

2011-2013

**The
Central
University
of
Kashmir**

SYLLABUS

DEPARTMENT OF MANAGEMENT STUDIES

Department of Business Studies

Course Structure

(For MBA Programme Batch 2011-2013)

SEMESTER 1ST

MBA-C101. Management Concepts and Organisational Behaviour

MBA-C102. Quantitative Techniques for Managerial Decisions

MBA-C103. Managerial Economics

MBA-C104. Business Communication

MBA-C105. Financial and Management Accounting

MBA-C106. Computer Applications in Management.

MBA-SS: Soft Skills

SEMESTER 2ND

MBA-C201. Legal Aspects of Business.

MBA-C202. Economic Environment of Business

MBA-C203. Marketing Management

MBA-C204. Human Resource Management

MBA-C205. Financial Management

MBA-C206. Operations Management

MBA-SO. Socially Oriented Course.

SEMESTER 3RD

CORE:

MBA-C301. Strategic Management

MBA-C302. Research Methodology

MBA-C303. Entrepreneurship Development.

ELECTIVES:

The students will be required, during 3rd semester, to select 4 elective courses with 2 each from two specialisation baskets given in the end.

SEMESTER 4TH

CORE:

MBA-C401. Business Ethics and Corporate Governance
MBA-C402. International Business.
MBA-C403. Internship Project Report.

ELECTIVES:

The students will be required, during 4th semester, to select 4 elective courses with 2 each from two specialisation baskets given in the end.

Specialisation Baskets

Marketing:

MBA-MM01: International Marketing
MBA-MM02: Sales and Distribution Marketing
MBA-MM03: Advertising and Sales Promotion Management
MBA-MM04: Market Research and Consumer Behavior
MBA-MM05: Internet Marketing
MBA-MM06: Services Marketing
MBA-MM07: Customer Relationship Management
MBA-MM08: Retail Marketing
MBA-MM09: Brand Management
MBA-MM10: Export Marketing

Finance:

MBA-FM01: Financial Derivatives
MBA-FM02: International Financial Management
MBA-FM03: Tax Planning Management
MBA-FM04: Security Analysis and Portfolio Management
MBA-FM05: Management Control Systems
MBA-FM06: Merchant Banking and Financial Services
MBA-FM07: Project Appraisal and Management
MBA-FM08: Entrepreneurial Finance
MBA-FM09: Management of Financial Institutions
MBA-FM10: Indian Financial System
MBA-FM11: Corporate Finance

Human Resource Management:

MBA-HR01: Strategic Human Resource Management

MBA-HR02: Management of Industrial Relations and Labour Administration

MBA-HR03: Human Resource Development

MBA-HR04: Training & Development

MBA-HR05: Organizational Change and Development

MBA-HR06: Interpersonal and Group Processes

MBA-HR07: Cross Cultural Management

MBA-HR08: Human Resource Information System

Operations Management:

MBA-OM01: New Product Development & Management

MBA-OM02: Supply Chain Management

MBA-OM03: Total Quality Management

MBA-OM04: Project Management

MBA-OM05: Applied Operation Research

MBA-OM06: Innovation & Technology Management

MBA-OM07: Decision Sciences

MBA-OM08: Logistics Management

Information Technology:

MBA-IT01: E-Business and E-Governance

MBA-IT02: Business & Data Communication Networking

MBA-IT03: Data Warehousing & Data Mining

MBA-IT04: Data Base Management Systems

MBA-IT05: Decision Support System

MBA-IT06: Enterprise Resource Planning

MBA-IT07: Information Security and Risk Management

MBA-C101: MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

Objectives: The objective of this course is to enable the students to understand contrasting perspectives on the structure, operation and management of organizations and interaction among people who work in them.

Unit I:

Evolution of management Thought-Classical, Behavioural and Management Science Approaches; The Hawthorne Studies; Systems and Contingency Approach for understanding organizations; Management thought in OB, the current scenario; Fundamental Concepts of Organizational Behavior; The role of OB in Management; Managerial Process, Functions; Managerial Skills and Roles in Organizations.

Unit II:

Foundations of Individual Behavior- Personality-Meaning; Development of Personality; Personality Determinants and theories of personality; Emotional Intelligence.
Perception; - Nature and importance; Factors influencing perception; Perception Process.

Unit-III

Learning- Components of learning process; Theoretical process of learning-Classical Conditioning; Operant Conditioning; Cognitive and Social Learning Theory.
Attitude: Nature and dimensions; Components and functions of attitude, Formation and attitude change.

Unit-IV

Motivation in organizations: Nature and importance; the motivational framework. Theories of Work motivation- Maslow's Need Hierarchy Theory; Herzberg's two factors Theory; Vroom's Expectancy Theory; Adam's Equity Theory, McClelland's theory of motivation, ERG Theory of Motivation, Theory X and Theory Y of Motivation, Goal setting Theory of motivation.
Organizational Culture: Creating and sustaining culture, How employees learn culture, Creating an ethical organisational culture.

Unit-V

Foundations of Group Behaviour: Group properties; Roles, norms, status, size and cohesiveness; Group decision making process and techniques; Stages of Group Development.
Conflict Management: Sources of conflict, process of conflict, Managing Conflict.
Transactional analysis; Johari Window- life positions, complementary and non-complementary transactions, ulterior transactions, scope of transactional analysis.
Stress management-concept, symptoms, managing stress.

Suggested Readings

1. Stephen Robins : Organizational Behavior ; Pearson Education-New Delhi
2. Fred Luthans: Organizational Behavior ; Tata McGraw-Hill
3. P.C Tripathi: Principles Of Management ; Tata McGraw Hill Education Private Limited (2008)
4. Singh, Kavita: Organisational Behaviour ; Text and cases: Pearson Education-New Delhi(2009)
5. Robbins S.P and Judge T.A :Organisational Behaviour by; Prentice Hall of India,(2009)

MBA-C102: QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS

Max. Marks : 60

Objective: The objective of the course is to make the students familiar with some basic mathematical, statistical and operations research techniques. The main focus, however, is in their applications in business decision making.

Unit I

Mathematical basis of Managerial decisions - An overview; Nature and Scope of Quantitative methods in management; Scientific approach to Quantitative techniques; Functions and their managerial application (linear & quadratic functions); Concept of Derivative of functions and its managerial applications for finding maxima and minima (functions of single variable only); Game Theory: Zero sum games – Pure and mixed strategies (matrices reducible to 2×2)

Unit II

Basic concepts of Probability, applications of addition rule and multiplication rule of probability with emphasis on Bayes' theorem; Elementary characteristics and simple situation applications of Binomial, Poisson and Normal Probability Distributions

Unit III

Linear Programming: Concept and formulation/ structuring of Linear programming problems; Graphical Method to Linear programming problems (Maximization and Minimization cases), Simplex method to linear programming problems, Big M method; Transportation problem: Initial basic feasible solution methods, Modified approximation method for finding optimal solutions to transportation problems; Introductory concepts in Assignment problems – Hungarian assignment method for optimal assignment;

Unit IV

Introductory concepts in network analysis: Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications; Computations in PERT networks- finding earliest times, latest times and floats for events and activities; Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost trade-off in network analysis;

Unit V

Decision theory: criteria for decisions under uncertain and probabilistic kinds of decision making environments.

Queuing theory: Elementary characteristics and simple situation applications.

Suggested Reading

1. Amit Arora & P. N. Arora: "Business Mathematics " S. Chand Publisher
2. N.D Vohra: "Quantitative techniques" Tata McGraw Hill (Jul-06)
3. Kazmier L.J & Pohl: "Basic Statistics for Business & Economics" McGrawHill, New York
4. Levin Richard I & Rubin David: "Statistics for Management" Prentice Hall Inc
5. Narang A.S.: "Linear Programming and Decision Making" Sultan Chand, New Delhi

MBA-C103: MANAGERIAL ECONOMICS

Max. Marks : 60

Objective: The objective of this course is to acquaint the students with economic concepts and techniques and enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Unit-I

Factors influencing managerial decisions, Theoretical concept; Managerial economics-Nature, scope and its role; Managerial Economics and other discipline; Objectives of the firm.

Unit-II

Demand Analysis- Concept, Types and determinants of Demand: Demand Function; Elasticity of Demand- Nature, Types and measurement; Demand Forecasting, Forecasting methods, accuracy of forecasts.

Unit-III

Theory of Production – content and importance; Factors of production, scale of Production; Law of returns, Managerial uses of production function; Cost concepts, determinants of cost, cost-output relationship in short run and long run.

Unit-IV

Market structure and its characteristic; price determination under perfect Competition, Monopoly, Monopolistic competition, Oligopoly and duopoly; Price discrimination; Transfer pricing; Pricing practices.

Unit-V

Concept of National income; Personal Income and Disposal Income; Theories of Employment – Classical and Modern Theories; Trade Cycle- Characteristics of trade cycle, Theories of trade cycle;

Suggested Readings

1. Mahasheveri, Y: "Managerial Economics" Prentice Hall of India
2. William F.Samuelson and Stephen G. Marks: "Managerial Economics, 5th ed" Wiley India Pvt Ltd.
3. Paul G. Keats: "Managerial Economics "Prentice Hall of India
4. Dwiedi, D.N: "Managerial Economics "Vikas Publishing House.
5. Dinker I.C: "Managerial Economics" Sultan Chand

MBA-C104: BUSINESS COMMUNICATION

Max. Marks : 60

Objective

The objective of this paper is to equip the students with Competencies in business Communication to enable them to effectively communicate and present the technical reports/presentations. Sensitivity towards cross cultural Communication and global business etiquettes is to be emphasized.

UNIT – I

Meaning and importance of communication in business, the process of communication, models of communication, types of information-order- advise, suggestion, motivation, persuasion, warning and education.

UNIT–II

Channel effectiveness, Channel limitations. Media of communication, barriers of communication, approaches to effective communication, tools of communication, sentence, paragraph, punctuation and report writing. 7c's of written communication.

UNIT–III

Process for drafting Effective Business Message; Business letter writing: educative, Inductive and AIDA approach to writing business letters, good news, Bad news, Informative news, Persuasive news; Memorandum drafting; E-mail writing; Report writing – Short & Long Formal Reports

UNIT–IV

Strategies to improve - reading skills, speaking skills, listening skills; Guidelines to effective public speaking;

Face-to-face Communication: Basic Skills and techniques for talking to people in business situations- Telephonic conversation, role play, Body language.

Developing job application, Covering letter, Resume, Interviewing, Inter office memos, Acknowledgement, refusal and collection letters, Offer letter, Letter of Acceptance, Letter of resignation, testimonial, Negotiating the job offer

UNIT-V

Role of Technology in communication: Fax, E-mail, Video Conferencing, internet etiquettes, Websites, Public address system, Cell Phones, Intercom.

Suggested Readings

1. Lesikar, Petit & Lesikar's: Basics of Business Communication, Richard D Irwin, London, 2007.
2. Shirley & Taylor: Communication for Business, Pearson Education-4th Edition.
3. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books
4. Murphy H.A and Hilderandt, W.: Effective Business communications, New Delhi, Tata McGraw Hills, 2007.
5. Thill J. And Bovee C.L: Excellence in business communication, prentice hall publications, 2010.

MBA-C105: FINANCIAL AND MANAGEMENT ACCOUNTING

Objective: The basic objective of this course is to develop an insight into postulates, principles and techniques of accounting that help in planning, decision-making and control of a business organisation.

Unit-I

Financial accounting –Need, development and functions; generally accepted accounting principles-Concepts & Conventions; Journalizing Transactions-Rules of debit and Credit; Ledger Accounts-Ledger Posting from Journal Proper & Subsidiary books.

Unit-II

Trail Balance-Preparation, features and objectives; Measurement of income-preparation of Trading, Profit and Loss account; Balance sheet.

Unit-III

Financial statement analysis –Comparative financial statements, common size statement and trend analysis; Ratio Analysis –analysis of liquidity, leverage, profitability and activity; Fund flow analysis-uses and construction of Funds flow statement; Cash flow analysis-Uses and preparation of cash flow statement.

Unit-IV

Cost accounting- concepts and elements of cost. Evolution of cost accounting, costing procedure; Preparation of cost sheet, tenders/ quotations; marginal costing and absorption costing. Determination of marginal cost, segregation of semi-variable costs. Managerial application of marginal costing; Break even analysis –Mathematical and graphical approach to break even, Margin of safety.

Unit V

Standard costing-budgets and standards, levels of standards, setting of standards; variance analysis-Uses and features of variance, types of variances, material, labour, overhead and sales variances; Inflation accounting –concept and issues, techniques of inflation accounting; Management reporting- concepts and types of reports.

Suggested Readings

1. Bhattacharya S.K. and DeardenJ: “Accounting for Management- Text and Cases” Vikas Publishing House, New Delhi.
2. Heitger L.E. and Matulich S: “Financial Accounting” Tata McGraw Hills.
3. Pasha, M.A.: “Accounting for Managers”, Vrinda Publications, Delhi.
4. Arora, M.N. :“Accounting for Management” Himalaya Publishing House, Mumbai.
5. Jawaharlal Lal.: “Accounting Theory and Practice” Himalaya Publishing House, Mumbai.

MBA-C106: COMPUTER APPLICATIONS IN MANAGEMENT

Objectives: The objective of this course is to familiarize the students with the basic concepts of computer systems and information technology.

Unit- I

- Introduction to computers, Advantages, Disadvantages and Applications of computers, Block diagram and working,
- Evolution(Generations) and classification of computers(Mini, Micro etc),
- Common I/O devices and their characteristics.
- Primary and secondary memory: RAM and ROM, Hard Disk, Magnetic Tape, Optical devices, Flash memories.
- Computer software: Classification and Types, Generation of computer languages.

