



**SYLLABUS FOR**

**MASTER OF BUSINESS ADMINISTRATION  
(MBA) PROGRAMME**

**(Effective from July-2018 session)**

**DEPARTMENT OF MANAGEMENT STUDIES**

**CENTRAL UNIVERSITY OF KASHMIR**

## MBA PROGRAMME STRUCTURE

No	Course Code	Title of the Course	Course Type	Credits	Max Marks	
					CIA	External
<b>SEMESTER I</b>						
1	MBA- C101	Management Process & Organizational Behavior	C	4	40	60
2	MBA- C102	Quantitative Methods	C	4	40	60
3	MBA- C103	Managerial Economics	C	4	40	60
4	*	Skill Enhancement Course (CBCS)	C	4	40	60
5	MBA- C105	Accounting for Managers	C	4	40	60
6	MBA- C106	Information Technology for Business	C	4	40	60
7	MBA- C107	Business Environment	C	4	40	60
<b>SEMESTER II</b>						
8	*	Ability Enhancement Course (CBCS)	C	4	40	60
9	MBA- C202	International Business	C	4	40	60
10	MBA- C203	Marketing Management	C	4	40	60
11	MBA- C204	Human Resource Management	C	4	40	60
12	MBA- C205	Financial Management	C	4	40	60
13	MBA- C206	Operations Management	C	4	40	60
14	MBA- C207	Legal Aspects of Business	C	4	40	60
<b>SEMESTER III</b>						
15	*	Open Generic Elective Course (CBCS)	C	4	40	60
16	MBA-C302	Research Methods in Business	C	4	40	60
17	MBA-C303	Business Communication	C	4	40	60
18	Elective	Functional Elective 1	E	4	40	60
19	Elective	Functional Elective 2	E	4	40	60
20	Elective	Functional Elective 3	E	4	40	60
21	Elective	Functional Elective 4	E	4	40	60
<b>SEMESTER IV</b>						
22	MBA C401	Business Ethics and Corporate Governance	C	4	40	60
23	MBA C402	Business Policy and Strategic Management	C	4	40	60
24	MBA C403	Internship Project Report	C	4	40	60
25	Elective	Functional Elective 5	E	4	40	60
26	Elective	Functional Elective 6	E	4	40	60
27	Elective	Functional Elective 7	E	4	40	60
28	Elective	Functional Elective 8	E	4	40	60

The MBA Programme at present offers dual specialization. A student shall have to choose four elective courses each in the 3<sup>rd</sup> and 4<sup>th</sup> semesters from the list of elective courses announced at the beginning of these semesters. Functional electives 1 and 2 in 3<sup>rd</sup> Semester, and 5 and 6 in 4<sup>th</sup> semester to be selected from only one specialization basket

Functional elective 3 and 4 in 3<sup>rd</sup> Semester, and 7 and 8 in 4<sup>th</sup> semester to be selected from another specialization basket

MBA Syllabus July 2018 onwards

**FUNCTIONAL ELECTIVES**

No	Course Code	Title of the Course	Course Type	Credits	Max. Marks	
					CIA	External
<b>FINANCIAL MANAGEMENT</b>						
1	MBA- FM01	Security Analysis & Portfolio Management	E	4	40	60
2	MBA- FM02	Financial Derivatives	E	4	40	60
3	MBA- FM03	Indian Financial System	E	4	40	60
4	MBA- FM04	International Financial Management	E	4	40	60
5	MBA- FM05	Management of Financial Institutions	E	4	40	60
6	MBA- FM06	Project Appraisal and Management	E	4	40	60
7	MBA- FM07	Computational Finance	E	4	40	60
8	MBA -FM08	Management Control Systems	E	4	40	60
9	MBA -FM09	Financial Services and Wealth Management	E	4	40	60
10	MBA -FM10	Tax Planning Management	E	4	40	60
<b>MARKETING MANAGEMENT</b>						
1	MBA -MM01	Services Marketing	E	4	40	60
2	MBA- MM02	Consumer Behaviour	E	4	40	60
3	MBA- MM 03	Brand Management	E	4	40	60
4	MBA -MM 04	Sales and Distribution Management	E	4	40	60
5	MBA -MM 05	Advertising & Sales Promotion Management	E	4	40	60
6	MBA- MM 06	Retail Marketing	E	4	40	60
7	MBA- MM 07	Marketing Research	E	4	40	60
8	MBA- MM 08	International Marketing	E	4	40	60
9	MBA- MM 09	Customer Relationship Management	E	4	40	60
10	MBA- MM10	E-Marketing	E	4	40	60
<b>HUMAN RESOURCE MANAGEMENT</b>						
1	MBA- HR01	Training & Development	E	4	40	60
2	MBA -HR02	International Human Resource Management	E	4	40	60
3	MBA- HR03	Strategic Human Resource Management	E	4	40	60
4	MBA -HR04	Management of Industrial Relations	E	4	40	60
5	MBA- HR05	Cross Cultural and Global Management	E	4	40	60
6	MBA- HR06	Performance & Compensation Management	E	4	40	60
7	MBA- HR07	Labour Legislation	E	4	40	60
8	MBA -HR08	Human Resources Development	E	4	40	60
9	MBA- HR09	Creativity and Competency Management	E	4	40	60
10	MBA- HR10	Human Resource Information System	E	4	40	60
<b>OPERATIONS MANAGEMENT</b>						
1	MBA -OM01	Quality Management	E	4	40	60
2	MBA- OM02	Supply Chain Management	E	4	40	60
3	MBA OM 03	Project Management	E	4	40	60
4	MBA -OM 04	Innovation & Technology Management	E	4	40	60
5	MBA -OM 05	Production Planning and Control	E	4	40	60
6	MBA- OM 06	Environment and Safety Management	E	4	40	60
7	MBA- OM 07	Decision Sciences	E	4	40	60
8	MBA- OM 08	Applied Operations Research	E	4	40	60
9	MBA- OM 09	New Product Development & Management	E	4	40	60
10	MBA- OM10	Operations Strategy	E	4	40	60

**DETAILED SYLLABUS**

**CORE COURSES**

**SEMESTER-I**

**MBA-C101: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR**

*Objectives: To familiarize the students with the basic concepts of management and help them comprehend, perceive and understand group dynamics and behavioural aspects in an organization.*

**Unit-I**

Management process and functions; Managerial skills; Principles of Management; Approaches to Management

**Unit –II**

Understanding and managing individual behavior, Individual differences and work behavior, Personality: Concept and theories, self-growth and inter-personal effectiveness; Johari Window, Transactional Analysis; Perception: process, factors influencing perception, perceptual defects

**Unit-III**

Learning- concept, components, principles and theories of learning and behavioural implications of learning process; Components and functions of attitude, Formation and attitude change.

**Unit-IV**

Motivation in organizations: The Motivational framework. Theories of Work motivation- Content and Process Theories of Motivation,

Stress Management: Symptoms, Sources, Consequences, Stress Management

**Unit –V**

Group Dynamics: Foundations of Group Behavior: Group decision making process; Stages of Group Development. Team building: types of teams, techniques of building effective teams, contemporary issues in team management.

Conflict Management. Leadership: Traits, Styles, Theories of Leadership

*List of cases, website links and specific references including recent articles would be announced in the class at the beginning of the session.*

**Text Books (Latest Edition)**

1. Robbins, Stephen P., *Organizational behavior*, Prentice-Hall of India., New Delhi,
2. Fred Luthans, *Organizational Behavior*, Tata McGraw-Hill New Delhi,
3. Stoner, James, A.F. and Freeman, R.E., *Management*, Prentice Hall of India. New Delhi
4. Koontz, H. and Donnel C., *Essentials of Management*, McGraw Hill, New Delhi

**Reference Books (Latest editions)**

1. Tripathi P.C: Principles of Management; Tata McGraw Hill , New Delhi
2. Singh, Kavita: Organisational Behaviour; Text and Cases: Pearson Education, New Delhi
3. Shah. F. A: Stress and Coping: The Indian Scenario; Jajdamba Publishing Co , New Delhi
4. Greenberg, Jerald and Baron, Robert A., Behavior in Organizations, Prentice-Hall , New Delhi

**Journals:**

1. Harvard Business Review, HBS, UK
2. Indian management, IMA, New Delhi
3. Vikalpa, IIM Ahmadabad.

**MBA- C102: QUANTITATIVE METHODS**

*Objective: To familiarize the students with quantitative aspects of managerial decision making, covering various applications from statistics and decision sciences*

**Unit-I**

Basic concepts of probability-Experiment, Trail, Outcomes, Sample Space. Definitions of probability-Classical, Objective and Subjective. Laws of probability. Probability rules: Compound events; Mutually exclusive events; Non-mutually exclusive events; Independent and dependent events. Combinations and Permutations. Expected values. Bayes Theorem.

