries of Production System, Size of Plants.
- 2. Introduction to Operations planning and Control:** Need for OPC, Impact of OPC, Advantages, Limitations, and functions of Operations Planning Control, System Point of view, Duties of Production Controller, Principles and Procedure of Production Control Methods and techniques of Production Control.
- 3. Sales Forecasting:** Introduction, Definition, and Methods of Demand Forecasting, Long-term Sales Forecasting. Linear and Quadratic forecasting. Exponential Smoothing. Master Production Schedule, ATP (Available to Promise).
- 4. Routing and Sequencing: Routing:** Definition, Objectives, and Procedure of Routing, Factors Affecting Routing Procedure, Route Sheets, and Use of Route Sheets. Sequencing definition, Classification of Sequencing methods. Sequencing for more than three machines. Single Machine Sequencing, Algorithms and methods.
- 5. Scheduling and Dispatching:** Definition Aims of Scheduling, Purpose of Scheduling, Types of Scheduling Situations, Short-term Scheduling, Long-term Scheduling, Methods of Scheduling. Scheduling through Networks, Line of Balance, Line Balancing Methods. Duties of Dispatcher, Dispatching procedures, Types of Follow-up, Preventing Production Delays, Causes for Delay.

TEXT READINGS: Latest Edition

1. Stephen Chapman, The Fundamentals of Production planning and Control, Pearson publication.
2. L.C. Jhamb, Production Planning and Control, Pune, Everest Publications, 2001.
3. Krishnaswamy K.N. and Mathirajan M.; Cases in operations management , II ed. PHI

SUGGESTED READINGS: Latest Edition

1. K.C. Jain. Production Planning Control and Industrial Management. 2008
2. Bill Scott, Manufacturing Planning System, London, McGraw-Hill Publications, 1995.
3. George W. Ploss, O. R. Licky's. Materials Requirement Planning, New York, McGraw Hill Publications, 1994.

MBA 3705: BUSINESS PROCESS REENGINEERING

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

TEXT READINGS: Latest Edition

1. Lon Roberts, Process Re-engineering: The Key to Achieving Breakthrough Success, New Delhi, Tata McGraw Hill, 1992.
2. Henry J. Johanson, Palrik Mchine, A. John Pandilebury, William A Wheeler, Business Process Reengineering: Breakpoint Strategies for Market Dominance, Chichester, John Wiley and Sons, 1993.

SUGGESTED READINGS : Latest Edition

1. Radhkrishnan R.; Balasubramaniam; Business Process Reengineering, PHI Learning.
2. Srinivasan R.; BPR, Tata McGraw Hill, New Delhi

MBA 3706: MATERIALS MANAGEMENT

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

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

TEXT READINGS: Latest Edition

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

SUGGESTED READING: Latest Edition

1. P. Gopalkrishnan, & M. Sundersen, Material management- An integrated approach, PHI
2. W.R. Stelzer Jr. Material Management, PHI

MBA 3707: TOTAL QUALITY MANAGEMENT

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Core Concepts of Total Quality Management:** Customer Focus, Quality for Profits Cost of Quality, Competitive Benchmarking, Team Efforts, Managers as Role Models, Recognition and Rewards, Quality Delivery Process.
- 2. T.Q.M. Fundamentals:** Evolution of Total Quality Management. Historical perspective. Elements of TQM: Elimination of waste and problem exposure. Total quality control systems. Quality Function Deployment. Learning from Quality Gurus: Edward Deming, Joseph M. Juran, Karon Ishikawa, Philip B. Crosby, William E. Conway and their Applications in Today's Business Environment.
- 3. Tools and Techniques of TQM:** Techniques for Analyzing a Quality Process, Quality Circles, Statistical Process Control, Failure Mode and Effect Analysis, Fishbone Diagram, Computer Aided Inspection, Data Collection and Analysis. Poka Yoke, Ishikawa Diagram.
- 4. Quality Standards, applications of TQM:** ISO-9000; ISO-16000: Concepts, Certifications, Methods and Implementations. Applications of TQM to service organizations. Various Quality Awards. Cost-benefit analysis. Life cycle costing. Case studies.
- 5. Fundamental concepts of Six sigma,** General methodology of Six Sigma. Latest developments in six sigma methodology, six-sigma and cost control, generating competitive advantage and quality superiority for the firm. Indian Applications. Pitfalls and difficulties in implementation TQM and Methods of Avoiding pitfalls in implementation.