Unit- II

- Operating System: meaning and purpose of operating systems,
- The characteristics of different types of operating systems and their Functions,
- Types- Multiprogramming, Multiprocessing, Timesharing, Real time, Online and Batch Systems, Booting process.
- Windows environment basics: Desktop, Common Start menu options.

Unit- III

- Microsoft Word-File Handling, File Creation Retrieval, Saving & Printing, Edit Commands. Formatting- Paragraphs, Documents, Headers, Footers. Working with Tables. Inserting Graphics & Text Boxes Advanced Functions- Mail Merge, Macro.
- Microsoft Excel- Creation of Spread Sheet Applications Using Worksheets & Work Books. Data Entry-Formatting, Editing, in built Functions, Working with Graphics- Designing Charts, Graphs using Spread Sheets.
- Introduction to Power point

Unit- IV

- **DBMS Basic Concepts:** Entity, Attributes, Keys, Relationship, Traditional File system, Data Base Management System (DBMS), DBMS Architecture DBMS Functions, Advantages and Disadvantages of DBMS, Data Independence, Data Base Models.
- **Relational Algebra** - Union, Difference, Intersection, Cartesian Product, Projection, Selection, Join, Division,

Unit- V

- Computer and communication networks, Evolution of computer networks, LAN, MAN, WAN, Network topologies , Modes of Data communication
- Introduction to Wired and wireless Media of Data communication: STP, UTP, Coaxial,
- Fibre optic wires: VSAT, Microwaves, Bluetooth, WIFI.
- Internet Basics introduction to the internet, internet tools, Internet Applications, ISP, world wide Web, Web Browser, Domain names, Email, Mail server, search engine.

Suggested Readings

1. Itl Education Solutions Limited: Introduction to Information Technology, Pearson.
2. MS-Office 2007, step by step, Pearson.
3. P.K. Sinha: Computer fundamentals, BPB Publication.
4. Andrew S. Tannenbaum: Computer Networks, Pearson.
5. Abraham Silberchatz, Henry F. Korth, S. Sudarshan: Database System Concepts, Tata McGraw Hill

MBA-SS107: SOFT SKILLS

The students have to opt any one of the following two courses:

- 1. *IT Skills***
- 2. *Communication Skills***

(The syllabus of these two courses will be issued by the academic section of the University Separately)

MBA-C201: LEGAL ASPECTS OF BUSINESS

Objective

The basic objective of the course is to acquaint the students with the legal framework of the business and to make them understand the legal implications of the business decisions

UNIT – I

Indian Contracts Act; Nature & Classification of contracts, Essentials of a valid contract; performance & discharge of contracts; Quasi-contracts, Remedies of breach of contract.

UNIT – II

Sale of Goods Act: Essentials of contract of sale; sale and agreement; sale and hire purchase; kinds of goods; Conditions and Warranties; performance of contract of sale; Rights of unpaid seller;

UNIT – III

Negotiable Instruments Act – Nature, requisites and types of negotiable instruments; Parties to Negotiable Instruments; Transfer of Negotiable Instruments – Holder in due course (special rules for Cheques and Banks); Dishonour and Discharge of Negotiable Instruments.

UNIT – IV

Companies Act of 1956-Major principles; Types of companies; Incorporation of companies; Memorandum of Association; Articles of Association; Prospectus; Powers, Duties & Liabilities of Directors; Meetings; Resolutions; Winding up of companies

UNIT – V

Factories Act, Minimum Wages Act, Industrial Disputes Act, Workmen's Compensation Act, Payment of Bonus Act.

Laws relating to consumer protection; Laws relating to environmental pollution and protection

SUGGESTED READING

1. N.D. Kapoor: Elements of Mercantile Law: Sultan Chand & Co., New Delhi.
2. M.C. Kuchhal: Mercantile Law: Vikas Publishing House.
3. K.R.Bulchandani: Business law for Management: Himalaya Publishing House.
4. Avtar Singh: Company Law: Eastern Book Co, India.
5. K. C. Garg: Industrial Law: Kalyani Publisher.

MBA- C202: ECONOMIC ENVIRONMENT OF BUSINESS

Max. Marks : 60

OBJECTIVE:

Unit I: Elements of Business Environment

Nature and factors in business environment, elements of economic environment, Politico-legal environment, socio-cultural environment

Unit II: Globalization and characteristics of Indian Economy

Globalization and international environment of business; Features of Indian economy, contemporary economic reforms, financial system in India.

Unit III: Business and Government

Economic role of government; monetary policy and its implications for business; Fiscal policy and budget; planning in India

Unit IV: Business and Government

Industrial policy in India, Government's policy towards small scale sector, foreign direct investment policy; Competition policy and information economy; Trade policy

Unit V: Emerging Issues

Corporate social responsibility; Environmental and sustainability issues in development; issues in Corporate Governance in India; India and WTO

Suggested Readings

1. Shaikh, Business Environment, Pearson Education, New Delhi.
2. Bedi, Suresh, Business Environment, Excel Books, New Delhi.
3. Misra , S.K and V.K. Puri, Indian Economy, Himalaya Publishing House,
4. Justin, Paul, Business Environment: Text and cases, Tata McGraw Hill, New Delhi.
5. Mittal, Vivek, Business Environment, Excel Books, New Delhi,

MBA-C203: MARKETING MANAGEMENT

Objective: The purpose of this course is to develop understanding of underlying concepts, strategies and issues involved in the marketing of products and services.

Unit I

- Definition, Marketing vs. Selling, Marketing concepts and types.
- Marketing management, Marketing mix, STP (Segmentation, Targeting, Positioning) concepts
- Marketing planning, organization and control.

Unit II:

- Product: Definition, classification, product line-concepts and decisions, differentiation, standardization vs. adaptation
- New product development process
- Product Life Cycle
- Packaging, labelling, tags, and quality standards.
- Product portfolio decisions: Product portfolio matrices (BCG, GE)

Unit III:

- Pricing: Meaning, pricing objectives
- Process
- Methods, price adaptation (geographical pricing, discounts & allowances, promotional pricing, discriminatory pricing, product mix pricing)

Unit IV:

- Physical distribution: Definition, Channels, functions & Levels of distribution channels
- Channel-management decisions
- Vertical, Horizontal and Multi-channel marketing systems
- Legal and ethical issues in channel relations.
- Retailing: Meaning, types, functions of retailers, marketing decisions related to retailers.
- Wholesaling: Meaning, types, functions of wholesalers, marketing decisions related to wholesalers.

Unit V:

- Promotion: Definition, promotion mix concept
- Advertising: Meaning, advertising objectives, 5-M model
- Sales promotion: Meaning, tools and techniques
- Public relations: Definition, techniques and methods of PR
- Direct marketing: Concept, channels (face to face selling, Direct mail), catalogue marketing, telemarketing, e-marketing, m-commerce
- Personal selling: Meaning, process.

Recommended reading:

1. Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham and Jha, Mithileshwar, Marketing Management A South Asian perspective, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 2009, 13th ed.
 2. Kothari, Rakesh, Mehta, Anil and Sharma, Ashok, Marketing management, Ramesh Book Depot, Jaipur, 2010.
 3. Panda, Tapan K., Marketing Management Text and Cases, Excel Books, New Delhi, 2007, 2nd ed.
- Reference book:
4. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore, 2nd ed.
 5. N. RAMASWAMY & K RAMASWAMY-Principles of marketing management-global outlook Indian perspective.

MBA-C204: HUMAN RESOURCE MANAGEMENT

Objective: The objective of this course is to help the students to acquire and develop decision-making skills in relation to managing people in organization and to create an understanding of the various policies and practices of human resource management.

Unit I:

- Introduction to HRM: Meaning, objectives, need.
- HRM vs. Personnel management
- Roles of HR manager, Principles of effective HRM, Challenges for HR managers
- HRM environment in India, Current trends and changing environment in India.
- Strategic HRM: Definition, Traditional vs. Strategic HRM

Unit II:

- Recruitment & selection: Meaning, Job analysis (Job description & Job specification)
- Recruitment: Sources, methods and techniques of recruitment and selection, Placement.

Unit III:

- Training & Development: Meaning, need & assessment of training needs, advantages.
- Types of training, principles of effective training, process, training evaluation.
- Performance appraisal: Meaning, objectives, principles, process and limitations, 360 degree performance appraisal.

Unit IV:

- Employee compensation: Definition of wage & salary, components of remuneration, methods of wage payment and compensation
- Process of determination of compensation, incentive wage plans, essentials of sound wage plans.

Unit-V:

- Industrial relations: Trade Unions, Need & importance of sound Union–management relations
- Measure to improve union-management relations, hindering factors in union-management relations.
- Industrial conflict: Meaning, causes, machinery for settlement of industrial disputes.

Recommended reading:

1. Gupta, C.B., Human resource management, Sultan Chand & Sons, New Delhi, 2005, 6th ed.
2. Aswathappa, K., Human resource and personnel management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2002, 3rd ed.
3. Dessler, Gary, Human resource management, Pearson Education, Delhi, 2005, 9th ed.
4. Sudha, G.S., Human Resource Management, Ramesh Book Depot, Jaipur, 2009, MBA ed.
5. Ivancevich, John M., Human Resource Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008, 10th ed.

MBA-C205: FINANCIAL MANAGEMENT

Objective: The basic objective of the course is to acquaint students to the fundamental concepts of managerial finance and policy with view to apply rich body of financial theory in corporate decision making and in creating value for shareholders.

Unit I:

- Introduction: Concept, scope, classification of finance function, objectives of financial management, profit maximization vs. wealth maximization
- Financial modelling-Concepts, scope and limitations.

Unit II:

- Sources of finance: Short term sources-Public deposits, Cash credit limit/Overdraft, Letter of credit, Commercial papers, Factoring.
- Long term sources- Shares, Debentures/Bonds, Leasing, Hire-purchase, Venture capital, emerging financial instruments.
- Emerging short-term and long term financial instruments.

Unit III:

- Financing decisions: Cost of capital, Cost of equity
- Cost of preference shares, Cost of retained earnings, weighted average cost of capital.
- Leverage, Trading on equity, factors affecting trading on equity, merits and limitations, operating leverage, financial leverage and combined leverage.
- Capital structure: Concepts and determinants of capital structure, Approaches to establish appropriate capital structure-EBIT-EPS, Cost of capital & Valuation, Cash Flow approach.

Unit IV:

- Investment decisions: Capital budgeting-Nature, scope, techniques (traditional and discounted cash flow).
- Working capital management: Concept of working capital, Factors affecting working capital requirements, Computation of working capital requirements.

Unit V:

- Dividend decision: Dividend and its types, Factors influencing dividend decision, Dividend payment-retention decision
- Dividend theories of relevance: Walter's model, Gordon's model
- Dividend theories of irrelevance: MM Hypothesis

Recommended reading:

1. Pandey, I. M., Financial Management, Vikas Publishing House Pvt. Ltd., Noida, 2005, 9th Ed.
2. Mishra, R.C. And Pandey, R.S., Fundamentals Of Financial Management, Global Vision Publishing House, New Delhi, 2010.
3. Khurshid Ali, Fundamentals Of Financial Management, Himalaya Publishing House, New Delhi
4. Khan, M.Y. and Jain, P.K., Financial management Text, Cases and Problems, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007
5. Chandra, Prasanna, Financial management Theory and Practice, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007

MBA-C206: OPERATIONS MANAGEMENT

Objective: The course is designed to acquaint the students with decision making in Planning, scheduling and control of Production and Operations function, productivity improvement in operations through layout engineering and quality management etc.; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Unit I:

- Operations management: Definition, manufacturing operations vs. service operations, objectives, types of models in operations management
- Production processes: Classification of manufacturing processes.
- Production planning and control: Definition, production planning system, functions, Production control and steps.

Unit II:

- Capacity planning: Short, Intermediate, Long range capacity planning, determinants of effective capacity, capacity planning decisions.
- Plant location: Need, effect of location on costs and revenues, location selection procedure, factors affecting selection of location, Location models, Theories of industrial location.

Unit III:

- Plant layout: Meaning, objectives, influencing factors, principles, types of layout (Process/Functional/Job shop, Product, Fixed position, Cellular manufacturing, Hybrid layouts)
- Quality control: Benefits, Statistical Quality Control, Control charts, Acceptance sampling techniques, Elementary concepts of Total Quality Management (TQM), Business Process Reengineering (BPR), six sigma, 5 'S' Kaizen, Quality Circles, Indian Quality certifications (ISO, ISI, AGMARK, BIS Hallmark)

Unit IV:

- Materials management: Function, scope, importance of materials management, inventory, types.
- Material Handling- principles, Equipment, Line balancing problems.
- Material requirement planning system.

Unit V:

- Maintenance: Preventive Vs. Breakdown maintenance – Break-down time distribution – Maintenance cost balance – Procedure for maintenance.
- Safety Management

Recommended reading:

1. Adam, Everette E. Jr. and Ebert, Ronald J., Production and Operations management Concepts, Models and Behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 1994, 5th ed.
2. Aswathappa, K. and Bhat, K. Shridhara, Production and Operations Management, Himalaya Publishing House, Mumbai, 2008, 2nd ed.
3. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, Wiley India Pvt. Ltd., New Delhi, 2008, 8th ed.
4. Schroeder, Roger, Operations management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2009.
5. Norman Gaither, Gregory, Operations Management: Concepts, Techniques & Applications, Cengage Learning India Pvt Ltd

MBA-C207: SOCIALLY ORIENTED COURSE

The students have to opt any one of the following three courses:

- 1. *Environmental and Sustainable development***
- 2. *Human Rights.***
- 3. *Disaster Management.***

(The syllabus of these three courses will be issued by the academic section of the University Separately)

SEMESTER III

MBA-C301: STRATEGIC MANAGEMENT

Objective

The objectives of this course are to integrate the skills and knowledge students have acquired in functional areas and develop in students a holistic perspective of the enterprise and critical business skills needed to plan and manage strategic activities effectively.