**Unit-II**

Probability distributions: Random variables. Use of expected values in decision making. Binomial distribution. Poisson distribution. Normal distribution. Choosing the correct probability distribution.

**Unit-III**

Correlation: Cause and effect relationships. Scatter diagrams. Pearson correlation coefficient. Spearman's rank correlation. Regression: Linear regression model-Ordinary least square technique. Gauss-Markov assumptions to OLS. Multiple regression.

**Unit-IV**

Quantitative approach to decision making. Linear programming: Formulation of linear programming problems (LPP). Assumptions underlying LPP. Solution to LPP-Graphical method and Simplex method. Transportation and Assignment problems.

**Unit-V**

Decision theory: One-stage decision making problems. Multi-stage decision making problems. Theory of Games: Game models. Two-person zero sum games. Formulation and solution to  $m \times n$  games.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest Edition)**

1. Levin, R. I., & Rubin, D. S. *Statistics for Management*, New Delhi: Prentice Hall of India.
2. Gupta, S. P., & Gupta, M. P. *Business statistics*. Delhi: Sultan Chand & Sons.
3. Dewhurst, F., *Quantitative Methods for Business and Management*, New Delhi: Tata McGrawHill.
4. Vohra, N.D. *Quantitative Techniques in Management*, New Delhi: Tata McGrawHill.

**Reference Books (Latest Edition)**

1. Özdemir, D., *Applied statistics for economics and business*. Springer India
2. Webster, A., *Applied statistics for business and economics*, New Delhi: McGraw Hill
3. Bharat Kolluri, Michael J. Panik, Rao N. Singamsetti. *Introduction to Quantitative Methods in Business: With Applications Using Microsoft Office Excel*

## **MBA Syllabus July 2018 onwards**

### **MBA-C103: MANAGERIAL ECONOMICS**

**Objective:** *To acquaint the students with economic concepts and techniques and enable them to apply this knowledge in business decision making.*

#### **Unit-I**

Introduction to Microeconomics and Macroeconomics, Demand analysis and theory, demand function, the Law of demand, individual and market demand, determinants of demand, elasticity of demand, consumer's surplus, indifference curve analysis.

#### **Unit-II**

Production and cost analysis, production function, the isoquant. Law of Diminishing Returns, economies of scale, classification of costs, average-- marginal relationships, long--run and short--run cost functions

#### **Unit-III**

Market structures, price determination under perfect competition, monopoly, monopolistic competition and oligopoly, price discrimination.

#### **Unit-IV**

Goods and Financial Markets: composition of GDP, demand for goods: consumption, investment & government spending, determination of equilibrium output. Financial Markets: Demand for money, determining of interest rates, demand, supply & equilibrium. Banks and monetary policy. IS-LM Model.

#### **Unit V**

Labour Markets: unemployment, wage determination, natural rate of unemployment, equilibrium-real wage & unemployment, inflation & unemployment, Phillips curve. IS-LM-PC model and medium run equilibrium.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books(Latest Editions):**

1. Pindyck, Robert S., and Daniel L. Rubinfeld. *Microeconomics*. Pearson Prentice Hall.
2. Olivier Blanchard, *Macroeconomics*, Pearson Education.
3. Michael Parkin, *Economics*, Pearson.
4. H. L Ahuja, *Managerial Economics*, S. Chand.
5. Sloman, J., Hinde, K, Garratt, D., *Economics for business*, Pearson.

#### **Reference Books (Latest Editions):**

1. Thomas and Maurice, *Managerial Economics*, Tata McGraw Hill. New Delhi
2. Dornbusch, Fisher and Startz, *Macroeconomics* Tata McGraw Hill. New Delhi
3. Paul G. Keats, *Managerial Economics*, Prentice Hall of India New Delhi
4. U.L. Mote, Samuel Paul and G.S. Gupta, *Managerial Economics*, Tata Mc Graw Hill, Mumbai

**MBA-C105: ACCOUNTING FOR MANAGERS**

**Objective:** *To enable the students understand and apply principles and procedures for collection, analysis and utilization of accounting information for effective business decision making*

**Unit-I**

Financial Accounting–Need, development and functions; Generally Accepted Accounting Principle (GAAP); Accounting Concepts & Conventions; Journalizing Transactions-Rules of Debit and Credit; Ledger

**Unit-II**

Preparation of Trail Balance; Preparation of final accounts of company form of organizations

**Unit-III**

Management Accounting- concept, scope and functions, Distinction between financial accounting, cost accounting and management accounting, Role and responsibility of management accountant, Financial Statement Analysis- Comparative Financial Statements, Common size Statements and Trend Analysis

**Unit-IV**

Ratio Analysis: Analysis of Liquidity, Leverage, Profitability and Activity; Cash Flow Analysis-Uses and Preparation of Cash Flow Statement.

**Unit-V**

Managerial Decision Making Techniques: Marginal Costing- Break Even Analysis, Application of Marginal Costing in Decision Making. Standard Costing: Variance Analysis, Types of Variances, Material Variance, Labour Variance and Overhead Variance

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books(Latest Editions):**

1. Maheshwari and Maheshwari: *Advanced Accounting*; Vikas Publishing House. New Delhi
2. Maheshwari, S.N. *Management Accounting and Financial Control*. Sultan Chand and Sons.
3. Gupta, R. L and Radhaswamy M: *Advanced Accountancy*; Sultan Chand and Sons
4. Anthony, R. N and Reece, J. S: *Accounting Principles*; Homewood Illinios. New Delhi
5. Shah F A and Malla M A: *Advanced Accounting*; Kitab Mahal , New Delhi

**Reference Books (Latest Editions):**

1. Bhattacharya, S.K. and Dearden, J. *Accounting for Management: Texts and Cases*. Vikas Publishing, New Delhi.
2. Bhattacharyya D: *Management Accounting*; Pearson Education. New Delhi
3. Jawaharlal: *Accounting Theory and Practice*; Himalaya Publishing House. New Delhi

**Journal**

1. Indian Journal of Accounting
2. Journal of Accounting and Finance
3. Journal of Accounting, Auditing & Finance

## **MBA Syllabus July 2018 onwards**

### **MBA-C106: INFORMATION TECHNOLOGY FOR BUSINESS**

**Objective:** *To make the students familiar with the basic fundamentals of IT and prepare them to acquire necessary computer and IT skills required for day to day office application and learn to solve business problems with the aid of computers.*

#### **Unit-I Fundamentals of Computing**

Introduction to Information Technology (IT), Scope of IT in Business, Basics of Hardware and Software, Types of Computers, Types of Software

#### **Unit-II Networks and Telecommunication**

Introduction to Networking, Network Uses, Intra- and Inter- Organizational Communication, Network Types, Network Topologies, Network Devices. Network servers, Mainframes, Minicomputers, Supercomputers

#### **Unit-III Internet and World Wide Web**

Introduction to Internet and its Applications, World Wide Web (WWW), Using search engines, E-Commerce, Network and Internet Security Issues.

#### **Unit-IV Applications of IT in Functional Areas**

Developing MIS plan, IT and Marketing, IT and Finance, IT and OM, IT and HRM, Enterprise Systems, Knowledge Management

#### **Unit-V Emerging Trends in IT**

Mobile Communication, Bluetooth, Infrared Communication, Global Positioning System (GPS), Smart Cards, cloud computing, Other Imminent Technologies.

*List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.*

#### **Text Books (Latest Editions)**

1. O'Brien, J., *Management Information Systems :Managing information technology in the business enterprise*, New Delhi: Tata McGraw-Hill.
2. Murdick, Robert G., Ross, Joel E. and Claggett, James R., *Information systems for Modern Management*, Prentice-Hall of India, New Delhi,
3. Kanter, Jerome, *Managing with information*, Prentice-Hall of India Pvt. Ltd., New Delhi,
4. Joseph, P.T., *E-Commerce: An Indian perspective*, New Delhi : Prentice-Hall of India

#### **Reference Books (Latest Editions)**

1. Awad, E.M., *Electronic Commerce: From Vision to Fulfillment*, Pearson Education. New Delhi,
2. Curtin, D. P.; Foley, K.; Sen, K., and Morin, C., *Information Technology- The Breaking Wave*, Tata McGraw-Hill.
3. Morley, D. and Parker, C. S., *Understanding Computers: Today and Tomorrow*, Thomson Learning.
4. Norton, Peter, *Introduction to Computers*, Tata McGraw-Hill Publishing Company Ltd., New Delhi,
5. Jawadekar, Waman S., *Management Information Systems Text & Cases A digital-firm perspective*, Tata McGraw-Hill Education Pvt. Ltd., New Delhi,
6. Sinha, P. K., *Computer fundamentals Concepts, Systems & Applications*, BPB Publications, New Delhi



## **MBA Syllabus July 2018 onwards**

### **MBA-C107: BUSINESS ENVIRONMENT**

***Objective: To provide an insight into the emerging business environment with particular focus on the socioeconomic policies pursued in India, outlining their bearing on the business environment.***

#### **Unit-I**

Elements of Business Environment Introduction and features, Types of environment, components of business environment, Environmental Analysis and Scanning techniques, ETOP, SWOT BCG, GE, International Marketing – Entry strategies – Market selection – Barriers

#### **Unit-II**

Indian Economy and its Features, Contemporary economic reforms, Problems of Growth, Industrialization and economic development, Economic reforms, Industrial Policy of 1991.