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MB _____ : INNOVATION MANAGEMENT AND SUSTAINABILITY

COURSE OBJECTIVE : The objective is to emphasise importance of Innovations and its management. It will also emphasise importance of sustained growth and role of innovation in achieving sustainability.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Introduction:** Definition of Innovation, importance. Evaluating innovation challenges. Degree of challenges.
- 2. Types of innovation:** Product innovation, Process innovation, Strategy innovation, Market Innovation, Financial innovation, Corporate innovation. Process of innovations: Staging Phase, Aligning Phase, Exploring Phase, Creating Phase, Mapping phase.
- 3. Innovation Performance:** Factors for success of innovation, examples of successful innovation. Technology as a driver for innovation. Macro aspects: Impact of innovation on society, nation and its economy, and global impact.
- 4. Sustainable Development:** Sustainability through Innovation. From Malthus to sustainable development. Challenges of sustainable development, Global Environmental issues. Sustainability indicators. Legislative and multilateral agreements.
- 5. Sustainability Issues:** Externalities, valuation, social costs and dimensions, Natural resource accounting, International cooperation, crisis, conflict and compromise in sustainable development, Citizen participation. Case Studies: Innovative business practices, management approaches, and models for Corporate social responsibility and sustainability in Indian context.

TEXT READING: Latest Edition

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

SUGGESTED READING: Latest Edition

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

SHRI G.S. INSTITUTE OF TECHNOLOGY AND SCIENCE, INDORE
DEPARTMENT OF MANAGEMENT STUDIES

MBA Scheme (2018-2020)

(Choice Based Credit System)

MBA SECOND YEAR (2YDC) (Fourth Semester)

S No	Sub. Code	Subject	L	P	Credits	End Term Marks		CW Marks	Total
						Th	Viva		
1	MBA 4005	Project Management^	3	-	3	70	-	30	100
2	MM-1	Elective MM-II*	3	-	3	70	-	30	100
3	MM-2		3	-	3	70	-	30	100
4	MM-3		3	-	3	70	-	30	100
5	FM-1	Elective FM-II*	3	-	3	70	-	30	100
6	FM-2		3	-	3	70	-	30	100
7	FM-3		3	-	3	70	-	30	100
8	HR-1	Elective HR-II*	3	-	3	70	-	30	100
9	HR-2		3	-	3	70	-	30	100
10	HR-3		3	-	3	70	-	30	100
11	OM-1	Elective OM-II*	3	-	3	70	-	30	100
12	OM-2		3	-	3	70	-	30	100
13	OM-3		3	-	3	70	-	30	100
14	MBA4997	Major Research Project#		4	4	-	100	100	200
15	MBA4999	Comprehensive Viva#	-	-	4	-	100	-	100
Total			15	4	23	350	200	250	800

^ Core Subjects # Generic subject

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

**MASTER OF BUSINESS ADMINISTRATION
CURRICULUM FOR FULL-TIME COURSE
MBA SECOND YEAR FOURTH SEMESTER**

SUBJECT CODE	LIST OF SUBJECTS
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COMPULSORY SUBJECTS:

MBA 4005	PROJECT MANAGEMENT
MBA 4997	MAJOR RESEARCH PROJECT (Phase-II)
MBA 4999	COMPREHENSIVE VIVA

MARKETING:

MBA4108/ MBA4110	CONSUMER BEHAVIOUR
MBA4109/MBA4111	RURAL & SERVICE MARKETING
MBA 4100/MBA4112	SUPPLY CHAIN MANAGEMENT
MBA 4106	INTERNATIONAL MARKETING
	INDUSTRIAL MARKETING

FINANCE:

MBA 4304	INTERNATIONAL FINANCE
MBA 4305	CORPORATE STRUCTURE FINANCING
MBA 4306	BANKING AND INSURANCE
	FINANCIAL MODELLING USING EXCEL
	MERGERS AND ACQUISITIONS