Unit-I

Business Policy concepts-Concept, Characteristics and Importance. Different Types of policies: Classification, Strategies, programmes, procedures and rules; M.B.O. / M.B.E.; Major and Minor policies: Supporting composite and contingency policies: Development of Business Policy: Swot Analysis: Elements of Business Policy: Implementation of Policy.

Unit – II

Introduction: Nature & Significance Of Strategy And Strategic Management, Strategy V/S Business Tactics and Policy, Strategic Decision Making, Strategic Managers and Their Roles; Phases of Strategic Management, Strategic Intent & Stretch, Strategic Fit; Strategy Crafting, Contemporary Challenges to Strategic Management.

Unit – III

Formulation Phase: Environmental Scanning: External Environment, Micro-Macro Business Environment, Michael Porter's Five Forces Competitive Model, Internal Environment: Identification Of Strategic Internal Factors; Approaches in Evaluating Strategic Internal Factors, Strategic Alternatives & Strategic Choice, Factors Influencing Strategic Choice.

Unit – IV

Formulation Phase: Forms Of Strategies: Corporate Level Strategies; Functional Level Strategies: Business Level Strategies; Global Level Strategies; Levels of Strategies- their Purpose; Porter's Generic Business Strategies; Business Port-Folio Analysis: BCG-Growth/Share Matrix; GE-Multifactor Portfolio Matrix; Factors Influencing Portfolio Strategy.

Unit –V

Implementation & Controlling Phase: Corporate Performance & Corporate Governance; Corporate Social Responsibility & Ethics; Designing Organizational Structure, Organizational Culture, and Organizational Leadership, Strategic Role of an organizational Leader, Strategy Linkages with Power & Politics, Designing Organizational Controls, Strategic And Operational Controls.

SUGGESTED READING

1. Christensen CR: Business Policy: Text and cases: Illinois, Richard Irwin.
2. Thomes L. Wheelen, J. David Hunger: Strategic Management & Business Policy: Pearson Education,
3. Alex Miller: Strategic Management: Irwin McGraw Hill. Ed-1998
4. Azhar Kazmi: Strategic Management: Tata McGraw Hill.
5. Francis Cherumillan: Strategic Management: Himalaya Publishing House, Mumbai.

MBA-C302: RESEARCH METHODOLOGY

Objective: The objective of the course is to make the students familiar with some basic mathematical, statistical and operations research techniques. The main focus, however, is in their applications in business decision making.

Unit I

Nature and Scope of Research Methodology, Hallmark of Scientific Research – the Building Blocks of Science in Research. The Research Process, Problem formulation and statement of Research objective. Decision Model under uncertainty, Bayesian Theory, Organizational structure of Research, Marketing Research – Role and Ethical Issues.

Unit II

Research Design – Exploratory descriptive and experimental design, laboratory and field experiment internal and external validity. Measurement of valuables scales and measurement of variables – Developing Scales: Rating Scale and attitudinal Scale validity Testing of scales developed reliability and stability measures.

Unit III

Data Sources – Primary, Secondary Methods of data collection – observational and survey method, interview, questionnaires etc. Questionnaire Design Special Data Source – focus group static and dynamic panels.

Unit IV

Sampling techniques probability and non-probability samples – issues of Precision and confidence in Determining Sample Size. Selecting an appropriate statistical technique, field work and tabulation of data. Analysis of Data Hypothesis testing procedure, one tail two tail test. Test of significance – Chi – Square Test, Z Test, T. Test.

Unit V

Multivariate statistical techniques: Correlation and Regression Analysis: Data Analysis, Factor Analysis – Cluster Analysis – Conjoint analysis multidimensional scaling – application of SPSS package. Research Report – Organizational writing and presentation; Research Application.

Suggested Reading

1. Cooper Schindler: Business Research Methods, TATA McGraw Hills 2007
2. Malhotra: **Business Research Methods, CENGAGE Learning.**
3. Williams G. Zikmund Business Research Methods, CENGAGE Learning 2008.z
4. CR Kothari Research Methodology-Methods and Techniques, New Age,2004.
5. Dr. V.P Michael Research Methodology in Management, 5th Edition,HPH.

MBA-C303: ENTREPRENEURSHIP DEVELOPMENT

Objective: The aim of the course is to acquaint the students with various approaches for establishment and development of an enterprise. It shall include the formulation of project and feasibility report covering all the aspects of a successful enterprise.

Unit-I

- Entrepreneurship development; resources and capabilities; resource types

Unit-II

- Environment of entrepreneurship development: political, technological, social, macro-micro economic factors, competition, ecological etc; entrepreneurial strategies

Unit-III

- Construction of business plans; E-entrepreneurship; business models and strategies

Unit-IV

- Venture capital financing; Securing investors and structuring deals; creating the organization; corporate ventures and franchising

Unit-V

- Training Development Programmes, Various Agencies for Entrepreneurship Development.
- Entrepreneurship and small business units, ancillary units etc. Strategies of the government for the promotion of SSIs.
- Global aspects of entrepreneurship

Suggested Readings

1. Thomas W. Zimmerer and Norman M. Scarborough, "Essentials of Entrepreneurship and small business management", Prentice Hall of India, New Delhi.
2. Vasant Desai, "Entrepreneurship Development".
3. Gupta, C.B. and Srinivasan, P. "Entrepreneurship Development".
4. Peter F Drucker, "Innovation and Entrepreneurship"
5. Bo Burlingham, "Small Giants: Companies That Choose to Be Great Instead of Big".

Note:The students will be required, during 3rd semester, to select 4 elective courses with 2 each from two specialisation baskets given in the end.

MBA-C401: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objective: The basic objective of the course is to expose students to the value system that governs the working of business organizations and the issues and code of corporate governance.

Unit I

Business Ethics – Nature, Characteristics and Needs, Ethical Practices in Management. Ethical Decision Making, Virtue Ethics and Ethics of Care.

Unit II

Values – Importance, Sources of Value Systems, Types, Values, Loyalty and Ethical Behaviour, Values across Cultures; Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics.

Unit III

The Ethical Value System – Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes;

Unit IV

Law and Ethics – Relationship between Law and Ethics, Other Bodies in enforcing Ethical Business Behavior, Impact of Laws on Business Ethics; Social Responsibilities of Business – Environmental Protection, Fair Trade Practices, Fulfilling all National obligations under various Laws, Safeguarding Health and well being of Customers.

Unit V

Corporate Governance: Issues, need, corporate governance code, transparency & disclosure, role of auditors, board of directors and share holders; Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad, corporate social responsibility

Suggested Readings

1. Kitson Alan- Ethical Organisation, Palgrave
2. L. T. Hosmer: The Ethics of Management, Universal Book.
3. D. Murray: Ethics in Organizational, Kogan Page.
4. S. K. Chakraborty : Values and Ethics in Organisation, OUP
5. Manuel G. Velasquez: Business Ethics Concepts and Cases- Phi Learning Pvt Ltd- 6th Edition.

Unit-I

Meaning and features of International Business Management, Globalization forces – Meaning, dimensions and stages in Globalization – Globalization Boon or bane – Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Hecksher.

Unit-II

Trading Environment of International Trade- Tariff and Non-Tariff Barriers – Trade blocks. Analysis of Global Environment – Political, Economic, Social, Cultural, Legal & Technological, Environments. Opportunities and threats for International Business. Rise of New economics like Brazil, Russia, India and China (BRIC) and ASIAN countries.

Unit- III

International Financial Management – Balance of Trade and Balance of Payment – International Monetary fund. Asian Development Bank, World Bank, Introduction to Export and Import finance, methods of Payment in International Trade, Mechanism of trading internationally

Unit-IV

Bilateral and Multilateral Trade Agreements – General Agreements on Trade & Tariffs (GATT), World Trade Organization (WTO), different rounds of WTO. IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, SAARC.

International Marketing – Objectives and Challenges in International Marketing, Multinational Enterprises-Market Selection, Entry Strategies.

Unit-V

Globalization and its impact on Indian Industry- globalization and Internal reform process, current Exim Policy. India's Competitive advantage holding Industries – Potential and threats, Indian Multinationals. SEZ –Types of economic zones, Mechanism of setting of SEZ, opposition to SEZ.

Suggested Readings:

- 1) Rakesh Mohan Joshi: International Business– Oxford University Press, New Delhi
- 2) Francis Cherunilam: International Business: PHI Learning, New Delhi
- 3) Rao and Rangachari: International Business: International Trade and Finance: Kalyani Publishing Company Ludhiana
- 4) Charles Hill, Arun Jain: International Business :Tata McGraw Hill, New Delhi
- 5) Justin Paul: International Business: PHI Learning, New Delhi

MBA-C403: Internship Project Report

The report shall be based on the summer internship project undertaken by a student during his 3rd semester for which he shall be placed in an enterprise immediately after his/her 2nd semester examination.

The report shall be prepared by the student under the supervision of an internal guide and external guide. The internal guide will be a faculty member of the department where as the external guide will be an officer under whom he shall be working for his summer internship in an organization. The external guide will issue a certificate to the effect that the candidate has actually worked in the industry for a period of 6-8 weeks. The report will be evaluated by both internal and external examination in 40:60 ratios.

The evaluation of the project shall be done as follows:

Internal Examination: 40 Marks

Internal examination carrying 40 marks shall be distributed as follows: -

- 1) Assessment of report by external guide =20 marks
- 2) Assessment of report by internal guide =20 marks

External Examination: 60 Marks

External examination carrying 60 marks shall be distributed as follows: -

- 1) Presentation before outside expert and the faculty =40 marks
- 2) Viva Voce examination =20 marks

Note: The students will be required, during 4th semester, to select 4 elective courses with 2 each from two specialisation baskets given in the end.

FUNCTIONAL ELECTIVES

Marketing

Max. Marks : 60

MBA-MM01: INTERNATIONAL MARKETING

Objective

The course aims at making students understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

UNIT – I

International Marketing: Introduction, Concept, Scope and objective, challenges and opportunities in International Marketing. International marketing orientation-EPRG framework; international market entry strategies. International Marketing vs. Domestic Marketing.

UNIT – II

International Marketing Environment: Internal environment, External environment-geographical, demographic, economic, socio-cultural and legal environment.
Impact of environment on international marketing decisions, need for environment analysis.

UNIT – III

Planning for international marketing-Global marketing mix (product, price, place and promotion)
Product decisions: Product planning for global markets; standardisation vs. product adaptation; new product development; packaging and labelling for international market, management of international brands. MNE (multinational enterprises) and life cycle of its product.

UNIT – IV

Pricing Decisions: Environmental influence on pricing decisions, international pricing policies and strategies.
Distribution channels: Introduction to physical channels of international markets, channel selection decisions, Selection of foreign distributors/agents and managing relations with them.

UNIT – V

Promotion: Decisions, complexities, issues and challenges of global advertising, Personal selling, sales promotion and public relations. Merits and Demerits of standardised global advertising theme push v/s pull strategies for international markets.

SUGGESTED READING

1. CZinkota, M.R: International Marketing, Dryden press, Boston.
2. Francis Cherunilam – International Marketing, Tata McGraw Hills.
3. Jain, S.C: International Marketing, CBS Publication, New Delhi.
4. Keegan, Warren: Global Marketing Management, Prentice Hall, New Delhi.
5. Fayerweather, John: International Marketing, Prentice hall, New Delhi.

MBA-MM02: SALES AND DISTRIBUTION MANAGEMENT

Objective

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

UNIT I

Organisation Frame work of the Field Sales Force: Types and methods of Field Sales Organisation – Career in Field Sales Management. Field Sales Manager –His tasks and responsibilities – Relation with Salesman and relationships with Top Management – Coordinating and controlling the marketing mix. Operating Environment for field sales force.

UNIT II

Information and Planning: Qualities and role-Hierarchy of objectives and goals, concept of strategies and tactics.

Development of sales performance standards – Relationships of performance standards to sales development function, its purpose and types, check on training and staffing programmes.

UNIT III

Sales forecasting – Methods and procedural steps in forecasting - Sales Budgeting - Allocation of field sales resources. Design sales territories, procedure for designing – Determining manpower requirements, recruiting, methods and the selection system. Sales quotas, types of sales quotas, its purpose and managerial evaluation. Man power planning – tasks, skill, qualification.

UNIT IV

Staffing – responsibilities, tools and methods of selection.

Motivational and compensation procedures for sales force – method of financial incentives and its purpose – Designing a compensation plan.

Evaluation of performance and control.

Salesmanship – Sales positions – Theories of Selling – Understanding consumer behaviour.

Sales Audit and Analysis – Control of sales efforts and costs.

UNIT V

Role of distribution in the marketing mix Role and Functions.

Transport and Handling: Economic of transportation, determining optimum mode of transport – Organisation, machines, procedures and documentation.

Dealer Network: Role of middlemen/dealer in marketing and distribution. Dealer functions at Wholesale and retail level. Strategic plan of network – Location, Selection, Appointment; and Termination of dealers, Morale and Motivation.

SUGGESTED READING

1. Still RR and Condiff Govoni, Sales Management: Prentice Hall of India.
2. Johnson Sales Management, concept Practices and Cases, New York, McGraw Hill.
3. 'Stop, Ask and Listen', Kelley Robertson, Macmillan.
4. Geoffrey Lancarter and David Jobber, Selling and Sales Management, Macmillan.
5. Anderson R, Professional Sales Management, Prentice Hall.