#### **Unit-III**

Emergence of planning, Objectives of planning, Planning Commission, National Development Council, National Skill Development Council, Consumer Protection Act, Competition Act, The changing dimensions of these laws and their impact on business.

#### **Unit-IV**

Business Policy Industrial policy in India, objectives of industrial policies, trade policy, competition policy, fiscal policy, Monetary policy and its implications for business

#### **Unit-V**

Corporate Governance and Emerging Issues Corporate Governance in India, Corporate citizenship, corporate social responsibility, Environmental and sustainability issues in development. Multinational Corporations (MNC), Global Business environment

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the Session.**

#### **Text Books (latest editions)**

1. Aswathappa, K., *Essentials of Business Environment*, Himalaya Publishing House, New Delhi
2. Justin, Paul, *Business Environment*, Text and cases, Tata McGraw Hill, New Delhi
3. Shaikh, *Business Environment*, Pearson Education, New Delhi
4. Bedi, Suresh, *Business Environment*, Excel Books, New Delhi

#### **Reference Books (latest editions)**

1. Mittal Vivek, *Business Environment*, Excel Books, New Delhi
2. Cherunilam, F., *Business Environment – Text & Cases*, Himalaya Publishing House., New Delhi
3. Misra, S.K, Puri V.K, *Indian Economy*, Himalaya Publishing House, New Delhi

#### **Journals**

1. International Journal of Business Environment
2. International Journal of Business Economics & Management Research
3. International Journal of Business Competition and Growth
4. International Journal of Business & Economics Perspectives

**SEMESTER-II**  
**MBA-C202: INTERNATIONAL BUSINESS**

*Objective: To expose the students to the international business environment and decision areas required to operate successfully in the emerging globalised world.*

**Unit-I Dimensions of International Business**

Meaning and features of international business, International trade and International business, Major components of International business, theories of international trade by Adam Smith, David Ricardo and Ohlin-Heckscher model.. Global competitiveness

**Unit-II Globalization and Economic Cooperation**

Globalization of world economy, Globalization boon or bane, essential conditions of globalization, stages of globalization, Globalisation in retreat, Regional Economic integration, WTO, UNCTAD

**Unit-III FDI and Multinational Companies**

International investment, Foreign Direct Investment, Foreign investment in India, Multinational corporations and transnational corporations, functions of MNCs, Role of MNCs

**Unit-IV International Marketing:**

International marketing and its growing importance. International product distribution and promotion. International freighting practices Legal aspects of contract of carriage. Dispute settlement.

**Unit-V Balance of Payments and India's International Trade**

Government influence on trade, protectionism; tariff and non-tariff barriers, Balance of Trade and Balance of Payments, components of balance of payments, balance of payment disequilibrium and correction, India and international trade, BoP of India, direction of trade, problems of India's export sector,

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest editions)**

1. Cherunilum Francis, *International Business*, Prentice-Hall of India, New Delhi
2. Hill Charles, Jain Arun, *International Business*, Tata McGraw Hill, New Delhi
3. Roa and Ranagachari, *International Business, International Trade and Finance*, Kalyani,
4. Joshi Rakesh Mohan, *International Business*, Oxford University Press, New Delhi

**Reference Books (Latest editions)**

1. Aswathappa, K., *International Business*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi,
2. Paul, Justin, *International Business*, Prentice-Hall of India Pvt. Ltd., New Delhi,
3. P. Subba Rao, *International business: Text and Cases*, Himalaya Publishing House, Mumbai

**Journals**

1. AABRI Journal of International Business and Cultural Studies
2. Global Journal of International Business Research

**MBA-C203: MARKETING MANAGEMENT**

**Objective:** *To develop an understanding among students of the 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, Product portfolio decisions: Product portfolio matrices (BCG, GE) 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, New trends in Packaging, labelling, tags, and quality standards.

**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, Impact of technology and internet on distribution.

**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.

*List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.*

**Text books (Latest editions):**

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. Panda, Tapan K., Marketing Management Text and Cases, Excel Books, New Delhi.
3. Enis, B. M., Marketing Classics: A Selection of Influential Articles, McGraw Hill, New York.
4. Neelamegham, Marketing in India: Cases and Readings, Vikas Publishing House, New Delhi.
5. Stanton, William J., Fundamentals of Marketing, McGraw Hill New York

**Reference Books (Latest Editions)**

1. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore.
2. N. Ramaswamy & K Ramaswamy-Principles of marketing management-Global outlook Indian perspective.

**Journals:**

1. Journal of Marketing Research, American Marketing Association.
2. Journal of Accounting & Marketing, OMICS Publishing Group.

## MBA Syllabus July 2018 onwards

### MBA-C204: HUMAN RESOURCE MANAGEMENT

*Objectives: To sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management*

#### **Unit-I: Introduction**

Understanding HRM as a system and as an integrated business process, emerging strategic HR roles and new challenges for HR and line managers, HRM environment in India, Current trends and changing environment in India, Traditional vs. Strategic HRM

#### **Unit-II: Acquisition of Human Resources**

Human Resource Planning: Understanding concepts, critical role, process of HR Planning. Succession-Planning. Job Analysis-Job Specification, Job Description Recruitment & Selection: Understanding concepts, tools and trends in Recruitment and Selection; understanding recruitment processes, Induction and Placement

#### **Unit-III: Development of Human Resources**

Training and Development: Steps in designing training programmes; Training need Assessment, Training methods; & training evaluation Performance Management: Understanding Performance Management and Performance Appraisal, Concepts; Objectives and methods of Performance and Potential Appraisal

#### **Unit-IV: Compensation of Human Resources**

Reward Management: Job Evaluation, Methods of reward and Incentive systems; Compensation strategies, Performance-based Rewards. Human Resource Audit - Scope and approaches

#### **Unit-V: Maintenance of Human Resources**

Industrial Relations System, Trade Unions, Need & Importance of Union–management relations, measure to improve union-management relations, factors hindering union-management relations. Industrial Disputes: Causes and Consequences, Collective Bargaining, machinery for settlement of industrial disputes.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest editions)**

1. DeCenzo, David A. and Robbins, Stephen P., *Personnel/Human Resource Management*, Prentice-Hall, New Delhi,
2. Monappa, Arun and Saiyadain, Mirza S., *Personnel Management*, Tata McGraw-Hill
3. Rao, P. Subba, *Essentials of Human Resource Management and Industrial Relations: Text Cases and Games*, Himalaya Publishing House, Mumbai

#### **Reference Books (Latest editions)**

1. Gary Dessler&BijuVarkkey, *Human Resource Management*, Prentice Hall, New Delhi
2. SeemaSanghi, *Human Resource Management*, Vikas Publishing House, New Delhi
3. Aswathappa, K., *Human Resource and Personnel Management*, Tata McGraw-Hill
4. Ivancevich, John M., *Human Resource Management*, Tata McGraw-Hill New Delhi
5. Bohlander George W, Snell Scott A, VeenaVohra, *Human Resource Management*, Cengage Learning.

#### **Journals:**

1. International Journal of Human Resources Managemnt, UK
2. Indian Journal of Industrial Relations, New Delhi
3. Indian Journal of Training and Development, New Delhi

**MBA-C205: FINANCIAL MANAGEMENT**

**Objective:** *To acquaint students about the fundamental concepts and policy of managerial finance to enable them to apply rich body of financial theory in corporate decision making and in creating value for shareholders.*

**Unit-I**

Financial goal of the corporation; time value of money, Discounting and Compounding techniques; Capital Budgeting: Nature of investment decisions; investment criteria: net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; capital rationing.

**Unit-II**

Cost of capital: Company & project cost of capital, measuring cost of equity & debt, analysing project risk & certainty equivalent. Introduction to efficient markets & behaviour finance. Corporate financing: common stock, debt; financial markets & institutions.