HUMAN RESOURCE:

MBA 4504	COMPENSATION AND REWARD MANAGEMENT
MBA 4505	HR STRATEGIES AND AUDIT
MBA 4506	LABOR LEGISLATIONS
	BUSINESS PROCESS TRANSFORMATION
	SOCIAL SECURITY AND LABOR WELFARE

OPERATIONS:

MBA 4100/MBA4707	SUPPLY CHAIN MANAGEMENT
MBA 4705/MBA4709	LOGISTICS MANAGEMENT / MBA4710 (FOR CORE SUBJECT)
MBA 4706/MBA4711	ADVANCES IN OPERATIONS MANAGEMENT
	TECHNOLOGY MANAGEMENT
	ENTERPRISE RESOURCE PLANNING

MBA 4005 PROJECT MANAGEMENT

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

1. **Project Planning:** Characteristics, Need, Objectives and Project Life Cycle. Types of Projects, Project selection tools, Market Potential Analysis, and portfolio planning tools (BCG, SPACE and their interface). Types of Project Organizations and Human Aspects of Project Management, Traits of project manager
2. **Technical and Financial Feasibility:** Technical Analysis (technology selection, capacity selection) Cost of Project, and financing, Project Cash Flows (including projects and owner's perspective), Optimum capital structuring of a project for a given risk, Project Appraisal Criteria.
3. **Risk Analysis and SCBA:** Analysis of Risk. Risk Adjusted Capital Budgeting, Sensitivity Analysis, Scenario Analysis, Hiller Model, Optimum DSCR and BEP, Social Cost Benefit Analysis.
4. **Project Networks:** Basic Concepts of Networks, Construction of network on AOA and AON. Line Estimation and Determination of Critical Path (for both PERT and CPM Models), Slacks, Floats, and applications
5. **Cost Time Relationship and Project Monitoring:** Crashing and Reverse Crashing with their significance. Resource leveling, Earned Value Approach Performance Evaluation, Abandonment Analysis, Project Audit

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 4997: MAJOR RESEARCH PROJECT

COURSE OBJECTIVE:

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

EXAMINATION SCHEME:

Major Research Project will be compulsory

Before the end of IV semesters for MBA, the student will be required to submit the final MRP Report in the hard bound form in the number specified by the department. All the students are required to give a presentation of his/her work done during the project before the exam panel. Major Research Project (MRP) will be of Two (2) credits. A panel of examiners will award credits.

MBA 4999: COMPREHENSIVE VIVA

COURSE OBJECTIVE:

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

EXAMINATION SCHEME:

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

COURSE CONTENT:

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

MBA 4108 / MBA 4110: CONSUMER BEHAVIOR

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Introduction to the Study of Consumer Behavior:** Nature of consumer behaviour, Scope and Application of consumer behaviour. Environmental Influences and impact on Consumer Behavior: Cultural, Social, Personal, Family and Situational Influence on consumer behaviour, application of consumer behaviour,
- 2. Opinion Leadership and Life Style Marketing:** Characteristic of Culture, Cross Cultural Understanding, Nature of Social Class and Consumer Behaviour, Nature, Significance and marketing Implications of Personal Influence, Significance of Family in Consumer Behaviour and Family Life Cycle, Opinion Leadership Forms.
- 3. Consumer as an Individual:** Involvement and Motivation, Knowledge, Attitude, Values, Personality, Learning and Life Style, Nature & role of Motive, Classifying Motive, Characteristics, Functions & Sources of Attitudes, Attitude Theory & Model, Characteristics and Classification of Learning, Personality Theory and Application, Psychographics.
- 4. Consumer Decision Processes:** a. Pre-purchase Process: Information Processing. b. Purchase Processes: Consumer Decision Rules. c. Post Purchase Processes: Framework, Dissonance Satisfaction / Dissatisfaction. Consumer Behaviour Models: a. Nicosia Model. b. Howard Sheth Model. c. Engel-Blackwell and Miniard Model, d. Sheth Family Decision Making Model.
- 5. CRM:** CRM and Consumer Behavior, Consumer Roles, Market Values and CRM. Case study related to consumer behavior. Consumer Research, Various methods and techniques of consumer research, reliability and validity, generalization. New Developments in the field of Consumer Research