Objectives

The basic objective of the course is to acquaint students with the significance and dynamics of marketing communication.

UNIT I

Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.

UNIT II

Mass Media, selection, planning and scheduling – Web Advertising – Integrated programme and budget planning.

UNIT III

Implementing the programme coordination and control – Advertising agencies – Organization and operation.

UNIT IV

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.

UNIT V

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.

SUGGESTED READING

1. Batra, Myers & Aaker, Advertising Management, Prentice Hall of India.
2. Belch Advertising and Promotion, Tata McGraw Hill, Roderick White, Advertising, McGraw Hill.
3. Frank Jefkins, Advertising, Macmillan India Ltd.
4. Kueglar Jr., Web Advertising and Marketing, Prentice – Hall of India.
5. Semenik, Promotion and integrated marketing communication, Thomson Learning.

Objectives

The basic objective of the course is to acquaint students with the dynamics of consumer decision-making.

Unit I

Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive.

Unit II

Marketing research Procedure – Secondary and Primary methods of data collection, Questionnaire construction procedure, Application of sampling techniques, analysis and reporting of data.

Unit III

Application of marketing research – motivation, advertising, product and sales control.

Unit IV

Environmental Influences on Consumer: Culture; Social class; Social Groups; Family; Personal influence and opinion leadership. Individual Determinants of consumer Behaviour –motivation and Involvement; Information processing, learning personality and self concept; Attitude theories and change.

Unit V

Consumer decision processes – Problem recognition; Search and evaluation; Purchasing. Post purchase behavior. : Models of consumer behavior, market segmentation for understanding consumers.

SUGGESTED READING

1. David Luck & Ronald Rubin – Marketing Research. – Prentice & Hall of India.
2. Donald Tull & Del Hawkins – Marketing Research: Management & Method.
3. Joseph Hair, Robert Bush & David Ortinau - Marketing Research, McGraw Hill.
4. John C. Mower & Michael Minor – Consumer Behaviour, Prentice Hall.
5. Leon G. Schiffman & Leslie Lazar Kanuk – Consumer Behaviour, Pearson Education Asia.

Objective

The basic aim of the course is to expose the students to the strategic framework that keeps organizations relevant and effective in the technologically competitive markets.

UNIT-I A framework for internet marketing

Commercial beginnings of the Web – Internet Business models – marketing in a connected world – Internet as a marketing platform: opportunities and challenges – critical success factors for internet marketing – benefits of and barriers to Internet marketing – market opportunity analysis in the new economy – delivering customer value

UNIT – II Strategic Internet marketing

Planning the internet strategy – Stages of Internet marketing – Segmenting the internet market, Niche marketing strategies, On-line positioning and competitive analysis – Internet marketing scenarios – pure-play, bricks-and-clicks, bricks-and-mortar

UNIT – III Internet market intelligence and user-behaviour

Internet demographics: On-line user behaviour and characteristics – navigation behaviour (click-o-graphics) – Market research on the internet, Web tracking audits and demand forecasting Trends in internet marketing – acquiring customers on the web – contextual marketing.

UNIT-IV Internet marketing mix

Product development: influence of interactivity and individualization – new product development process – Brand building on the web – Designing on – line services – Customer interface design issues
Pricing on the internet – the economics of pricing, pricing process, dynamic pricing and pricing strategies
Internet as a distribution channel – disintermediation – the role of Internet intermediaries – Designing channel systems – Managing distribution channels: Creating and Managing Online Partnerships: Affiliate marketing Online advertising; models and types, On-line promotion: direct marketing, viral marketing, developing campaigns, eCRM

UNIT-V Special Issues in Internet marketing

The design of the customer experience (Web design issues relevant to marketing) – managing e Service encounters
Internet communities and marketing: the creation and transfer of value within communities
Legal, security and ethical issues in internet marketing

SUGGESTED READING

1. Mohammed, Fisher, Jaworski and Cahill : Internet marketing – building advantage in a networked economy (Tat McGraw-Hill)
2. Strauss and Frost: E-Marketing (Prentice-Hall)
3. Vassos: Strategic Internet Marketing – Practical e-commerce and branding tactics (Que Books)
4. Chaffey, Meyer, Johnston and Ellis – Chadwick: Internet Marketing (Prentice-Hall/Financial Times)
5. Dave Chaffy-Internet marketing; Strategy, Implementation & Practice: 3rd edition.

Objective

The main objective of the course is to help students to understand the nature and scope of service in the contemporary business and to expose students to the framework that is required for marketing of services.

UNIT – I MARKETING SERVICES

Introduction Growth of the service sector. The concept of service. Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

UNIT – II MARKETING MIX IN SERVICE MARKETING

The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process.

UNIT – III EFFECTIVE MANAGEMENT OF SERVICE MARKETING

Marketing Demand and Supply through capacity planning and segmentation – Internal marketing of Services – External versus Internal orientation of service strategy.

UNIT – IV DELIVERING QUALITY SERVICE

Causes of Service – Quality gaps. The customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management.

Gaps in Services – Quality standards, factors and solutions – The service performance gap – Key factors and strategies for closing the gap. External communication to the customers – The promise versus delivery gap – Developing appropriate and effective communication about service quality.

UNIT – V MARKETING OF SERVICE WITH SPECIAL REFERENCE

Financial Services – Health Service -Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.

SUGGESTED READING

1. Chistopher lovelock, Services Marketing, Pearson Education Asia.
2. K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, Thomson – South Western.
3. Helen Woodroffe – Services Marketing, Mcmillan India Ltd.
4. Julian J.Gibars, Building buyer Relationship; Macmillan India Ltd.
5. Valarie A. Zeithmal & Mary JoBitner, Services Marketing, New Delhi, Tata McGraw Hill Publishing Co.

MBA-MM07: CUSTOMER RELATIONSHIP MANAGEMENT

Max. Marks : 60

OBJECTIVE:

The objective of this course is to give better understanding of how CRM helps to get repeat business and ongoing referrals.

UNIT I

Customer Relationship Management – Definition, Importance and Elements of CRM.

CRM concepts: Acquiring customers, customer loyalty and optimising customer relationships, Customer life cycle. Seven guidelines for effective CRM, future of CRM.

UNIT II

CRM in Marketing- one to one relationship marketing, Aim of relationship marketing, stages of relationship strategies. Cross selling and up selling, customer retention, communication and multichannel in CRM, Event-based marketing. Future of relationship marketing.

UNIT III

Analytical CRM – Managing and sharing customer data; customer information database, data warehousing, data mining concepts. Data Analysis-Market-Basket Analysis (MBA), Click Stream Analysis, personalisation and collaboration filtering. Segmentation and Selection. Report results-life time value and Balance score card.

UNIT IV

CRM in e-business: Concept of E-CRM. Difference between E-CRM and CRM, Emerging trends in E-CRM, components of E-CRM. , E-Commerce and customer relations on the internet.

CRM in Business: Features of Business markets, significance of CRM in business to business markets; Introduction to ERP, SCM, SRM (supplier relationship management)

UNIT V

CRM systems-Overview of CRM systems, Campaign Management system and content management system.

Applications in Various sectors: Retail industry, Banking, Hospitality and telecom sector.

Ethical issues in CRM.

SUGGESTED READING

1. Stanley A. Brown: "Customer Relationship Management", John Wiley and sons, Canada, ltd.
2. Anderson, "Customer Relationship Management", Tata McGraw Hill.
3. Singh P.P, Jinender KumarN.: "Customer Relationship Management", Regal publications.
4. Patrica 13, Ramaswamy, et al: HBR on CRM.
5. Alok Kumar Rai: CRM, texts and cases, Phi publication.

MBA-MM08: RETAIL MARKETING

Objective

The course aims to make students familiar with terms, concepts and framework those are significant in the retail marketing.

UNIT-I: Retailing – Strategy and environment

An overview of retailing – Types of stores – Product retailing vs. Service retailing – Nonstore retailing Retail strategy – Achieving competitive advantage and positioning Retailing environment – legal, social, economic, technological, issues Trends in the Indian Retailing Industry

UNIT-II: Store location and layout

Retail store location and layout – Country/Region analysis – Trade area analysis – Site evaluation and selection Store design and layout – Comprehensive store planning Exterior design and layout – Interior store design and layout – Interior design elements

UNIT-III: Merchandise planning and pricing

Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies

UNIT-IV: Retailing communication and selling process

Communicating with the retail customer – Retail promotion mix-Advertising – Sales promotion – Publicity Retail selling process – Retail database – In-store customer service

UNIT-V: Retail trends

Globalisation and changing retail formats – Virtual store – E-tailing – International Retailing – Opportunities and challenges New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosks, shopping arcades)

SUGGESTED READING

1. Andrew J. Navman and Peter Cullon .Retailing Environment – Thomson & Organisation.
2. Berman Retail Management, Prentice Hall of India
3. Patrick M. Nunne, Robert F. Lusch and David A Griffith, Retailing
4. David Gilbrath, Retail Marketing Management, Prentice Hall
5. Sherlekhar, Dr. K. Nirmala Prasand and S.A. Salvardine Victor, Principles of Marketing.

MBA-MM09: BRAND MANAGEMENT

Objective

The course aims at making students understand the Significance of Brands and their management.

Unit I: Introduction to Brand Management

What is a Brand? Brand vs. Product, Why brands matter, Can anything be branded? Brands and added values. Factors shaping a brand over its life cycle.

Unit II: Brand Equity

Customer-based Brand Equity; Concept of brand equity, Sources of brand equity Benefits of brand equity. Brand Knowledge Structures, Choosing Brand Elements to Build Equity, Brand element choice criteria, Brand element options, Brand element tactics

Unit III: Brand Valuation

Measuring Sources of Brand Equity; Qualitative research techniques, Quantitative research techniques, Measuring Outcomes of Brand Equity; Comparative methods, Holistic methods, Brand Equity Measurement System; Conducting brand audits, Designing brand tracking studies, Establishing a brand equity management system.

Unit IV: Branding Strategies

Branding Strategies; Brand-product matrix, Brand hierarchy, Designing brand strategies

Unit V: Leveraging and Managing Equity

Naming New Brands and Extensions; New products and brand extensions, Advantages of extensions, Disadvantages of extensions, How consumers evaluate extensions. Managing Brands Over Time; Reinforcing brands, Revitalizing brands, Adjustments to brand Portfolio

Suggested Readings

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

MBA-MM10: EXPORT MARKETING

OBJECTIVE: The course aims at making students understand the Techniques of selecting products for export, techniques of pricing the products for export.

Unit I:

A.B.C Of export, Export Organization (Office Management), Export control policy (latest), Business correspondence in Export trade.

Unit II:

Techniques of selecting products for export, techniques of pricing the products for export, Commercial geography(worldwide),principle ports and trade centres in the world.

Unit III:

Know your market (techniques of choosing the market), Export market research(theory and practice), Appointing agents/and distributors.

Unit IV:

Export advertising publicity and public relations; Export advertising publicity and techniques, Travelling abroad for export business.

Unit V:

Shipping procedure (customs department rules), documentation (revised export forms) how to fill Them, legal aspects of export trade,.

Suggested Readings:

- 1) Export marketing-Dr. B.S Rathore & J.S Rathore-Himalayan publication-students edition
- 2) The export marketing imperative-Michael R Czinkota, Ilkka A.Ronkainen,Marta Ortiz-Buonofina-south western educational publication,1st edition-2004.
- 3) Export marketing of kashmiri handicraft-Manzoor Ahmad Shah;Ashish publication house-1st edition.
- 4) Management of export marketing-Mathew MJ;RBSA publishers.
- 5) Managing export marketing-Bernard Katz.

Financial Management

MBA-FM01 : FINANCIAL DERIVATIVES

Objective

The basic aim of course is to familiarize students with various types of financial derivatives used in financial markets to hedge the financial risks and to enable them to evaluate correctly the risks and suitability of these products.

UNIT – I

Derivatives defined – products – participants & functions – types of derivatives –development of exchange traded derivatives – global derivatives markets – exchange trade Vs OTC Derivatives – Derivatives market in India.

UNIT – II

Options – development of options markets – call options – put options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits – exchanges on which options trade – options traders.

UNIT – III

Forward contracts – Futures contracts – structure of forward & futures markets – development of futures markets – organized futures trading – futures exchanges – Futures traders.

UNIT – IV

Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Schools Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.

UNIT – V

The impetus for Risk management – benefits – dealers & other participants –managing market risk – Delta – Theta - Gamma – Vega hedging – value at risk – derivatives in the organisation – accounting and tax for derivatives – avoiding derivative losses – regulations.

Suggested Reading

1. John C.Hull, "Options, Futures and other Derivatives", Pearson Education.
2. Robert W.Kolb, " Understanding Futures Markets", Prentice Hall India.
3. Franklin R.Edwards, " Futures and Options", Tata Mc Graw Hill.
4. V.K.Bhalla, " Financial Derivatives and risk Management", S.Chand.
5. Chance, "Introduction to derivatives and Risk Management", Thomson Learning.

MBA-FM02: INTERNATIONAL FINANCIAL MANAGEMENT

Objective:

To provide students with a conceptual framework of how financial decisions are undertaken in a multinational company.

UNIT – I

International financial management-international business and its modes, MNCs and their role, IFM and domestic financial management.

UNIT – II

International flow of funds-BOP, equilibrium, disequilibrium and adjustment, different approaches to adjustment, capital account convertibility.

UNIT – III

International monetary system-specie commodity standard, Gold standard, Bretton woods system of exchange rate, exchange rate regime since 1973, international liquidity, IMF and financial crisis.