**Unit-III**

Payout policy: dividends, repurchases, payout policy & lifecycle of the firm. Debt policy: effects of financial leverage, financial risk & expected returns, financial leverage & weighted average cost of capital, corporate taxes, personal taxes, cost of financial distress, pecking order theory.

**Unit-IV**

Types of debt: long term debt, convertibles securities, bank loans, commercial papers & medium term notes. Working capital management & marketable securities.

**Unit-V**

Mergers: motives & other reasons for mergers, estimating mergers gains & costs, mechanics of a merger, mergers and the economy. Corporate restructuring: Leverage buyouts & other methods of corporate restructuring.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest Editions)**

1. Brealey, Richard, Stewart Myers, and Franklin Allen. *Principles of Corporate Finance*. New York, McGraw Hill,
2. Pandey, I.M., *Financial Management*, Vikas Publishing House, New Delhi
3. Bodie, Zvi, Alex Kane, and Alan Marcus. *Investments*, McGraw-Hill/Irwin

**Reference Books (Latest Editions)**

1. Hampton, John, *Financial Decision Making*, Prentice hall, New Delhi
2. Van Horne, J.C. and J.M. Wachowicz Jr., *Fundamentals of Financial Management*, Prentice Hall, New Delhi.
3. Block, Stanley B, Geoffery A Hilt, *Foundations of Financial Management*, Richard D., Irwin, Homewood

**Journals:**

1. Finance India
2. Indian Journal of Finance & Research

## **MBA Syllabus July 2018 onwards**

### **MBA-C206: OPERATIONS MANAGEMENT**

**Objective:** *To acquaint the students with decision making vis-à-vis the operations in both manufacturing and service organizations, emphasizing on to bring about effectiveness and efficiency.*

#### **Unit-I**

Operations management: Nature, Evolution and scope of Production and Operations management, Operations strategy and elements of operations strategy, manufacturing operations vs. service operations. Product and service design; Production planning and control: production planning system and functions, Production control and steps. Demand Forecasting - Aggregate planning Concept, strategies and costs

#### **Unit-II**

Capacity planning: Short, Intermediate, Long range capacity planning, determinants of effective capacity, capacity planning decisions.

Plant location: 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: Concept and influencing factors, principles, types of layout. Quality control, Statistical Quality Control, Control charts, Acceptance sampling techniques, Total Quality Management (TQM), Six sigma, 5 'S' Kaizen, Quality Circles, Indian Quality certifications.

#### **Unit-IV**

Materials management: Function and importance of materials management, inventory types. Material Handling; Material Planning and Inventory Control; Inventory Control : Costs , objectives and techniques. Master Production Scheduling (MPS): objectives and procedure for developing master production schedule.

#### **Unit-V**

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

*List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.*

#### **Text Books (Latest Edition)**

1. Adam, Everette and Ebert, *Production and Operations Management- Concepts, Models and Behavior*, Prentice-Hall, New Delhi
2. Aswathappa, K. and Bhat, K. Shridhara, *Production and Operations Management*, Himalaya Publishing House, Mumbai,
3. Datta, A.K., *Materials Management Procedures, Text and Cases*, Prentice-Hall of India Pvt. Ltd., New Delhi
4. Heizer, J. & Render, B. *Operations Management*, New Jersey: Prentice Hall.
5. Buffa, Elwood and Sarin, Rakesh K, *Modern Production/Operations Management*, Wiley India, New Delhi
6. Gaither, N., & Frazier, G., *Operations Management USA*: Thomson South –Western
- 7.

#### **Reference Books (Latest Editions)**

1. Schroeder, Roger, *Operations Management*, Tata McGraw-Hill., New Delhi
2. Stevenson, W. J. *Operations Management*, Tata McGraw Hill, New Delhi:.

#### **Journals**

1. International Journal of Operations and Production Management
2. Journal of Operations Management

**MBA-C207: LEGAL ASPECTS OF BUSINESS**

**Objectives:** *To acquaint the students with the legal framework of business and make them understand the legal implications of business decisions.*

**Unit-I: Indian Contract Act, 1872**

Indian Contract 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, 1930**

Sale of Goods Act: Essentials of Contract of Sale; Sale and Agreement to Sell; Sale and Hire Purchase; Kinds of Goods; Conditions and Warranties; Performance of contract of sale; Rights of Unpaid seller.

**Unit-III: Negotiable Instruments Act, 1881**

Negotiable Instruments Act – Nature, requisites and types of negotiable instruments; Parties to Negotiable Instruments; Transfer of Negotiable Instruments; Holder in due course; Dishonour and Discharge of Negotiable Instruments.

**Unit-IV: Indian Partnership Act, 1932**

General nature of Partnership, Rights and duties of partners, Registration and dissolution of partnership firm, Limited liability Partnership

**Unit-V: Companies Act, 2013**

Companies- Features and Types of Companies; Incorporation of a Company; Memorandum of Association, Articles of Association and Prospectus; Share Capital; Winding up of Companies.

*List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.*

**Text Books(Latest Editions)**

1. Kapoor N.D, *Elements of Mercantile Law*, Sultan Chand & Co. New Delhi
2. Kuchhal M.C. *Mercantile Law*, Vikas Publishing House. New Delhi
3. Bulchandani K. R., *Business Law for Management*, Himalaya Publishing House. New Delhi
4. Avtar Singh, *Company Law*, Eastern Book Co.
5. Avtar Singh, *Law of Consumer Protection (Principles and Practice)*, Eastern Book Co.
6. Majumdar, A.K. and Kapoor, G.K., *Company law & practices*, Taxman Allied Services Pvt.Ltd.

**Journals**

1. India Business Law Journal
2. Company Law Journal
3. Corporate Law Reporter

**SEMESTER-III**

**MBA-C302: RESEARCH METHODS IN BUSINESS**

**Objective:** *To equip the students with basic understanding of business research tools to conduct research and data analysis and interpretation for effective decision making*

**Unit-I**

Nature and Scope of Research Methodology, types and process of research, principles of effective research, Problem formulation, Research Proposal-Elements of a research proposal, drafting the research proposal.

**Unit-II**

Research Design –features of a good design, types of research design; framing Null and Alternate hypothesis. Measurement- Problems in measurement in management research, Validity and Reliability. Levels of measurement- Attitude Scaling techniques-, Likert-scales, Concept of variables

**Unit-III**

Data Sources, methods of data collection, questionnaires and schedules, Questionnaire Design. Sampling- Probability and non-probability sampling – issues of Precision and confidence in determining Sample Size.

**Unit-IV**

Data Analysis: Editing, Coding, tabulation of data. Basics of SPSS: open/close SPSS; Input Data into SPSS; Handling the data; examine the basic statistics such as averages, frequency, percentage, variance; Create Chart, Table, and Graph; Conducting various inferential statistics- Uni-variate and Bi-variate Analysis; Correlation and Regression Analysis- using SPSS package

**Unit-V**

Analysis of Data: Hypothesis testing, Test of significance – Chi – Square Test, z-Test, t-Test, ANNOVA- Factor Analysis – Cluster Analysis – Conjoint analysis- multidimensional scaling –using SPSS package  
Research Report – Structure of research report, Report writing and presentation

***List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.***

**Text Books (Latest Edition)**

1. Cooper Schindler, *Business Research Methods*, TATA McGraw Hills, New Delhi,
2. Malhotra, *Business Research Methods*, CENGAGE Learning. New Delhi
3. Williams G. Zikmund, *Business Research Methods*, CENGAGE Learning New Delhi
4. V.P Michael, *Research Methodology in Management*, HPH. New Delhi
5. R Panneerselvam, *Research Methodology*, PHI Learning, New Delhi
6. C.R. Kothari, *Research Methodology*, New Age International, New Delhi

**Reference Books (Latest Edition)**

1. G. Vijayalakshmi and C Sivapragasam, *Research Methods-Tips and Techniques*, M.J.P. Publishers, Chennai
2. Velde, Mandy van der, Jansen, Paul and Anderson, Neil, *Guide to Management Research Methods*, Blackwell

**Journals:**

1. Jindal Journal of Business Research
2. Organizational Research Methods
3. Journal of Statistical Software

**Note for examination**

***Out of 60 marks, 20 marks will be allotted to practical examination (written and viva voce) based on the syllabus from Unit-IV and V to be conducted by the external examiner and 40 marks will be earmarked for End Semester Examination***



**MBA-C303: BUSINESS COMMUNICATION**

**Objective:** *To hone the communication skills of the students so as to make them fit for real business situations with focus on understanding of the basic concepts and techniques of business communication.*

**Unit-I: Introduction**

Concept and importance of business communication, types, means and modes of communication, 7Cs of effective communication, Barriers to effective communication and measures to overcome barriers. Ethics in communication.