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA4109 / MBA4111: RURAL AND SERVICE MARKETING

COURSE OBJECTIVE: The objectives of this course are to expose the students to various aspects of rural, event and direct marketing as an integral part of marketing management, and developed an understanding of rural, event and direct marketing.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

TEXT READINGS: Latest Edition

1. CSG Krishnamacharyulu and Lalitha Ramakrishnan Rural Marketing- Text and Cases, Singapore: Pearson Education Asia, 1st Edition. 2000.

2. R.V. Badi and N.V. Badi, Rural Marketing, Himalaya Publishing House, Mumbai, 2012
3. Christopher H. Lovelock, Services Marketing, New Delhi, Prentice Hall of India, 3rd Edition, 1996.
4. Gronroos, Service Management & Marketing: Customer Management in Service Competition, 3ed, Wiley

SUGGESTED READINGS: Latest Edition

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

MBA 4100 / MBA 4112: SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVE:

This course introduces the concept of supply chain management. It also provides an understanding of importance of Supply Chain Management in different business environments. It includes benefits and limitations of E Business and outsourcing in SCM.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS

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

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

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

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

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 4106: INTERNATIONAL MARKETING

COURSE OBJECTIVE:

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE OBJECTIVE:

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MB _____ : INDUSTRIAL MARKETING

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. The Nature and Concepts of Industrial Marketing,** Industrial versus Consumer Marketing, Economics of Industrial Demand. Resellers Marketing. Organizational Customers, Governmental Agencies, Institutions, Classifying Industrial Products, Characteristics of Organizational Procurement.
- 2. Industrial Marketing Environment,** Strategies for Managing the Industrial Marketing Environment. Organizational Buying and Buyer Behaviour: Concepts and Models of Organizational Buying Behaviour.
- 3. Interpersonal Dynamics of Industrial Buying Behaviour.** Buying Center Involvement and Interaction Patterns, Joint Decision Making, Conflict and Resolution in Joint Decision Making, the Buying Committee, Supplier Choice and Valuation.
- 4. The Strategic Planning Process** in Industrial Marketing. Industrial Market Segmentation, Selection of Segments, Basis for Segmenting Industrial Markets, Requirement for Effective Segmentation, Target Marketing and Positioning,.
- 5. Formulating Channel Strategies:** Marketing Channel Participants, Physical Distribution and Customer Service, Formulating the Marketing Communication Personal Selling, Advertising, Sales Promotion and Publicity. Business Pricing: Price Determinants, Pricing Decisions.

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 4304: INTERNATIONAL FINANCE

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

- (1) End Semester Exam: 70 Marks
- (2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 4305: CORPORATE STRUCTURE FINANCING

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Financial Statement Analysis:** Balance sheet, income statement, statement of changes, ratio analysis, Leverages, cost volume profit analysis.
- 2. Valuation Concepts and Investment:** Risk return analysis (capital assets pricing model), capital budgeting, capital rationing decisions, cost of capital, valuation of funds, capital structure theories, strategies and dividend policies.
- 3. Working Capital Decisions and Long Term Financing Decisions:** Cash, receivables, inventory strategies, Credit Policy Decisions, shares, debentures, warrants, rights, lease and hire purchase decisions, leverage buy outs, securitization and initial public offer.
- 4. Corporate Restructuring Strategies:** Mergers, acquisitions and amalgamations, takeovers and reverse merger strategies. Valuation of Mergers. Motives and benefits of mergers
- 5. Cases and there studies**

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 4306: BANKING AND INSURANCE

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MB _____: FINANCIAL MODELING USING EXCEL