UNIT – IV

Exchange rate Mechanism- Quotations, types of exchange rates (nominal, real and effective), determination of ER in spot market, factors influencing exchange rate, determination of ER in forward market, theories of exchange rate behaviour.

UNIT – V

Foreign exchange Market- Distinctive features, Major participants, spot and forward market. Forecasting exchange rates-need and techniques, forecast in a controlled exchange rate regime.

SUGGESTED READING

1. Shapiro, A.C.: Multinational Financial Management, Wiley India.
2. Eitemen, D.K. etc.: Multinational Business Finance, Pearson Education.
3. Sharan, V.: International Financial Management, Phi.
4. Apte, P.G.: International Financial Management, Tata McGraw Hills.
5. Henning, C.N. etc.: International Financial Management, Tata McGraw Hills: International Edition.

MBA-FM03: TAX PLANNING MANAGEMENT

Objectives

This course aims at making students conversant with the concept of corporate tax planning and management, as also their implications for corporate financial decision making.

UNIT I

Income Tax Law – Scheme of Taxation – important concepts – method of accounting – scope of Total income & Residential status – Tax free incomes.

UNIT II

Heads of Income – Salaries, Income from house property, profits and gains of Business of profession, capital gains and Income from other sources.

UNIT III

Deductions to be made in computing total income – Resale's and Reliefs of Income tax – Taxation of Non-Residents.

UNIT IV

Set off and carry forward of losses – clubbing provisions and their implications.

UNIT V

Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company / Venture Capital Funds.

SUGGESTED READING

1. Bhagawati Prasad – Income Tax Law and Practice Viswa Prakashan, New Delhi,
2. Ahuja, G K & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House
3. Iyengar, A C. Sampat Law of Income Tax. Allahabad, Bharat Law House.
4. Ranina, H P. Corporate Taxation: A Handbook. New Delhi, Oriental Law House.
5. Srinivas, E A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill.

MBA-FM04: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective

The aim of the course is to provide students practical and theoretical knowledge of basic concept of Modern Portfolio Theory and Security Analysis and also to make them understand as to how these concepts can be used by financial managers in evaluation of investment opportunities

UNIT I

Security Analysis Origin of markets, information flows, factors influencing market behaviour, market analysis, Investment and TVM.

UNIT II

Fundamental Analysis – Influence of the economy, economy VS industry and company-Industry Analysis-Company Analysis-Need for forecast. How to pick up growth shares.

UNIT III

Technical Analysis- Basic tenets, tools, Dow theory, Chartist method, Principles of Technical Analysis-Trend lines, moving average, breaking the neckline, Elliot wave theory, oscillators.

UNIT IV

Efficient Market Hypothesis- Assumptions, Random Walk theory, empirical tests, mutual fund performance. SEBI strong form-strong form of EMH, marketing in India.

UNIT V

Portfolio Management – CAPM, portfolio analysis. Markowitz model, portfolio revision and evaluation-risk return analysis, elements of portfolio management-Sharpe measure, Treynor's measure, Jensen's Measure, evaluation criteria for portfolio.

SUGGESTED READING

1. Cohen, Z. & Zickel: Investment analysis and portfolio management, Dow Jones Irwin co. Pvt Ltd.
2. Francis, J.C.: Investment, Analysis and Management. Tata McGraw hills.
3. Sharpe W. & Gordon J.A.: Investments, phi publications.
4. Avdhani, V.A.: Investment Management. HPH.
5. Singh, Preeti: Investment Management-Security Analysis and Portfolio Management, HPH.

MBA-FM05: MANAGEMENT CONTROL SYSTEMS**Objectives**

The main objective of the course is to appraise the students about the concept of management control system as well as its role in efficient management of organizations.

UNIT I: The conceptual foundations of control systems

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

UNIT II : The traditional instruments of control in organizations

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT III : Accountability in organizations

Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

UNIT IV : The new dimensions of control with strategies

Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

UNIT V: Management Control in Specialized organizations

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

SUGGESTED READING

1. Antony R.N. and Govindarajan V “Management Control Systems”.
2. Gosh P.K. and Gupta “Cost Analysis and Control”.
3. Hersey P and Balanchard H.B. “Management of Organizational Behavior”
4. Emmanuel “Accounting for Management Control”
5. Anthony & Govindarajan “Management Control Systems-12th Edition.

Objective:

To examine Financial Services management as an important and contemporary area of Financial management.

UNIT I

Merchant Banking in India – An overview – Recent developments and challenges ahead – Institutional Structure – Functions of Merchant Banking.

UNIT II

Legal & Regulatory Framework and relevant Provisions of Companies Act, SERA, SEBI guidelines, FERA, etc., - Relation with stock exchanges, OTCEI and NSE.

UNIT III

Issue Management – Appraisal of projects, Designing capital structure and instruments – Issue pricing – Preparation of prospectus – Offer for sale – Selection of Bankers, Advertising consultants, etc., - Role of Registrars – underwriting arrangements, Placement with Fis, MFs, FIISs, etc. Issue Marketing – Advertising strategies – Brokers and Investors, NRI Marketing Dealing with Bankers to the issue, underwriters, Registrars, brokers, etc., - Post issue activities – Private placement – Bought out deals – Off-shore issues – GDRS, etc.

UNIT IV

Mergers and Acquisitions, Portfolio Management Services, Leasing and Hire purchase, Bills discounting, Credit syndication.

UNIT V

Financial Services – Recent developments in Factoring & Forfeiting, Consumer finance – Credit cards – Venture Capital, Mutual Funds, Real Estate Financing, and Credit Rating.

SUGGESTED READING

- 1) J.C. VERMA, A. Manual of Merchant Banking, Bharathi Publishing House, New Delhi.
- 2) K. SEKHAR, Guide to SEBI Guidelines – Capital Issues, Debentures and Listing, Bharat Publishing House, New Delhi.
- 3) K. SRIRAM, Handbook of Leasing, Hire Purchase and Factoring, ICFAI, Hyderabad.
- 4) VINOD KOTHARI, Lease Financing and Hire Purchase including Consumer Credit – Wadheva and Co., Pvt., Ltd., Nagpur.
- 5) J.V. VERMA, A Guide to Mutual Fund and Investment Portfolio law, Practice Procedure – Bharat Law House, New Delhi.

Objective:

The objective of this paper is to acquaint the student with intensive knowledge and skills in Identifying opportunities for setting up projects, assessing their feasibility and appraising them For their viability.

UNIT – I

Project - Concept - Classification - Projects and Developments - External and Internal Causes of Delay - Avoiding Overruns - Project Assets - Issues and Problems - Strategic Variables: Contractual/legal, Engineering/Technology, Financial and Economical, Post-commissioning operations, social and human aspects, material problems - Project Formulation checklist.

UNIT - II

Managing Resources-Phases from Project planning to project completion: Pre-investment, investment and operational phase - Capital Cost-time-value System - Project Feasibility Studies: Stages - Opportunity Studies: General and Specific - Prefeasibility Studies: Functional or support studies - Feasibility Study - Components of Project Feasibility Study.

UNIT - III

Financial Evaluation of projects under certainty: Pay Back Method, Average Rate of Return Method and Net Present Value method - Project Evaluation under Uncertainty and risk.

UNIT – IV

Appraisal Process - Concept - the methodology for project evaluation - Commercial vs. National Profitability: Social Cost Benefit Analysis, Commercial or financial profitability, Social or national profitability- International Project Appraisal.

UNIT- V

Planning, Implementation and Control: Network Analysis, Techniques, PERT, CPM - Crashing of Project Network - Resource Levelling and Resource Allocation, Line of Balance.

SUGGESTED READING

1. Gopalakrishnan,P. and Rama Moorthy, V.E., PROJECT MANAGEMENT, Mac Millan India Ltd.', New Delhi.
2. Prasanna Chandra, PROJECTS: PLANNING, ANALYSIS, SELECTION, IMPLEMENTATION AND REVIEW, Tata McGraw Hill
3. GoeLB.B. PROJECT MANAGEMENT-PRINCIPLES & TECHNIQUES, Deep and Deep Publications, New Delhi.
4. TriMTOO Series on Project Management.
5. Richard Tinsley, Advanced Project financing; structuring risks, 1st edition-Euromony Books.

Objective: The objective of this paper is to acquaint the student to manage and monitor the different financial resources of an entrepreneurial firm.

UNIT – I

Introduction to the field of entrepreneurial finance: Concepts of entrepreneurship and finance, entrepreneurial finance and corporate finance.

UNIT - II

Determining financing needs and building financial forecast: financial goals and the financial statements of an entrepreneurial firm, integrated financial forecasting models (forecasting cash Flows, revenues, expenses etc).

UNIT - III

Managing financial resource: Managing and monitoring the different financial resources of an entrepreneurial firm- managing and monitoring of internal (e.g. bootstrapping techniques) and external (debt and equity) sources, aspects of private equity markets surrounding Entrepreneurial ventures (e.g. business angles, venture capital firms).

UNIT – IV

Valuation: problems attached to valuing firms in early stages of their life cycle.

UNIT- V

Harvesting: various forms of harvesting, for example, initial public offerings (IPOs) or acquisitions, structural, legal, and dynamic issues of various forms of harvest.

SUGGESTED READING:

1. DOLLINGER M.J., ENTREPRENEURSHIP: STRATEGIES AND RESOURCES. PRENTICE HALL, 2003.
2. Kiholm Smith & Smith. Entrepreneurial Finance, 2nd Edition. Wiley 2003.
3. Ross, S.A., Westerfield, R.W., and Jaffe, J.F., Corporate finance. McGraw-Hill/Irwin, 2005
4. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance- Pearson, 2005.
5. Paul A. Gompers, William Sahlman, Gompers, Entrepreneurial Finance: A Casebook- John Wiley & Sons, International Student Ed.

MBA-FM09: Management of Financial Institutions

Objective:

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Unit: I

The role and importance of financial institutions, financial management models and their applications in financial institutions.

Unit: II

Application of the wealth maximization model to financial decisions, evaluating risks and returns of assets and liabilities of financial institutions.

Unit: III

Flow of fund analysis of the borrowing and lending behavior of financial institutions, interest rate analysis, interest rate in the financial system, yield curve, risk and inflation.

Unit: IV

Financial management of commercial banks, banking law and regulation, provisions of RBI's operations, credit and monetary planning, insurance companies, thrift institutions, development banks-role of development banking in industrial financial in India, capital adequacy and capital planning, strategy of growth, problems of time and cost overruns,

Unit: V

Financial planning of financial institutions, goals and Performance statement, working and organization of different financial instituting spin India like IFCI, IICIC, IDBI,UTI,LIC,MUTUAL FUNDS. International aspects of financial instutuoins

Suggested readings:

- 1) Bhalla, V.K, (1998) "Indian financial system", Anmol publisher pvt.ltd. Delhi.
- 2) Kane, Joseph A (1984)-Development banking, Toronto, Lexington, Lexington books.
- 3) Dougall, Herbert E & Gaumnitz(1980),-Capital markets and institutions "Englewood cliffs, prentice hall inc. New Jersey.
- 4) Rose, peter S. & Frazer, Donald R. (1985) "Financial institutions", Ontario, Irwin Dorsay.
- 5) Vij Madhu (1991) "management of financial institutions in India", Anmol New Delhi

MBA-FM10: Indian Financial System**Objective :**

This course aims at making students conversant with various components of Indian Financial System viz financial markets, institutions and instruments in analytical and critical manner.

Unit: I

Introduction- evolution, components, design and role of financial system, objectives of financial system; **Money Market-** call market, T-Bill market, Inter-bank market, certificate of deposit market, ready forward contract (REPO) market, commercial paper (CP) market, inter corporate deposit market, commercial bill market; Types and characteristics of corporate securities: shares-concept and types, debentures and bonds-concept and types.

Unit: II

Primary Market – concept, capital market scams, public offer, underwriting, book building process for capital issues, on-line IPO's, rights issues, IPO's and SEBI guidelines, Public issue management; Security Valuation process- discounted cash flow models, cross sectional regression analysis, yield valuation.

Unit: III

Secondary Market-concept, organization, management of post issue activities and listing of securities, types of transactions in stock exchange, mechanics of share trading, transaction costs, trading arrangements, trading and settlement, categories of securities, inter-net trading, stock exchanges- Bombay Stock Exchange, The National Stock Exchange of India, Over the Counter Exchange of India, Interconnected Stock Exchange of India.

Unit: IV

Depositories and Custodians- Depository system, NSDL, CDSL: Development financial institutions- evolution, role, policy measures relating to these institutions- evolution. Role, policy measures relating to these institutions, IFCI, IDBI, SIDBI, EXIM bank of India, NABARD, ICICI Ltd., Infrastructure Development Finance Corporation Ltd.

Unit: V

Financial Services-Mutual Funds, Housing Finance, Leasing, Venture Capital, Factoring, Forfaiting, Issues for the New Millennium

Suggested Readings:

1. *Amling : Fundamentals of Investment Analysis, Prentice Hall, International Edition.*
2. *Donald, E. Fisher & Ronald J. Jordan: Security Analysis & Portfolio Management, Pearson Education, New Delhi.*
3. *Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.*
4. *Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi*
5. *Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.*

MBA-FM11: Corporate Finance

Course Objectives: The aim of this course is to gain experience in corporate financial policies regarding financial markets, risk analysis , corporate governance and financial institutions.

Unit I:

Corporate Finance: Concept, Nature, functions, scope, principles and goals. Financial Markets: Capital Market, classification and functions of capital market. Primary market; Methods of capital issue. Secondary Market; Types of stock exchanges, listing of securities. Money Market: Meaning and functions.

Unit II:

Corporate Risk Analysis: concept of risk, classification, systematic and unsystematic risks. Financial Risk, Operational Risk, Credit Risk, Interest rate risk. Risk Measurement.