**Unit-II: Oral and Non-verbal communication:**

Oral communication, principles of oral communication. Styles of communication, Negotiation and barriers to negotiation. Speaking skills, listening as a gateway to interpersonal communication, Listening process and skills. Non-verbal communication and its significance

**Unit-III: Written Communication**

Importance of written communication, writing process and principles, Routine messages, Persuasive messages, AIDA Model, Good and Bad news, Proposals and Reports, Business Reports, essentials of a good report,

Executive summary.

**Unit-IV: Drafting of Business Messages**

Business letters and advertisements, essentials of effective business letter, positive and negative messages, Drafting of agenda and minutes of business meetings, Memo writing, circulars, writing of Resume and cover letter.

**Unit-V: Role of Technology in Communication:**

Communication and Technology. emails-advantages, complaints against emails, video-conferencing, internet and its etiquettes, internet and extranet, fax-messages

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session:**

**Text Books (Latest editions)**

1. Taylor Shirley & Chandra V, *Communication for Business*, Dorling Kinderseley India
2. Courtland B.L and Thill J.V, '*Business Communication Today*' Pearson Education
3. Lochar, K.O. and Maczmarch, S.K., *Business communication: Building Critical Skills*, Tata McGraw Hill
4. Murphy, H.A. and Hilderland, W. and Thomas, P.J., *Effective business communication*, Tata McGraw Hill

**Reference Books (Latest editions)**

1. O'Rourke, J.S., *Management communication: A case analysis approach*, Pearson Education New Delhi.
2. Rao, S.S., *Handbook for Writers and Editors*, Vikas Publishing House , New Delhi
3. Raymond, L. and Flatley, M., *Basic communication: skills for empowering the internet generation*, Tata McGraw Hill.
4. Stewart D.M. '*Handbook of Management Skills*' Biling & Sons Ltd. Wovcester

**Journals:**

1. Journal of business and Technical Communication
2. International Journal of Marketing & Business Communication

**SEMESTER-IV**

**MBA-C401: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

***Objectives: To expose the students to the ethical issues confronting business organizations, and issues of corporate social responsibility and corporate governance.***

**Unit-I**

Business Ethics – Nature, Characteristics and Importance, Ethical Dilemmas in Business, Ethical Practices in Management, Ethical Issues in Business, Sustainability and Business Ethics, Culture and Ethics, Globalization and Business Ethics.

**Unit-II**

Values – Importance, Sources of Value Systems, Types of Values, Values and Ethics, Virtue Ethics and Ethics of Care

**Unit-III**

Theories of business ethics-Utilitarianism, Deontology, Rights Theory, Social Contracts Theory, Fairness and Justice Approach, Virtue Ethics, Ethics of Care.

**Unit-IV**

Law and Ethics– Relationship between Law and Ethics, Corporate Citizenship, Corporate Social Responsibility -Fair Trade Practices, Responsibility towards Consumers, Shareholders, Employees and other Stakeholders, Triple Bottom Line (TBL)

**Unit-V**

Corporate Governance: Issues, Corporate Governance Code, Transparency & Disclosure. Global issues of Corporate Governance. Regulatory Framework of Corporate Governance, Major Corporate Scams-Indian and Global

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest Editions)**

1. Fernando, A.C., *Corporate Governance- Principles, Policies and Practices*, Pearson Education, New Delhi
2. Velasquez M. G, *Business Ethics: Concepts and Cases*, PHI Learning,. New Delhi
3. Chakraborty S. K, *Values and Ethics in Organisation*, Oxford University Press.
4. Crane A and Matten D, *Business Ethics*, Oxford University Press. New Delhi

**Reference Books (Latest Editions)**

1. Boatright, J.R., *Ethics and the Conduct of Business*, Pearson Education., New Delhi
2. C.V. Baxi, *Corporate Governance*, Excel books. New Delhi
3. J. Fred Weston, *Takeovers, Restructuring & Corporate Governance*, Pearson Education.
4. Donald. H. Chew Jr., *Corporate Governance at the Cross Roads*, Tata McGraw Hill.

**MBA-C402: BUSINESS POLICY & STRATEGIC MANAGEMENT**

**Objective:** *To develop among students a holistic perspective of the enterprise and critical business skills needed to plan and manage strategic activities effectively.*

**Unit-I**

Business Policy, Different Types of policies: Strategies, programmes, procedures and rules; M.B.O. / M.B.E., Development of Business Policy, Strategic Decision Making, Mintzberg's modes of strategic decision making.

**Unit-II**

Phases of Strategic Management, Strategic Intent & Stretch, Strategic Fit; Contemporary Challenges to Strategic Management, Mintzberg's 5ps of Strategy. Resource-based approach to organizational analysis, core and distinctive competencies and their sustainability.

**Unit-III**

Formulation of strategy, Environmental Scanning, Tools of analysis: SWOT, Michael Porter's Five Forces Competitive Model, Hambrick's diamond. Identification of Strategic Internal Factors; Approaches in Evaluating Strategic Internal Factors, Strategic Alternatives & Strategic Choice, Factors Influencing Strategic Choice.

**Unit -IV**

Forms of Strategies: Corporate Level Strategies; Growth, Stability and Retrenchment strategies: Business Level Strategies; Porters generic Business strategies: Cost leadership, Differentiation and Focus strategies, Functional strategies: Marketing, Operations, R & D, and their Purpose. Strategies to avoid, Emerging Strategies: Blue ocean and Red ocean.

**Unit-V**

Implementation & Controlling of Strategy, Organizing for action, Stages, Blocks to changing stages, Designing jobs to implement strategy, Strategic Role of an organizational Leader, Strategy Linkages with Power & Politics, Designing Organizational Controls, Strategic and Operational Controls, Problems in measuring performance

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest editions)**

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

**Reference Books (Latest editions)**

1. Fred David, *Concepts of Strategic Management*, Prentice Hall, Saddle River, New Jersey, USA
2. Dress, Georgy and Alex Miller, *Strategic Management*, McGraw Hill, New York, USA.

**Journals**

1. Global Business and Management Research: An International Journal, Universal Publishers - Boca Raton, Florida, USA.
2. Asia Pacific Journal of Management, Spinger.

**MBA-C403: INTERNSHIP PROJECT REPORT**

**Objective:** *The primary objective of the winter training project is to gain through practical experience in organizations, a sound appreciation and understanding of the theoretical principles studied in different courses of the programme. Training is primarily oriented towards developing skills, knowledge and attitudes needed to make an effective start as a member of the management profession.*

**Contents**

At the end of the third semester, the students will be required to undergo an internship training programme of 6-8 weeks with an industrial, business or service organization under the supervision of a professional/practicing executive in the organization. Each student will be required to submit a project report to the Department for the work undertaken during Internship training within three weeks of the commencement of the 4th semester for the purpose of evaluation.

The project study shall ordinarily be in the area of student's specialization and be prepared and submitted under the joint supervision of a guide in the organization where he/ she was placed for internship and a faculty member of the Department. The project report should demonstrate the capability of the student for creative potential and original approach to solve the practical problems in business and industry.

The conditions of successfully completing the MBA Programme shall not be deemed to have been satisfied unless a student undergoes summer training, submits the Internship Project Report for evaluation and successfully qualifies it.

**Evaluation**

The Project Report will be evaluated jointly by two examiners (internal supervisor and the external examiner) for a maximum of 60 Marks, followed by Viva-voce to be conducted jointly by the internal supervisor and the external examiner for a maximum of 40 Marks. The external examiner would be appointed by the Vice Chancellor out of the panel to be submitted by the Department.

**Suggested Text**

1. Fred Pyrczak, *Writing Empirical Research reports: A Basic Guide for Students of Social and Behavioral Sciences*, Pyrczak Publishing
2. Martin Skitmore, *Writing Research Reports*, Anmol Publications

**Additional Readings**

1. Ranjit Kumar, *Research Methodology A Step-By-Step Guide For Beginners*, Sage.
2. Creswell, Dr. John W., *Research design: Qualitative, Quantitative and Mixed Methods*, Sage.
3. Nicholas Walliman, *Research Methods: The Basics*, Routledge.
4. Jim D. Lester Jr., James D. Lester, *Writing Research Papers: A Complete Guide*, Pearson

**FUNCTIONAL ELECTIVES**  
**FINANCIAL MANAGEMENT**

**MBA-FM01: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

*Objective: To train students in conducting qualitative and quantitative analysis of a company, valuing financial securities, and analyzing investment attractiveness of various types of securities.*

**Unit-I**

Investment fundamentals; risk/return analysis: required rate of return, determinants of required rate of return, factors affecting required rate of return. Measures of risk, relationship between risk and return-- security market line (SML), efficient frontier, capital assets pricing model (CAPM) and required rate of return; efficient market hypotheses need of efficient markets, alternative market hypotheses, forms of markets, implications of efficient markets.