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

- 1. Understanding features of excel:** Introduction to modeling, introduction to excel, database functions in excel, creating charts, using forms and control toolbox, understanding finance functions present in excel, creating dynamic models
- 2. Sensitivity analysis using Excel:** Scenario manager, other sensitivity analysis features, goal seek data table calculation for risk and return, simulation using excel, statistical distributions, random number generation that follow a particular distribution, building models in finance using simulation
- 3. Excel in Accounting:** Preparing common size statements directly from trial balance, forecasting financial statements using excel, analyzing financial statements by using spreadsheet model
- 4. Excel in Project Appraisal and Valuation:** determining project viability, risk analysis in project appraisal, simulation in project appraisal, determination of value drivers, DCF valuation, risk analysis in valuation
- 5. Excel in Portfolio Theory:** Determining efficient portfolio, creating dynamic portfolios, portfolio insurance, fixed income portfolio management using excel

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MB _____ : MERGERS AND ACQUISITION

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 4504: COMPENSATION AND REWARD MANAGEMENT

COURSE OBJECTIVE: The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS : Latest Edition

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

MBA 4505 : HR STRATEGIES AND AUDIT

COURSE OBJECTIVE: The objective of the course is to acquaint students with HR Strategies and Audit processes and to offer insights into formulation and development of HR Strategies and implementation of HR Audit. Specifically the course has the following objectives:

- Distinguish the strategic approach to human resources from the traditional functional approach.
- Understand the relationship of HR strategy with overall corporate strategy.
- Understand the strategic role of specific HR systems.
- Understand the HR audit process

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

1. Dessler, Gary, Varkkey, Biju, Fundamentals of HRM, 11th Edition, Pearson - Prentice Hall, India. 2009
2. T. V. Rao -HRD Audit, 2014, SAGE Publications India Pvt. Ltd

SUGGESTED READINGS: Latest Edition

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

MBA 4506: LABOUR LEGISLATIONS

COURSE OBJECTIVE: The objective of this course is to help the student gain an understanding of the need and methods of Labor Laws

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA_____ : BUSINESS PROCESS TRANSFORMATION

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

1. Fourth Eye: Excellence Through Creativity -Pradip N. Khandwala, Wheeler Publishing, 1998.
2. TQM: The Transforming Role of Quality in a Turbulent World- J. S. Ahluwalia, Tata McGraw Hill, 1997.
3. Total Quality Management- S Rajaram, Wiley India Private Limited, 2008.

SUGGESTD READINGS: Latest Edition

1. Business Process Transformation -Grover, , , PHI Learning 2010
2. Quality Control -Kulkarni & Bewoor, Wiley

MB.....: SOCIAL SECURITY AND LABOUR WELFARE

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS:

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

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

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

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

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

TEXT READINGS: Latest Edition

1. Economics of Labor and Industrial Relations- Bhagoliwal, , Eastern Book Company, 19th Ed, 2004.
2. Labor Economics and Social Welfare-Tyagi, Jai Prakash Nath & Co.

SUGGESTD READINGS: Latest Edition

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

MBA 4100/ MBA 4707: SUPPLY CHAIN MANAGEMENT

COURSE OBJECTIVE: This course introduces the concept of supply chain management. It also provides an understanding of importance of Supply Chain Management in different business environments. It includes benefits and limitations of E Business and outsourcing in SCM.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS

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

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

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

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

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

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

COURSE OBJECTIVE: The course is design to equip the students with the concepts of Logistics and its application in increasing responsiveness and efficiency in supply Chain. It also aims at Just in Time Approach in scheduling.

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS

- 1. Introduction to Logistics:** Definition of Logistics, Role in the economy and in the firm, Components and requirements, Significance of Logistics drivers of supply chain. Their impact on efficiency and responsiveness. Types of Locations, decision criteria and strategies.
- 2. Distribution Logistics:** significance and importance of distribution logistics. Modes of distribution. Decision aspects in levels of distribution network. Design of distribution network.
- 3. Warehousing and Transportation:** Selecting number of warehouse. Designing warehouse. Maintenance and record keeping at warehousing. Role of IT in warehousing. Ownership and designing warehouse. Transportation: Modes of Transportation. Selection of mode of transportation and its significance in Supply Chain. International Logistics. Inbound and Outbound Logistics. Vehicle Scheduling and Planning. Intermodal Transportation.
- 4. Inventory:** Selective Inventory control techniques and their applications. Basic and advances models of EOQ. Selection of batch size. Cost aspects in Inventory. Types of inventory. Safety Stock and Buffer stock: Computation of safety stock and buffer stock. Methods of reducing stock. Just in Time concept, JIT Scheduling and its requirement. Concept of Lean Supply Chain.
- 5. Logistics Outsourcing:** The benefits and pitfalls of Logistic outsourcing. Factors influencing the outsourcing decision. The techniques and contract management of Logistic outsourcing. Customer service logistics. Advancement in Logistics: Third Party Logistics: Functions, Significance, and Future scope. Cross Docking, Lean Logistics, Reverse Logistics, Green Logistics, Case studies.