Unit III:

Corporate Governance: Introduction, agency conflict, corporate governance rating, corporate governance guidelines, corporate governance in India. Legal provisions and SEBI Code. Executive Compensation, Employee Stock Option Plan.

Unit IV:

Financial Institutions: Role and Importance; Financial Management Models and their applications in financial institutions. Different financial institutions in India like IFCI, IDBI, ICICI etc-An overview.

Unit V:

Corporate Restructuring, Mergers and Acquisition: Mergers and Acquisitions: Forms, Types and Reasons for Mergers and Acquisitions. Legal Procedures for Mergers and Acquisitions, Forms of compensation. Anti-takeover strategies, Leveraged Buyouts, Portfolio restructuring.

Suggested Readings:

1. Brealey Richard A. & Steward C. Myers: Corporate Finance, McGraw Hill, NewYork.
2. Chandra Prasana: Financial management, 7th edition, Tata McGraw Hill, New Delhi.
3. Hampton Jhon: Financial Decision Making, Prentice Hall Delhi.
4. Pandey I. M: Financial Management,10th edition, Vikas Publishing House Delhi.
- 5.Khan and Jain : Financial Management , 6th edition, Tata McGraw Hill, New Delhi.

Human Resources Management

MBA-HR01: STRATEGIC HUMAN RESOURCE MANAGEMENT

OBJECTIVE: The purpose of this course is to acquaint the students with the concepts, methods and strategies for human resource management.

Unit I: Strategic Human Resource Management (SHRM): An Overview

Definitions, meaning and concept of SHRM, Characteristics of SHRM, Significance and evolution of SHRM, Prerequisites of SHRM, Emerging HR skills and competencies; Models and schools of thought of SHRM, Corporate strategy and Strategic HRM

Unit II: The SHRM Context

The human resource environment: external and internal contextual factors; Impact of technology on HRM and e-HR: changing practices and emerging trends; Investment perspective to HRM.

Unit III: SHRM- Strategy Formulation

Importance of HR to strategy; Role of HRM in strategy formulation; HR planning and strategic planning integration: approaches and steps; Strategic HR planning typologies.

Unit IV: SHRM- Strategy Implementation

Application of SHRM: strategy driven role behaviors, culture and subsystems; Workforce utilization and employment practices; Strategic staffing, recruitment and retention strategies, strategic learning, strategic reward and strategic appraisal & development system.

Human aspects of strategies implementation, Organizational structure and design

Unit V: SHRM- Strategy Evaluation

Developing HR as strategic value addition function, The performance impact of HR practices; Evaluating strategic contributions of HR practices dimensions of evaluation, approaches and methods of evaluation, trends in evaluation; Employer branding and HR-Marketing integration; Emerging issues and concerns in SHRM.

SUGGESTED READING

1. Greer, C. R.: Strategic Human Resource Management; Pearson Education.
2. Chanda, A. and Kabra, S.: HR Strategy: Response Books.
3. Tyson, S.: HR Strategy: Pitman Publishing, London.
4. Dhar Rajib Lochan: Strategic Human Resource Management: Excel Books.
5. Rajeesh Viswanathan: Strategic Human Resource Management: Himalaya Publishing House.

MBA-HR02: MANAGEMENT OF INDUSTRIAL RELATIONS AND LABOR ADMINISTRATION

Objective

The main objective of the paper is to expose students to the frameworks that help organization to maintain proper industrial relations.

UNIT I

Industrial Relations: Perspectives, Industrial Relations and the emerging socio economic scenario, Industrial Relations and the State- legal framework of Industrial Relations, Factors affecting employee stability. Application on Psychology to industrial relations.

UNIT II

Industrial Harmony and Conflict: Harmonious relations in industry, importance and means; cause of industrial disputes, Machinery for settling of disputes, Negotiation, Conciliation, Mediation, Arbitration and Adjudication, Strikes, Lock-outs, Layoff and Retrenchment codes of discipline, Grievance procedure, Labour management co-operation; Worker's participation in management.

Unit III

Labour Relations: Changing concept of management labour relations; Statute laws, Tripartite conventions, development of the idea of social justice, limitation of management prerogatives increasing labour responsibility in productivity.

Joint Consultation: Principal types, Attitude of trade unions and management; Joint consultation in India.

UNIT IV

Trade Unions: Trade Unions and their growth, economic, social and political conditions leading to the development of trade unionism, Theories of trade unionism, Aim and objectives of trade unions, Structure and governing of trade unions.

Problems and Role of Indian Trade Unions: Recognition and leadership, Finances and Membership, Compulsory versus free membership, Political activities, Welfare, Legislation, Majority and Minority unions, Social responsibilities, positive role in economic and social development.

UNIT V

Collective Bargaining: Meaning, Scope, Subject matter and parties, Methods and tactics, Administrations of collective bargaining agreements; Fair and unfair labour practice.

Tripartite Machinery: At the center and in the states; I.L.O. – Its functions and role in labour movement – Industrial health and safety; Industrial legislations.

SUGGESTED READING

1. Mamoria C.B and Sathish Mamoria: Dynamics of Industrial Relations: Himalaya Publishing House.
2. Dwivedi.R.S: Human Relations & Organisational Behaviour: Macmillan India Ltd.
3. Pylee.M.V and Simon George: Industrial Relations and Personnel Management: Vikas Publishing.
4. N.G.Nair,Lata Nair: Personnel Management and Industrial Relations: S.Chand.
5. Srivastava: Industrial Relations and Labour Laws: Vikas Publishing.

MBA-HR03: HUMAN RESOURCES DEVELOPMENT

Objective

The basic aim of the course is to expose students to such frameworks that help organizations in identifying and managing their human resource needs.

UNIT I

HRD: Definition, Evolution of HRD from Personnel management, Developmental Perspective of HRD, HRD at macro and micro levels: Outcomes of HRD in the national and organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the present context. Development of HRD Movement in India.

Theory and Practice of HRD: HRD concepts, Subsystems of HRD: Human Resource Planning, Potential, Potential Appraisal, Assessment Centre, Performance appraisal including 360 degree appraisal.

Organizational Culture and Climate: Meaning and type of Organizational culture and climate; Role of HRD in promoting a development oriented Culture and climate in the Organizations.

UNIT II

Development Human Capacity: Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, Transparency, Leadership development.

Training and Development: Meaning and Scope of training, education and development; Training need analysis, Types of training Internal and external, Outbound Training, Attitudinal training, Training effectiveness.

Learning Organization: Organizational Learning, Importance of Experiential Learning, Learning Organization, Knowledge Management, Achieving Organizational Effectiveness and Excellence.

UNIT III

Evaluating HRD: Human Resource Accounting, HR Audit and Bench marking, Impact-assessment of HRD initiatives on the bottom-line of an organization.

UNIT IV

Organizational Development (OD): Meaning of OD, OD Interventions, OD Programs and Techniques: Behaviour Modelling, gaming, Encounter Groups, Quality of Work life (QWL) and Quality of Life Programs, Grid training, Benefits of OD; OD consultants.

Organizational Development Process: Phases in OD – Initial Diagnosis – Survey and Feedback, Action Planning, Problem Solving, Team Building, Developing Creativity and Innovation, Managing organizational Change.

UNIT V

Recent Trends in HRD and OD: Training for trainers and HRD professionals, Promoting Research in HRD and OD. Impacts of developments in the other fields such as Psychology, Business Management, Communication and Information Technology appraisal, Training and Development, Career Planning & Succession Planning.

SUGGESTED READING

1. T.V. RAO and UDAI PAREEK Developing and Managing Human Resource System.
2. D.M. SILVERA Human Resource Development: The Indian Experience, New Delhi: New India Publications.
3. RAO TV and DF PEREIRA, Recent Experiences in Human Resources Development, New Delhi: Oxford and IBH.
4. FRENCH W.L. & BELL, Jr, C.H., Organization Development: Behavioural Science Interventions for Organization Development, New Delhi: Prentice Hall of India.
5. ARGYRIS, CHRIS: Organizational Learning: A Theory of Action Perspective. Readings, Mass – Addison – Wesley.

Objective

This course aims at educating students on importance of training needs and issue of human resource development in organization.

UNIT-I:

Job analysis – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors.

UNIT-II:

Learning Objectives – domains of learning – methods of learning – importance of teaching techniques – instruction technology – instructor behaviour – attention versus involvement.

UNIT-III:

Need for Training and Development – Role of Development officers – administrators, consultants, designers and instructors – determining training needs – potential macro needs – usefulness of training – development of competency-based training programs – Evaluation of training programs.

UNIT-IV:

Methods of training – on the job training – off the job training – choosing optimum method – the lecture – field trips – panel discussion – behaviour modelling – interactive demonstrations – brain storming – case studies – action mazes, incident process, in-baskets, team tasks, buzz-groups and syndicates, agenda setting, role-plays – reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, Tgroups, data gathering, grouping methods, transactional analysis, exception analysis.

UNIT-V:

Need for development – differences between training and development – management development program – career development program – counseling – evaluation of programs – job evaluation – methods and techniques.

SUGGESTED READING

- 1 Bewnet, Roger Improving Training effectiveness, Aldershot, Gower.
- 2 Buckley R & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page.
- 3 Lynton R in Pareek U Training to Development New Delhi, Vistaar.
- 4 Pepper, Allan D, Managing the Training and Development function, Aldershot, Gower.
- 5 Reid M.A. etc. Training interventions, Managing Employee Development, London IPM.

Objective

The main objective of this course is to familiarize the students with the foundations, Process, Strategies and Models of Organization Development.

UNIT I

Approaches to Understanding Organisations, Key Organisational Designs, Procedures, Differentiation & Integration, Basic Design, Dimensions, Determination of structure, Forces reshaping Organisation – Life Cycles in Organisation

UNIT II

Organisational culture – key role of Organisational Culture, Functions & Effects of Organisational Culture
Leaders role in shaping and reinforcing culture, Developing a Global Organisational Culture

UNIT III

Work Groups & Teams, Preparing for the world of work Group Behaviour,
Emerging issues of Work Organisation and Quality of Working life – Career stage model – Moving up the career ladder

UNIT IV

Stress and Well Being at Work, Four approaches to stress, Sources of stress at work, consequences of stress
Prevalent Stress Management, Managerial implications

UNIT V

Organisational Development and Change, Organisational Development, Alternative Interventions, Change Agents : Skills, Resistance to change, Managerial the resistance, Levin's change model, Organisational reality

SUGGESTED READING

1. Organisational Behaviour Foundations, Realities and Challenges – Debra L Nelson, James Campbell Quick.
2. Organisational Behaviour – Fred Luthans – Mc Graw Hill (International Edition).
3. Experiential approach to organisational development-Donald Brown(international edition)-Pearson education
4. Organisational development; strategies for changing environment-Robert Smither, John Houston, Sandra McIntyre-Pearson education.
5. Organisational Development; A process of learning and changing (prentice hall organizational development series)-2nd edition.

Objective

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Unit I: Introduction to Organizational Processes

Organizations as social systems; Motives, goals and activities; Understanding interpersonal Behavior, Understanding Groups, Interpersonal communication.

Unit II: Individual - Organization Interface

Areas of legitimate organizational influence; Mutual individual- organization responsibility; Issues between individual and organization

Unit III: Interpersonal Dimensions in Organizations

Analyzing personal managerial styles; T-Groups and sensitivity training; Transactional Analysis; Employee involvement approaches; Job enrichment and work redesign; Case study and experiential exercises.

Unit IV: Group Dynamics

Group decision making; Teams and team work; Team Building; Managing teams; Case study and experiential exercises.

Unit V: Leadership and groups

Building effective relationships; implementing situational leadership, Managing differences; Case study and experiential exercises.

SUGGESTED READING

1. Cimmings T. G. and Worley C.G, Organization Development and Change, West,
2. Hersey P. et. al, Managing Organizational Behavior, PHI, N. Delhi.
3. Newstrom J W and K Davis : Organizational Behavior: Human Behavior at Work, New Delhi: Tata McGraw.
4. Cartwright R. et. Al, Managing People, Blackwell, Oxford.
5. Christopher E. M. and Smith L. E, Leadership Training, Viva, London.

Objective

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations

Unit-I

Human and Cultural Variables in Global Organizations; Creating and Maintaining a culture, Functional and Dysfunctional effects of organizational culture on people and organizations, Factors that create and sustain an organizational culture, Types of cultures; Strong and weak cultures; Culture Shock; Cross Cultural differences and Managerial Implications.

Unit-II

Impact of culture on International Organizational Behaviour; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations; Motivation, Leadership and Decision Making across cultures

Unit-III

Cross Cultural Communication and Negotiation; Communication Breakdown across cultures; Improving Communication effectiveness across cultures

Unit-IV

Human Resource management in Global Organizations; Selection, Source, Selection Criteria for International Assignment

Managing Global teams, expatriate management.

Unit-V

Compensation and Appraisal in Global Perspective, MNC and Compensation System.
Cultural Dimensions of HRM

Suggested Readings:

1. Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Kent Publishing 1991.
2. Shobhana Madhavan: Cross Cultural Management: Oxford University Press.
3. Dowling, P. J.: International Dimensions of Human Resource Management: Wadsworth 1994.
4. Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage 1984.
5. Mead, R.: International Management- Cross Cultural Dimensions: Camb, Mass, Blackwell

Objective:

The aim of this course is to provide Learning Fundamental Principles, Generalizations, and Theories Learning to Apply Course Material to Improve Thinking, Problem Solving & Decisions

UNIT-I:

Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens];

UNIT-II:

Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment;

UNIT-III:

HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control;

UNIT-IV:

HR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioural Patterns of HR & other Managers and their place in information processing for decision making;

UNIT-V:

Security, Size & Style of Organizations & HRIS: Security and Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs – Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS; Why & How of Winners and Losers of HRIS orientation

Suggested Readings:

1. "The Agenda: What Every Business Must Do to Dominate the Decade", "Dr. Michael Hammer, Hammer and Company, One Cambridge Centre, Cambridge, MA, 02142.
2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan Page
3. Managing and Measuring Employee Performance – Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page
4. Accountability in Human Resource Management, "Jack J. Philips", Gulf Professional Publishing.
5. Developing Human Resource Information System," Ashok Kumar Gupta", Daya Pub.