**Unit-II**

Stock market indices; top--down model, valuation process: economic analysis, industry analysis and company analysis; reading balance sheet and profit & loss accounts of the companies; approaches to equity valuation: discounting cash flow and relative valuation techniques.

**Unit-III**

Portfolio management: portfolio theory, risk and risk aversion, Markowitz portfolio theory. measures of portfolio risk-- expected return of a portfolio variance and standard deviation of a two--asset portfolio, correlation and risk--return trade off of a two--asset portfolio, efficient frontier-- efficient frontier and investor utility, combining risk-free and risky assets, market portfolio as the optimal risky portfolio.

**Unit-IV**

Evaluation of portfolio performance composite portfolio performance measures, Treynor measure, Sharpe measure, Jensen measure, information ratio measure, time--weighted and rupee--weighted returns. Technical analysis: introduction, Dow theory, support & resistance, volumes, moving averages, single & multiple candlestick pattern, other chart types; indicators; the Fibonacci retracements.

**Unit-V**

Introduction to algorithmic trading; order types, trading strategies: calendar spread, cash future arbitrage strategy, index arbitrage, news based trading strategies, conversion- reversal. Trading systems & pair trading methods.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books(Latest Editions):**

1. Reilly, Frank K. and Brown, Keith C. *Investment Analysis & Portfolio Management*, OH, USA: Thomson South--Western
2. Bodie, Z., Kane A. Marcus, A., and Mohanty, P, *Investments*, New Delhi: Tata McGraw--Hill

**Reference Books (Latest Editions):**

1. Financial Markets: A Beginners' Module Work Book, National Stock Exchange of India, Mumbai.
2. National Stock Exchange Modules, National Stock Exchange of India, Mumbai.
3. Sharpe W. & Gordon J.A.: *Investments*, phi publications, New Delhi.

**Journals:**

1. Finance India
2. Journal of Portfolio Management
3. Review of Quantitative Finance

**MBA-FM02 FINANCIAL DERIVATIVES**

**Objective:** *To develop students' comprehensive understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.*

**Unit-I**

Introduction to Derivatives Concept, types of derivatives: forward commitments, contingent claims; purpose of derivative markets; Forward Contracts Nature and structure of forward contracts, delivery and settlement of contracts, role of forward markets; Types of forwards contracts; pricing and valuation of equity contracts

**Unit-II**

Futures Nature of futures contracts, role of clearing house, daily settlement, margins, price limits, delivery and settlement; types of futures: index, currency futures, commodity and equity. Pricing and Valuation of equity futures; Options: Characteristics of options, types of options, option payoffs.

**Unit-III**

Option Pricing: Put-call parity and synthetics, Binomial Model of Option Pricing, the Black-Scholes-Merton model; Option Strategies: Covered calls, protective puts, bull and bear spreads, butterfly spread & straddle.

**Unit-IV**

Swaps Characteristics of swap contracts; features of the types currency, interest rate, and equity swap; Pricing of Swaps, Swaptions: basic characteristics and uses of swaptions, swaptions payoffs.

**Unit-V**

Risk Management: concept of risk management, sources of risk, managing market risk: traditional notions of market risk, value at risk, improvements and supplements to VAR; managing credit risk: traditional notions of credit risk: techniques for managing credit risk: insurance and credit derivatives.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest Editions)**

1. John C.Hull, *Options, Futures and other Derivatives*, Pearson Education, New Delhi.
2. Franklin R.Edwards, *Futures and Options*, Tata Mc Graw Hill. New Delhi
3. V.K.Bhalla, *Financial Derivatives and risk Management*, S.Chand. New Delhi
4. Vohra, N.D., Bagri, B. R., *Future and Options*, Tata McGraw-Hill, New Delhi
5. Ranganatham and Madhumathi, *Derivatives and Risk Management*, Pearson,
6. Kevin, S, *Commodity and Financial Derivatives*, Prentice Hall India. New Delhi,
7. Rajiv Srivastav, *Derivatives and Risk Management*, Oxford University Press, New Delhi,

**Reference Books (Latest Editions)**

1. Robert W.Kolb, *Understanding Futures Markets*, Prentice Hall India. New Delhi
2. Franklin R.Edwards, *Futures and Options*, Tata Mc Graw Hill. New Delhi
3. V.K.Bhalla, *Financial Derivatives and risk Management*, S.Chand. New Delhi
4. Chance, *Introduction to derivatives and Risk Management*, Thomson Learning
5. Kevin, S, *Commodity and Financial Derivatives*, Prentice Hall India. New Delhi.

**Journals**

1. Derivatives Quarterly
2. Indian Journal of Quantitative Economics
3. Review of Quantative Finance

## **MBA Syllabus July 2018 onwards**

### **MBA-FM03: INDIAN FINANCIAL SYSTEM**

**Objective:** *To make 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 market, commercial paper market, inter corporate deposit market, commercial bill market.

#### **Unit-II: Primary Market**

Concept of Primary Market, capital market scams, public offer, underwriting, book building process for capital issues, on-line IPO's, Rights issues: Procedure of Rights Issues, Public issue management

#### **Unit-III: Secondary Market**

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,

#### **Unit-IV: Depositories and Custodians**

Depository system: Process of Dematerialisation and Rematerialisation, NSDL, CDSL; Development financial institutions- Role of these institutions, IFCI, IDBI, SIDBI, EXIM bank of India, NABARD.

#### **Unit-V: Financial Services**

Mutual Funds: Types of Mutual Fund Schemes, Net Asset Value, Evolution of Mutual Fund Industry in India, Leasing: Types of Lease, Venture Capital: Venture Capital Firms in India, Factoring and Forfeiting.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books(Latest Editions):**

1. Amling: *Fundamentals of Investment Analysis*, Prentice Hall, New Delhi.
2. Donald, E. Fisher & Ronald J. Jordon: *Security Analysis & Portfolio Management*, Pearson Education, New Delhi.
3. Gupta, L. C: *Stock Exchange Trading in India : Society for Capital Market Research and Development*, New Delhi.

#### **Reference Books (Latest Editions):**

1. Sharpe, William F, Gordon J Alexander and J. V Bailly: "*Investments*", Prentice Hall of India, New Delhi.
2. Financial Markets: A Beginners' Module Work Book, National Stock Exchange of India, Mumbai.
3. Securities Market (Basic) Module Work Book, National Stock Exchange of India, Mumbai.

#### **Journals:**

1. Asian Financial Markets
2. Journal of International Financial Markets, Ins. & Money

**MBA-FM04 INTERNATIONAL FINANCIAL MANAGEMENT**

**Objective:** *To provide an overview of the financial environment in which multinational firms operate and acquaint the students with the key decision areas in international finance.*

**Unit-I**

The Foreign Exchange Market: Characteristics, Participants and Arbitrage in Foreign Exchange Market; Spot & Forward Exchange Rates; Nominal, Real & Effective Exchange Rates; Balance of Payment Accounts: Deficit & Surplus in BOP, Elasticity & Absorption Approach to BOP.

**Unit-II**

Macroeconomic Policy in Open Economy: The Problem of Internal & External Balance, Mundell-Fleming Model, IS-LM-BP schedule to Open Economy, Equilibrium of IS-LM-BP Model, Factors Shifting the IS-LM-BP schedules; Internal and External Balance in Fixed & Floating Exchange Rate Regimes, Monetary Approach to BOP.

**Unit-III**

Purchasing Power Parity: Importance & Limitations; Balassa-Samuelson Model; Uncovered Interest Rate Parity; Monetary Model of Exchange Rate Determination; Flexible Price Monetary Model; Dornbusch Sticky-Price Monetarist Model, Frankel Real Interest Rate Differential Model.

**Unit-IV**

Portfolio Balance Model: Equilibrium of the Model, Dynamic of the Model, Fixed, Floating & Managed Exchange Rates; Bretton Woods System, Post Bretton Woods Era, Present Exchange Rate System.