TEXT READING :Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MBA 4706/ MBA 4711: ADVANCES IN OPERATIONS MANAGEMENT

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS

- 1. Role of services in an economy:** economic evolution, stages of economic society, post industrial society; nature of service sector, role of service manager. The nature of services : services classification
- 2. Service strategy:** the strategic service concept, classifying services for strategic insights, understanding the competitive environment of services, competitive service strategic, winning customers in the marketplace. Services and information technology, technological innovations in services, the competitive role of information in services, the virtual value chain limits in the use of information.
- 3. The service encounter:** the service encounter triad- Encounter Dominated by the Service Organization, the service organization- culture, empowerment; contact personnel – selection, training; the customer- expectation and attitudes, the customer as co-producer; creating a customer service orientation, the service profit chain. Service facility location: location considerations, estimation of geographic demand, facility location techniques, site considerations, breaking the rules-competitive clustering, saturation marketing, intermediaries, substitution of communication for transportation.
- 4. Service quality:** defining service quality, measuring service quality- SERQUAL, benchmarking, scope of service quality; quality service by design-incorporating quality in the service package, Taguchi methods, Poka Yoke, quality function deployment; achieving service quality- cost of quality, tools for achieving service quality; programs for service quality assurance – quality improvement to achieve zero defects. Managing queues: queuing systems, the psychology waiting, the economics of waiting essential features of queuing systems standard M/M/1 model, finite-queue M/M/1 model M/G/1 model.
- 5. Managing capacity and demand:** strategies for managing demand- partitioning demand, promoting off-peak demand, developing complementary services, using reservation systems and handling the overbooking problem; Strategies for managing supply- using daily work shift scheduling, using weekly work shift scheduling with days off constraints, increasing customer participation, creating adjustable capacity, sharing capacity, cross training employees, using part time employees. Case Studies with special inference to Indian context.

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MB _____ : TECHNOLOGY MANAGEMENT

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

(1) End Semester Exam: 70 Marks

(2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS

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

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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

MB _____ : ENTERPRISE RESOURCE PLANNING

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

COURSE ASSESSMENT: Students will be assessed on the basis of following:

Theory paper:

- (1) End Semester Exam: 70 Marks
- (2) Continuous assessment: 30 Marks (Two mid-term tests: 20 Marks, Assignments and regularity: 10 Marks)

COURSE CONTENTS

- 1. Introduction to Enterprise Resource Planning (ERP)** system, its origin, need, significance, current trends, and overview of functionality.
- 2. Evolutionary stages of ERP,** Variety accommodation, Strategic and operational issues in ERP, Integrated and Business model of ERP, Zachmann enterprise architecture, MRP and MRP-II.
- 3. Review of business processes and integration across various functions,** How an ERP can provide benefits for the enterprise, planning for an ERP deployment, Planning and executing the selection process for an ERP system, according to the identified requirements
- 4. ERP modules:** Production Planning, Sales and Distribution, Materials Management, Plant Maintenance, Quality Management, Project Management, Financial Management and Costing, and Human Resources, Issues in customizing ERP system, top management concern about ERP, IT infrastructure for ERP, E-commerce framework, applications and security for ERP.
- 5. ERP Implementation Steps,** ERP Implementation Methodology, End user training, Post Implementation, Constraints in ERP Implementation and role of consultant, users and vendor in the process of implementation. Exposure to main commercial and open source ERP packages available on internet i.e. SAP, BANN etc. Case Studies on ERP.

TEXT READINGS: Latest Edition

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

SUGGESTED READINGS: Latest Edition

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