MBA-OM01 : NEW PRODUCT DEVELOPMENT AND MANAGEMENT

Objective:

The objective of this course is to acquaint the students with the techniques and tools of manufacturing new products.

UNIT – I

Nature of New Product Management – Role of New Products in Firm’s Marketing Effort – Characteristics of New Products – Types of New Products.

UNIT – II

Strategic Planning for New Products – Process – Objectives – Strategies – Product Program implementation and control – New Product Management in Services.

UNIT-III

New produce process – Idea generation – Tools and Techniques – Screening of ideas – Concept formulation – Concept testing – Business Analysis – Product Development – Marketing testing.

UNIT – IV

Commercialisation – Product launch cycle – Marketing plan – Strategies – Promotion – Post Launch Tracking – Post Launch and Control.

UNIT – V

Organising for New Product – Strategies and Practices – Select cases – Future of New Product Management.

SUGGESTED READING

1. Debashis Pati – Branding concepts and process, Macmillan India Pvt. Ltd.
2. Donald R. Lehmann, Russell S. Winer, Product Management, Tata McGraw Hill.
3. Glen L. Urban, J.R. Hailser and Nilel Trilesh Dholakia, Essential of New Product Management, Prentice Hall, Inc. Englewood Chiffs, New Jersey.
4. Merle Crawford, Anthony D. Benedetto New Product Management, McGraw Hill.
5. Oswald A.J. Mascrenhas S.J, New Product Development – Oxford & IBH Publishing Co. (P) Ltd., New Delhi.

MBA-OM02: SUPPLY CHAIN MANAGEMENT

OBJECTIVE:

The objective of this course is to cover not only high-level supply chain strategy and concepts, but also to give students an understanding of the tools necessary to solve supply chain management.

Unit I: Introduction to Supply Chain Management

Fundamentals; SCM processes-plan, source, make, deliver, return; SC decision areas- facilities, Inventory, transportation, information; Operations strategy and SC designs; SC dynamics; SC Performance measurement.

Unit II: Inventory Management in SC

Revision of inventory fundamentals; Basic EOQ models; Various models of order quantities and Order points; Lot sizing with multiple products; Inventory review policies; Materials Requirements planning; Just-in-time manufacturing; Enterprise resource planning.

Unit III: Designing a Supply Chain Network

Decisions in SC network design; Factors influencing network design; Phases of network design; Network optimization model for regional configuration of facilities;

Unit IV: Distribution and Transportation Networks

Distribution network in SC and its performance measures; Types of distribution network; Selection of a distribution network; Role of transportation in SC; Factors affecting carriers and shippers decisions; Modes of transportation; Types of transportation network; Trade-offs in transportation design.

Unit V: Information Technology and SCM

Use of IT in SC; SC macro processes; E-business and its impact on supply chain's responsiveness and costs.

SUGGESTED READING

1. Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, ed.ii,2004, PHI.
2. Gaither N. and Frazier, G., Operations Management, , Thomson.
3. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains,ed.vii, First impression, Pearson Education.
4. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E., Designing and Managing the SupplyChain, TMH.
5. Sharma, Sunil, supply chain management-Oxford University press, New Delhi-2010.

Objective

The objective of this course is to acquaint the students with to make clear to candidates the basic Concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification System- ISO 9000 and other standards and their applicability in design manufacturing quality control and service, to closely interlink management of quality, reliability and maintainability for total product assurance.

UNIT I

Introduction to Quality Control – Quality and Cost Considerations – Statistics and its applications in Quality Control – Sampling Inspection in Engineering Manufacture –

UNIT II

Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal – Reliability Engineering – Value Engineering and Value Analysis.

UNIT III

Theory of Sampling Inspection – Standard Tolerancing ABC Analysis – Defect Diagnosis and Prevention

UNIT IV

Recent Technique for Quality Improvement – Zero Defect – A Quality Motivation Techniques – Quality Management system and Total Quality Control.

UNIT V

Selection of ISO and Model and Implementation of ISO 900 Human Resources Development and Quality Circles – Environmental Management System and Total Quality Control.

SUGGESTED READING

1. George, Stephen and Weimerskirch, Arnold, "Total Quality Management – Strategies and Techniques Proven", Mohit Publications.
2. Juran, Joseph M., "Total Quality Management : Mc Graw-Hill Pub
3. Hakes, Chris (editor) Total Quality Management : The Key to Business Success", NyChapman and Hall Pub.
4. Besterfield, "Total Quality Management", Pearson Education, , Rao, Ashok, "Total Quality Management : A Cross Functional Perspective", Wiley & Sons.
5. Sharma, Su nil-Total Engineering Quality Management, Macmillan, New Delhi 2008.

MBA-OM04: PROJECT MANAGEMENT

OBJECTIVE:

To enable the students to evaluate the technical feasibility, financial viability, market Acceptability and social desirability of projects.

Unit I: Project Management Concepts

Project management overview, Project management challenges, Explain the need for project management, Role of the project manager, project success factors, Organizing Human Resources and Contracting, Project selection, initiation and definition, Uncertainty Analysis

Unit II: Selecting, Monitoring and Controlling the Project

Assess a project's potential profit, Evaluate and rank projects using a matrix, Adapt an existing evaluation from a matrix to criteria for a project, Select relevant financial data for decision making, Support the importance of monitoring and controlling, Calculate the impact of change on project cost and performance.

Unit III: Project Planning and Scheduling

Produce a statement of work (SOW) and decompose overall project goals, Develop a work breakdown structure (WBS), using established tools and techniques, to achieve stated project objectives, PERT analysis, Gantt chart, Project scheduling under uncertainty,

Unit IV: Project Performance Measurement and Control

Monitoring project progress, Define the concept of earned value performance measurement, Describe how project management information systems (PMIS) are used to Monitor, evaluate, and control planned cost and schedule performance, Project metrics and scorecards, Computer Based Project Management, Future of Project Management.

Unit V: Project Risk Management and Project Quality Management

Role of risk management in overall project management, Identify risk management activities throughout the project life cycle, Measure the element of risk, Develop responses to high-risk events, Define the elements of project quality management and apply them to the final project

SUGGESTED READING

1. Meredith, J. R. and Mantel, S.J. "Project Management: A Managerial Approach" , Wiley.
2. Kerzner, H. "Project Management: A Systems Approach to Planning, Scheduling, and Controlling", Wiley.
3. Project Management Institute "A Guide to the Project Management Body of Knowledge".
4. Bennet P. Lientz- Breakthrough technology Project management (E business solutions).
5. Kevin Forsberg- Visualizing project management: A model for business and technical success.

MBA-OM05: APPLIED OPERATIONS RESEARCH

Objective

The course is designed to introduce the students to the principles of operations research techniques and their applications in decision making .Students will also be required to use computer packages for data processing purposes.

UNIT – I

Background, Concept, Methodology and scope of Operations Research. Linear programming - Graphical method, Simplex method, Distribution method, MODI method, Assignment Method.

UNIT – II

PERT & CPM

PERT – Determination Slack, Critical Path, etc.,

CPM: Time Cost Optimization.

UNIT – III

Queuing Theory by simulation method and by application of standard formulations.

UNIT – IV

Application of quantitative methods in Marketing, Purchasing, Production Planning, Inventory Control Replacement, Sequencing etc. – Use of models.

UNIT – V

Theory of Games – Strategies.

SUGGESTED READING

1. Sharma J.K., Operations Research: Theory and Application, New Delhi, Macmillan India .
2. Quantitatic approaches to Decision making, Levis and Krikaptrik. MaGkahill.
3. Quantitative Methods for Business, Anderson, Sweeney and Williams, Thomson,.
4. Operations Research – Hamdy A Taha, Pearson Education Asia,
5. Quantitative Analysis for Management Barry Render, Ralph M. Stair, Jr, Prentice Hall

MBA-OM06: : INNOVATION AND TECHNOLOGY MANAGEMENT

Objective: The objective of this course is to acquaint the students with the new technologies and process of innovation.

Unit I: Introduction to Innovation and Technology

Invention, creativity, and innovation; Technological and non-technological innovations; Novelty and diffusion of innovation; Driving forces of technological innovations; Innovation in services; Technology environment; Technology forecasting and financing.

Unit II: Product Development

Types of new products; Product family and platform; Phases of new product development; Strategic and operational contexts; Tools of product development; Technology approaches.

Unit III: Process of Innovation

Technology progression and S-curve; Technology diffusion; Technology acquisition and transfer; Decision to adopt a new technology; Non-technological innovations.

Unit IV: Disruptive and Newer Technologies

Disruptive technology; Nanotechnology; Neural networks; Biotechnology; Artificial intelligence and expert systems; Fuzzy logic.

Unit V: Miscellaneous Issues in Technology Management

Patenting; Copyright; Intellectual property right; Innovation in SMEs; Innovation and performance.

SUGGESTED READING

1. Howell, J., The Management of Innovation and Technology, Sage Publications.
2. Fagerberg, J., Mowery, D. C. and Nelson, R. R., The Oxford Handbook of Innovation, Oxford University Press.
3. Sherif, M. H. and Khalil, T. M., Management of Technology: New Directions in Technology Management, Elsevier Ltd.
4. S.P Mukhrjee, HS Ray, HS Maiti- Innovation and technology management-Indian edition.
5. Darkow, Inga-lena; Faure, Corrine; Gleich, Ronald- Innovation Management in global networks; challenge and chance-2010 edition.

MBA-OM07: DECISION SCIENCES

OBJECTIVE: The aim of the course is to acquaint the students with the principles and techniques of mathematical modeling for managerial decision-making.

Unit I: Introduction to Decision Science

Introduce you to the basic principles and techniques of applied mathematical modeling for managerial decision-making. Learn to use some of the more important analytic methods, to recognize their assumptions and limitations, and to employ them in decision-making.

Unit II: Multi-criteria Decision Models

Introduction to multi-criteria decision models, Analytic Hierarchy Process, Analytic Network Process, Fuzzy Analytic Network Process, Sensitivity Analysis

Unit III: Integer, Goal, and Nonlinear programming Models

Introduction, Integer Programming Models, Goal Programming models, Models with binary variables

Unit IV: Decision Analysis

Types of decision making environments, Decision making under uncertainty, Decision making under risk, Decision trees

Unit V: Simulation Modeling

Introduction to simulation, Simulation techniques and examples, Simulation modeling and analysis, Optimization in simulation

SUGGESTED READING

1. Balakrishnan, N., Render, B. and Stair, R. M. Managerial Decision Modeling with Spreadsheets, Pearson Education.
2. Powell, S.G. and Baker, K. R., Management Science: The Art of Modeling with Spreadsheets, Wiley.
3. Sweeney, D. J., Williams, T. A. and Anderson, D. R An Introduction to Management Science: Quantitative Approaches to Decision Making, South- Western Educational Publishing.
4. Ann Van Ackere, Ki-Decision science-
5. Rui Chibante-Simulated annealing, theory with applications-2010 edition.

MBA-OM08: LOGISTICS MANAGEMENT

Objective

The course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing environment, and to show how long logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software package for problem solving.

Unit I:

Introduction to Logistics and its Interface with Production and Marketing; Measures of Logistics;

Unit I1:

Physical Distribution and Logistics; Logistics System Analysis and Design;

Unit 111:

Warehousing and Distributing Centers; Location; Transportation Systems; Facilities and Services; Dispatch and Routing Decisions and Models;

Unit IV :

Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling;

Unit V :

International Logistics Management; Logistics Future Directions.

Suggested Readings

- 1) Ballau, Renald H. Business Logistics Management. Englewood Cliffs, New York, Prentice Hall Inc.
- 2) Beal K. A management Guide to Logistics Engineering. U.S.A. Institute of Production Engineering.
- 3) Benjamin S.B. Logistics Engineering and Management. Englewood Cliffs, New York, Prentice Hall.
- 4) Bowersox, D.J. and Closs, D.J. Logistics Management: A System Integration of Physical Distribution. New York Macmillan.
- 5) Christopher, M. Logistics and Supply Chain management: Strategies for Reducing Costs and Improving Services. London, Pitsman.

MBA-IT01: E-Business AND E-COMMERCE

Objective

The objective of the course is to acquaint the students with the use of E- Commerce in competing markets.

Unit I

- **E-Business and E-Commerce fundamentals-** E-commerce environment, e-commerce marketplace, portals, e-business and e-commerce, e-business risks.
- **E-Business Infrastructure**–Technology Concepts, Limitations of Internet, Future Of Internet. WWW, Web Servers, Clients, Email, Search Engines, Chat, new access devices.
- **E-environment-** factors governing internet adoption, ethical issues , taxation, e-government

Unit II

- **E-Commerce Business Models** – Key elements of Business Models, Business to consumer (B2C) Business model, Business-to-Business (B2B) Business model, Consumer to Consumer Business model
- **Building E-Commerce-** System Development life Cycle, Choosing Software and hardware. E-commerce Site Tools

Unit III

- **E-Commerce Security** – Security threats, technology solutions to threats and protection.
- **E-Commerce Payment Systems-** Cash, Checking transfer, Credit card, stored value and accumulating Balance.
- **E-Commerce Transactions:** Credit card, Credit Card Enablers, Limitations of Online payment systems

Unit IV

- **Digital Payment Systems:** Digital Wallets, Digital Cash, Smart Cards as stored value systems, digital signature.
- **Privacy and Information Rights:** Intellectual Property rights, Copyright and Patent.