**Unit-V**

Eurocurrency Markets: Origin & Development, Pros & Cons of Eurocurrency Market; Eurobond Markets: Origin & Development, Features, Control & Regulations of Eurobond Markets. Currency Derivatives: Futures, Options & Swaps; Pricing of Currency Futures, Pricing of Currency Options.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest Editions)**

1. Keith Pilbeam, *International Finance*, Palgrave Macmillan
2. Butler, K. C. *Multinational finance*, John Wiley, New York
3. Levi, M. D., *International finance*, Rutledge Publications. New York
4. Madura, J. *International Financial Management*, Cengage Learning. New Delhi
5. Apte, P.G., *International Financial Management*, Tata McGraw Hill Publishing Company
6. Buckley, A. *Multinational finance*, Pearson Education. New Delhi

**Reference Books (Latest Editions)**

1. Eun, C. S., & Resnick, B. G. *International Financial Management*, McGraw Hill, New
2. Kim, S. H., & Kim, S. H., *Global corporate finance: Text & cases*, Blackwell Publications
3. Bekaert, G. and R.J. Hodrick, *International Financial Management*, Prentice Hall.
4. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H., *Multinational Business Finance*, Pearson Education

**Journals:**

1. Journal of International Financial Management
2. Journal of International Financial Mgt. & Acc
3. International Journal of development Banking



## **MBA Syllabus July 2018 onwards**

### **MBA-FM05: MANAGEMENT OF FINANCIAL INSTITUTIONS**

**Objective:** *The objective of this course is to learn the operations of financial institutions and the specific financial management problems of financial institutions*

#### **Unit-I**

The role and importance of financial institutions, financial management models and their applications in financial institutions. Non-banking financial institutions : Evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India and Mutual Funds. Reserve bank of India Framework for/Regulation of Bank Credit

#### **Unit-II**

Application of the wealth maximization model to financial decisions, evaluating risks and returns of assets and liabilities of financial institutions. Micro Finance – Meaning – players, History of development, present organization, functioning.

#### **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 institutions in India like IFCI, IICIC, IDBI, UTI, LIC,. International aspects of financial institutions

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (latest edition)**

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, -*Capital Markets and Institutions* "Englewood cliffs, prentice hall inc. New Jersey.
4. Rose, peter S. & Frazer, Donald R. "*Financial Institutions*", Ontario, Irwin Dorsay.
5. Vij Madhu (1991) "*Management Of Financial Institutions In India*", Anmol New Delhi

#### **Reference Books (latest edition)**

1. Frank.J.Fabozzi & Franco Modigliani, *Foundations of Financial Markets and Institutions*, Pearson Education Asia
2. Meir Kohn, *Financial Institutions and Markets*, Tata McGraw-Hill, New Delhi
3. Pathak, *Indian Financial Systems* Pearson Education

#### **Journals**

1. Review of Financial Studies
2. Journal of Banking and Finance

## **MBA Syllabus July 2018 onwards**

### **MBA-FM06: PROJECT APPRAISAL AND MANAGEMENT**

**Objective:** *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**

Phases from Project planning to project completion: Pre-investment, investment and operational phase - Project Feasibility Studies: Stages - Opportunity Studies: General and Specific, Prefeasibility Studies: Functional or support studies, 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**

Sources of Project Finance: Development Financial Institutions and Agencies, Network Analysis Techniques, Crashing of Project Network, Resource Leveling and Resource Allocation, Line of Balance.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books(Latest Editions)**

1. Gopalakrishnan,P. And Rama Moorthy, V.E, *Project Management*, MacMillan , New Delhi.
2. Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation and Review*, Tata Mcgraw Hill , New Delhi.

#### **Reference Books (Latest Editions)**

1. S. Khatua, *Project Management And Appraisal*; Oxford University Press; New Delhi
2. Richard Tinsley, *Advanced Project Financing; Structuring Risks*, Euromony Books, London.

#### **Journals**

1. Journal of Project Finance
2. Journal of Risk

**MBA-FM07: COMPUTATIONAL FINANCE**

**Objective:** *To acquaint students with the basics techniques of econometrics & time series analysis so that they are able to better serve the industry and carry out research in finance.*

**Unit-I**

Classical Regression Equation Model; Relaxing the Assumptions of the Classical Model; Model for Discrete Choice: Estimation and Inference in Binary Choice Models; Probit and Logit Models. Introduction to stationary time series: ARMA, limit theory for stationary time series, causal relationships, Heteroskedasticity and Autocorrelation consistent.

**Unit-II**

Frequency domain analysis: Spectra; filters; transforms; nonparametric estimation. Model selection and information: Consistent estimation of number of lags, discussion of non-uniformity and post-selection inferences. Multivariate Stationary Analysis: VAR: Definition, estimation: OLS, ML, Granger causality, impulse response functions and variance decompositions.

**Unit-III**

Structural VARs: Identification, short term restrictions, long-term restrictions; VAR and DSGE models; World decomposition, fundamentality of shocks, do long-run restrictions identify anything. Factor model and FAVAR: Motivation, principal components, choosing number of static and dynamic factors, structural FAVAR, Instrumental Variables regression with factors.

**Unit-IV**

Univariate Non-Stationary Processes: Asymptotic theory of empirical processes; Univariate unit roots and near unit root problem: Unit root problem, unit root testing, confidence sets for persistence, tests for stationarity. Structural breaks and non-linearity: Testing for breaks with known and unknown dates, multiple breaks, estimating number of breaks.

**Unit-V**

Multivariate Non-Stationary: Multivariate unit roots and co-integration: Estimating co-integration relations, canonical form; Persistent regressors (prediction regression): Limit theory, Stambaugh correction, nuisance parameter problem, conservative procedures, conditional procedures. Model for Panel Data: Introduction to Panel Data Econometrics; Panel Data Econometrics (Fixed Effects, Random Effects); Dynamic Panel Data Models.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books(Latest Editions)**

1. Brooks, C. *Introductory econometrics for finance*, Cambridge University Press.
2. Clark, J. J., Hindelang, T. J., & Pritchard, R. E. *Capital budgeting: planning and control of capital expenditures*. Prentice Hall.
3. Fabozzi, F. J., Focardi, S. M., & Kolm, P. N. *Financial modelling of the equity market*. John Wiley.
4. Gujarati, D., *Basic econometrics*, Tata McGraw-Hill.
5. Hampton, J. J., *Financial decision making*, Prentice Hall.

**Reference Books (Latest Editions)**

1. Lee, A. C., Lee, J. C., & Lee, C. F. *Financial analysis, planning & forecasting: Theory and application*. New Jersey: World Scientific.
2. Pindyck, R. S., & Rubinfeld, D. L. *Econometric models and econometric forecasts*. New York: McGraw-Hill.
3. Thomas, Ho. S. Y., & Lee, S. B. *The oxford guide to financial modelling*. Canada: Oxford University press.
4. Wooldridge, J. M. *Introductory econometrics: A modern approach*. USA: Thomson South-Western.

**MBA-FM08: MANAGEMENT CONTROL SYSTEMS**

**Objectives:** *To allow students to gain knowledge, insight, and analytical skills related to how a corporation's senior executives design and implement the ongoing management systems that are used to plan and control the firm's performance.*

**Unit-I: The conceptual foundations of control systems**

Nature and purpose of control systems, the new paradigms of Management Control Systems, elements of control, Balancing the levers and tensions in control systems, sources of tension 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, 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, product costing and accountability, 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 and schedule of advances, ABC costing standard, system of insurance accounts, non-profit organizations, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, process of designing controlling system.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books(Latest Editions)**

1. Antony R.N. and Govindarajan V; Management Control Systems; Tata McGraw, New Delhi
2. Allen, B. R., Brownlee, E. R. II, Haskins, M. E., & Lynch, L. J.; Cases in management accounting and control system New Delhi: Pearson Education.
3. Ghosh, N., Management Control Systems, Prentice Hall of India.

**Reference Books (Latest Editions)**

1. Cooper, R., & Kaplan, R. S.; Design of cost management systems; New Jersey: Prentice Hall.
2. Kaplan, R. S., & Cooper, R.; Cost & effect: Using integrated cost systems to drive profitability and performance. USA: Harvard College.
3. Merchant, K. and Van-der-Stede, W.A., Management Control Systems: Performance, Evaluation and Incentives, Prentice Hall.

**Journals**

1. Indian Accounting Review
2. Indian Journal of Accounting

## **MBA Syllabus July 2018 onwards**

### **MBA-FM09: FINANCIAL SERVICES AND WEALTH MANAGEMENT**

**Objective:** *To examine Financial Services Management as an important and contemporary area of financial management.*

#### **Unit-I**

Merchant Banking in India, Recent developments and challenges ahead – Institutional Structure – Functions of Merchant Banking: Issue Management and Underwriting.

#### **Unit-II**

Legal & Regulatory Framework and relevant provisions of Companies Act, SERA, SEBI guidelines, FERA, Relation with stock exchanges, Over the Counter Stock Exchange of India and National Stock Exchange.