Unit V

- **E-Marketing** – Characteristics and types of E-Marketing, E-Marketplace,, E-Procurement.
- **Auctions, Portals and online communities**
- **Introduction to E-CRM** and Supply chain management
- **Future trends**

Suggested Readings

1. Laudon & Traver, “E-commerce”, Pearson Edu.
2. Kalakotar & Whinston, “Frontiers of Electronic Commerce”, Pearson Edu.
3. Chaffey Dave, “E-Business and E- commerce Management”, Pearson Edu.
4. Anil Passi, Vladimir - Oracle E-Business Suite Development & Extensibility Handbook
5. Robert E. Stine, Dean Foster- Statistics For Business : Decision Making And Analysis.

Objective: The course aims to acquaint the students with the application of systems designed to manage the data resources of organizations and hangs on implementation of data base in corporate environment.

Unit I

Introduction to Data Communication

Data communication: Simplex, half duplex, Full duplex, Synchronous & Asynchronous transmission, Analog data, Digital data, signals, Digital to digital encoding: NRZ-L, NRZ-I, Manchester & Differential Manchester encoding, Digital to analog Modulation/ encoding (frequency shift keying, amplitude shift keying, phase shift keying, Quadrature amplitude modulation)

Unit II

Modulation and Multiplexing

Signals (analog and digital), encoding (unipolar, polar & bipolar), Analog to digital encoding (Pulse Amplitude Modulation, Pulse code Modulation, Delta modulation), Multiplexing (frequency division, wavelength division, time division)

Unit III

Network Topologies and Network Reference Models

Introduction to data communication & networks , LAN, MAN, WAN, Simplex, Half duplex, Full duplex, Transmission media, Network topologies (Star, ring, bus, mesh) Client server n/w, Peer to peer n/w, Distributed n/w, Wireless n/w, OSI Model, TCP/IP reference Model, Comparison.

Unit IV

Data Link Layer

Data link layer: design issues (Framing, error control, flow control), Sliding window protocol. Error detection (types of errors, detection methods (parity check, cyclic redundancy check, checksum), Error correction (forward error correction, hamming code), The Ethernet MAC Sub layer Protocol, The Binary Exponential Back off Algorithm.

Unit V

Network and Application Layer

Network layer: Virtual circuits, shortest path routing, overview of (Flooding, Broadcast, Multicast), IP addresses, IP subnetting, Transport layer: Quality of service, Application layer: FTP, Telnet, HTTP, Email, DNS, Virtual terminal.

Suggested Readings

1. Black Uyles D., (2004), "Data Communication & Distributed Networks", 3rd Edition, PHI.
2. Forouzan Behrouz A., (2006), "Data communication & Networks", Fourth Edition, TMH.
3. Tannenbaum Andrew S., (2004),"Computer Networks", Fourth Edition, PHI.
4. Jairo Gutierrez- Business Data Communications and Networking
5. Dennis Fitzgerald &. Dennis, Cram101 Textbook Reviews, Cram101 Textbook Reviews- Outlines & Highlights For Business Data Communications And Networking By Fitzgerald,

Objective: The aim of the course is to acquaint the students with the of database technology and Data mining technologies and implementations

Unit I

Introduction to Data Warehousing

Introduction to Data Warehousing: Review of database technology, underpinning data warehousing and data mining, Introduction, Data Warehouse, Multidimensional Data Model, Data Warehouse Architecture, Implementation, Further Development, Data Warehousing to Data Mining.

Unit II

Data Warehousing Design

Data Warehousing Design: Data warehouse logical design: star schemas, fact tables, dimensions, snowflake schemas, dimension hierarchies, data marts, Data warehouse physical design: partitioning, parallelism, compression, indexes, materialized views.

Unit III

Association Rules

Association Rule Mining, Single-Dimensional Boolean Association Rules from Transactional Databases, Multi-Level Association Rules from Transaction Databases.

Unit IV

Data Mining

Data Mining: From data warehousing to data mining: OLAP architectures, OLAP operations. SQL extensions for OLAP, Data mining approaches and applications. Data mining technologies and implementations. Techniques for mining large databases.

Unit V

Recent Trends in Data Mining

Recent Trends: Multidimensional Analysis and Descriptive Mining of Complex Data Objects, Spatial Databases, Multimedia Databases, Time Series and Sequence Data, Text Databases, World Wide Web, Applications and Trends in Data Mining.

Suggested Readings

1. **Berson Alex, Smith Stephen J.**, (1997), "Data Warehousing, Data Mining, & OLAP", **McGraw-Hill.**
2. **Han J., Kamber M.**, (2001), "Data Mining Concepts and Techniques, **Morgan Kaufmann**", ISBN 1-55860-489-8.
3. **Jarke et al M.**, (2003), "Fundamentals of Data Warehouses 2nd ed.", **Springer**, ISBN 3-540-42089-4.
4. **Roiger Richard J., Geatz Michael W.**, (2003), "Data Mining & Tutorial-Based Prime", **Addison Wesley.**
5. **Seidman C.**, (2006), "Data Mining with Microsoft SQL Server 2000 Technical Reference", **Microsoft Press**, ISBN 0-7356-1271-4.

Objective

This course will provide students an opportunity to study the hands-on implementation of a database in corporate environment Its further objective is to acquaint the students with the application development using some RDBMS in modern business analysis and management.

Unit I

- **Normalization** – Un-normalized Relations, First NF, Second NF, Third NF,
- **Database Concepts**-Transaction Management, Properties of a transaction, Commit and Rollback
- Exporting and importing data base information, loading data from foreign files
- **Concurrency Control Techniques** - Locking Techniques, Time stamp ordering, Deadlock detection, recovery and avoidance, Granularity of data items,

Unit II

- **Recovery Techniques** – Types of failures, Audit trails, States of transaction, recovery concepts(Logs, Checkpoints, Archive Database), Database backup and Recovery from catastrophic failures.
- **Database Security** – Security and Integrity Threats, Defense Mechanisms
- **Distributed Database Management Systems** - Definition and Components of DDMS, Advantages, Disadvantages
- **Data Warehouses**- Data mining, OLAP and Knowledge Discovery in Databases (KDD)

Unit III

- **Introduction to SQL**- DDL, DML, DTL(TCL), Data Types, Constraint definition- Domain, Entity, Referential
- **Create table** - Alter table, Drop table, Commands and clauses- Insert, update, delete with where clause

Unit IV

- **SQL functions**- unary and group functions, Operations and operators, Union, intersect, minus
- **Relating data through join concept** - Join theory -Simple join, Equi join, Natural join, sub-queries

Unit V

- Implementing Databases using Microsoft Access - Data Manipulation- Select, Update, Delete, Insert Data. Using Queries, Tables, Forms, Reports.

Suggested Readings

1. Elmsari & Navathe, “Fundamentals Of Database Systems”, Pearson Edu.N. Delhi.
2. Desai, B., “An Introduction To Database Concepts”, Galgotia Publications.
3. Casteel Joan, “Oracle 10g SQL”, Thompson.
4. Bayross Ivan, “SQL/PLSQL programming language of SQL”, BPB publications.
5. Raghu Ramakrishnan and Johannes Gehrke-Data base management system.

Objective: The aim of the course is to acquaint the students with the Decision Making and Data Warehousing techniques.

Unit-I

- Introduction to – Concepts of Data, Information, Information Systems & End Users.
- Systems Concepts: Open System, Closed System; Information Systems and Systems Concept.
- Building Information System: System Analysis and Design - Systems Development Cycle (Identification of Requirements, Feasibility Study, System Analysis, Design And Implementation), Prototyping
- Evolution of Information Systems: TPS,OAS,MIS,DSS,EIS,ES

Unit-II

- Decision Making: Introduction and Definitions, Simons Decision Making Model, How Decisions are Supported, DSS Configurations, DSS Characteristics and Capabilities
- Components of DSS, DSS Classifications DSS Modeling-Static and Dynamic Models, Certainty, Uncertainty, and Risk, Sensitivity Analysis, What-IF, and Goal Seeking,
- Making Decisions in Groups: Group Decision Support System(GDSS),Characteristics, Process, Benefits, and Dysfunctions, Supporting Group work with Computerized Systems, Tools for Indirect and Indirect Support of Decision Making, From GDSS to GSS

Unit-III

- Knowledge Management System: Definition and types of Knowledge, Frame work for Knowledge Management
- Knowledge Representation Techniques: Rules, Frames, Semantic Networks

Unit-IV

- Introduction to Business Intelligence: Origins and Drivers of Business Intelligence, General Process of Intelligence Creation and Use, Characteristics of Business Intelligence,
- Towards Competitive Intelligence, Successful BI Implementation, Structure and Components of BI, Future trends

Unit-V

- Data Warehousing Definitions and Concepts, Types of Data warehouse.
- Business Analytics -Online Analytical Processing (OLAP), Reporting and Queries, Multidimensionality
- Knowledge Discovery in Databases(KDD), framework of KDD.
- Data Mining Concepts and Applications, Framework of datamining, Text Mining, Web Mining Usage, Benefits, and Success of Business Analytics

Suggested Reading

1. Turban, Efrain : Decision Support & Business Intelligent Systems(8e)- Pearson Education
2. Marakas, George.M. : Decision Support Systems in the 21st century – Pearson Education
3. Mallach, Efreem G. : Decision Support & data Warehouse Systems – Tata McGraw-Hill
4. Laudon : “Managing A Digital Firm”, Pearson Publishing.
5. Keen,Peter G.W.: Decision Support System and Organizational Perspective Addison-Wesley Pub.

Objective

To make the students able to participate in the planning and implementation of advanced enterprise-wide systems and technologies in their career.

Unit I

Enterprise Resources Planning: Evolution of ERP-MRP and MRP-II-problems of system islands - need for system integration and interface-early ERP Packages-ERP products and Market opportunities and problems in ERP selection and implementation.

Unit II

ERP implementation: Identifying ERP benefits team formation-consultant intervention-selection ERP- process of ERP implementation –Managing changes in IT organization – Preparing IT infrastructure - Measuring benefits of ERP.

Unit III

Integrating With other systems: Post ERP, Modules in ERP: Business Modules of ERP package, Reengineering Concepts: the emergence of Reengineering Concept; Concept of business Process-rethinking of processes – identification of Reengineering need - preparing for Reengineering – implementing change –change management –BPR & ERP.

Unit IV

Supply chain Management: The concept of value chain differentiation between ERP & SCM - SCM for customer focus - need and specificity of SCM - SCM scenario in India - products and markets of Sehl - issues in selection and implementation of SCM solutions - CRM solutions; E-business: Introduction to 1 - Net technologies.

Unit V

Evolution of E-commerce, EDI and E-business – business opportunities –basic and advanced business on Internet – Internet banking and related technologies – security and privacy issues – technologies for E-business, Future and growth of E-Business.

Suggested Readings

1. Hammer, Mcheal and Jamts Chamby Reengineering the corporation, 1997.
2. Leon, Alexix Countdown 2000, Tata MC Graw
3. Ptak, Carol A. & Eli Schragenheim ERP, St. Lucie Press NY, 2000.
4. Joseph Brady , Ellen Monk , Bret Wagner - Concepts in Enterprise Resource Planning
5. Bret Wagner- Enterprise Resource Planning

Objective: The aim of this course is to acquaint the student with the security services Key Management and Web Security Requirements

Unit I

Introduction to Security: Security Attacks (Interruption, Interception, Modification and Fabrication); Security Services (Confidentiality, Authentication, Integrity, Non-repudiation, access Control and Availability) and Mechanisms; Internetwork Security; Internet Standards and RFCs; Buffer Overflow & Format String Vulnerabilities; TCP session Hijacking, ARP Attacks, Route Table Modification, UDP Hijacking, and man-in-the-middle Attacks.

Unit II

Introduction to Cryptography: Conventional Encryption Principles, Conventional Encryption Algorithms, Cipher Block Modes of Operation, Location of Encryption Devices, Key Distribution Approaches of Message Authentication, Secure Hash Functions and HMAC.

Unit III

Public Key Infrastructure: Public Key Cryptography Principles, Public Key Cryptography Algorithms, Digital Signatures, Digital Certificates, Certificate Authority And Key Management Kerberos, X.509 Directory Authentication Service, Email Privacy: Pretty Good Privacy (PGP) and S/MIME.

Unit IV

Internet Security: IP Security Overview, IP Security Architecture, Authentication Header, Encapsulating Security Payload, Combining Security Associations and Key Management.

Web Security Requirements, Secure Socket Layer (SSL) and Transport Layer Security (TLS), Secure Electronic Transaction (SET).

Unit-V

Security Threats: Basic concepts of SNMP, SNMPv1 Community Facility And Snmpv3, Intruders, Viruses and Related Threats. Firewall Design Principles, Trusted Systems, Intrusion Detection Systems.

Suggested Readings

1. Bragg, R and Rhodes, M (2004), "Network Security: The Complete Reference", TMH.
2. Maiwald, E (2004), "Fundamentals of Network Security", Dreamtech Press.
3. Stallings, W (2002), "Cryptography and Network Security", Pearson Education.
4. Stallings, W (2007), "Network Security Essentials (Applications and Standards)", Pearson Education.
5. Whitman and Thomson (2005), "Principles of Information Security", Cengage Learning.