#### **Unit-III**

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

#### **Unit-IV**

Financial Services, Consumer finance – Credit cards, Real Estate Financing, and Credit Rating: Credit Rating Methodology of Standard and Poor's, Moody and Fitch, CRISIL, CARE, ICRA.

Financial Planning: Background , Role Of Financial Planner, Financial Planning Process, Contract And Documentation Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling And Asset Allocation

#### **Unit-V**

Systematic Approach To Investing, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP), Financial Plan, Goal-Based Financial Plan, Comprehensive Financial Plan, Financial Blood-Test Report (FBR), Financial Planning In India

Wealth Management & the Economy: Financial Planning to Wealth Management, Economic Cycles and Indicators, Lag Indicators, Co-incident Indicators, Lead Indicators

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books(Latest Editions)**

1. J.C. Verma, A. *Manual of Merchant Banking*, Bharathi Publishing House, New Delhi.
2. K. Sriram *Handbook of Leasing, Hire Purchase and Factoring*, ICAI, Hyderabad.
3. Vinod Kothari, *Lease Financing and Hire Purchase including Consumer Credit*, Wadheva and Co., Pvt., Ltd., Nagpur.

#### **Reference Books (Latest Editions)**

1. J.V. Verma, *A Guide to Mutual Fund and Investment Portfolio law, Practice Procedure* – Bharat Law House, New Delhi.
2. K. Sekhar, *Guide to SEBI Guidelines – Capital Issues, Debentures and Listing*, Bharat Publishing House, New Delhi.

#### **Journals**

1. Review of Research in Banking and Finance
2. Journal of Financial Market

## MBA Syllabus July 2018 onwards

### MBA-FM10: TAX PLANNING MANAGEMENT

**Objectives:** *To familiarize the students with the issues of corporate tax planning and management and their implications for corporate financial decision making. It will develop students' skill for handling business problems using appropriate concepts of taxation laws.*

#### 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.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### Text Books(Latest Editions)

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. Singhania, V. K., Singhania, K. and Singhania, M., *Direct Taxes planing and management*, Taxmann Publications Pvt. Ltd., New Delhi.

#### Reference Books (Latest Editions)

1. Ranina, H P. *Corporate Taxation: A Handbook*. New Delhi, Oriental Law House.
2. Srinivas, E A. *Handbook of Corporate Tax Planning*. New Delhi, Tata McGraw Hill.
3. Agarwal, K.K., *Direct Tax Planning and Management*, Atlantic Publishers & Distributors

#### Journals:

1. International Tax And Public Finance
2. Journal of Corporate Taxation
3. Journal of International Taxation

**FUNCTIONAL ELECTIVES**  
**MARKETING MANAGEMENT**

**MBA-MM01: SERVICES MARKETING**

**Objective:** *To augment students with knowledge and skill for effective marketing of services.*

**Unit-I**

Introduction to Services: Nature of Services; Characteristics of Services , Classification of Services; Consumer versus Industrial Services. Global and Indian Scenario in services sector.

Marketing Mix In Service Marketing; The Seven Ps of services marketing: Product-Service Continuum; Service Life Cycle.

**Unit-II**

Promotion: Objectives; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. Price: Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing.

**Unit-III**

People: Role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment

Physical evidence: Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence

**Unit-IV**

Service as a process & as a system - Different process aspects and managerial challenges - Strategies for managing inconsistency – Customer's role in services - Customers as 'co-producers'; Self Service Technologies, – Customer Service in Service Marketing; Applying technology to service settings, e-services Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services.

**Unit-V**

Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; customers evaluation of service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text books (Latest Edition)**

1. Christopher Lovelock, *Services Marketing*, Pearson Education Asia, New Delhi.
2. K. Douglas Hoffman, John. E.G. Bateson, *Essentials of Service Marketing*, Thomson, New Delhi.
3. Helen Woodroffe – *Services Marketing*, Mcmillan India Ltd. New Delhi.
4. Mudie, P., & Pirrie, A, *Services Marketing Management*, Butterworth Heinemann, USA.
5. Valarie Zeithmal & Mary Jo Bitner, *Services Marketing*, Tata McGraw Hill, New Delhi.

**Reference books (Latest Edition)**

1. Kellogg, *Complete MBA Companion in Marketing*, Financial Times/Prentice Hall, New Delhi
2. Peggy Hadden, *The Artist's Guide to New Markets: Opportunities to Show and Sell Art Beyond Galleries*, Allworth Press, New York
3. Verma, H. V. *Services marketing: text and cases*. Pearson Education, New Delhi.
4. Shanker, R. *Services marketing: The Indian perspective*, Excel Books, New Delhi.

**Journals**

1. Journal of Services Marketing, Academy of Marketing Science
2. Journal of Services Marketing, Emerald Insight

**MBA MM-02: CONSUMER BEHAVIOUR**

**Objectives:** *To equip students with competencies to apply knowledge about the consumers' psychological factors as well as environment for making effective decisions in marketing.*

**Unit-I**

Introduction to Consumer Behaviour; Individual and organizational, Consumer Behaviour and marketing strategy, Applications of consumer behavior knowledge in marketing. Characteristics of Indian Consumers. Influences on the Consumer: Consumer needs, motives.

**Unit-II**

Consumer Decision making process and decision making roles, Models of consumer decision making - Engle- Kollatt-Blackwell model, Howard-Sheth Model, Bettman's Model, ELM model, FCB grid. Consumer satisfaction concept & Models - Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behavior.

**Unit-III**

Consumer relevant reference groups - opinion leaders - family decisions making - family life cycle - social class - influence of culture on consumer behavior. Diffusion of innovations: the diffusion process - the adoption process.

**Unit-IV**

Personality and self concept. Theories of personality. Perception-thresholds of perception, subliminal perception, Perceptual process dynamics. Positioning methods and measurement. Learning theories and their applications: Conditioning theories, Cognitive learning theories.

**Unit-V**

Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change. Concept of Multiple Selves. Development of the self image, Social Comparison theory.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text books (Latest edition)**

1. Leon G. Schiffman & Leslie Lazar Kanuk, *Consumer Behaviour*, Pearson Education Asia, New Delhi
2. Howard, John A, *Consumer Behaviour in marketing*, Englewood Cliffs, Prentice Hall Inc, New Jersey.
3. John C. Mower & Michael Minor, *Consumer Behaviour*, Prentice Hall. New Delhi
4. Peter, Olson, *Consumer Behaviour and Marketing Strategy*, University, McGraw Hill, New Delhi.

**Reference Books (Latest edition)**

1. Mowen, John C. *Consumer Behaviour*, MacMillan, New York.
2. Loudon, D.L. (1988), *Consumer Behavior: Concepts and Applications*, McGraw Hill, London

**Journals**

1. Journal of Marketing Behavior
2. Journal of Consumer Behavior



**MBA MM-03: BRAND MANAGEMENT**

**Objective:** *To make students understand the process of brand building and their management.*

**Unit-I: Introduction to Brand Management**

Brands and Branding, Brand and Product, significance of brands, Brands and value addition. Strategic Brand Management Process, legal and ethical aspects of branding

**Unit-II: Brand Equity**

Customer-based brand equity; concept of brand equity, Sources of brand equity, brand building blocks, Benefits of brand equity. Choosing brand elements to build equity, brand element choice criteria, brand element tactics

**Unit-III: Brand Valuation**

Measuring Sources of Brand Equity; Qualitative and quantitative research techniques, Measuring Outcomes of Brand Equity; Comparative methods, Holistic methods, Brand Equity Measurement System; Conducting brand audits

**Unit-IV: Branding Strategies**

Branding Strategies-depth and breadth of brand 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, consumer evaluation of brand extensions. Managing brands over time: reinforcing brands, revitalizing brands, adjustments to brand portfolio

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text books (Latest edition)**

1. Keller, Kevin Lane: *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, Upper Saddle River, Prentice Hall, New Jersey
2. Joel Kapfferrer; *Strategic Brand Management*, Kogan Page, India
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*, Oxford University Press

**Reference Books (Latest edition)**

1. Douglas Atkin, *The Culting of Brands*, Penguin Group (USA) Incorporated
2. Debbie Millman, *Brand Bible: The Complete Guide to Building, Designing and Sustaining Brands*, Rockport Publishers, Beverly, USA

**Journals**

1. Journal of Brand Management, Palgrave MacMillan
2. Journal of Consumer Behaviour, Wiley

## **MBA Syllabus July 2018 onwards**

### **MBA MM-04: SALES AND DISTRIBUTION MANAGEMENT**

**Objective:** *To acquaint the students with the process of developing a sound sales and distribution policy and practice.*

#### **Unit-I**

Organization of the field sales force: Types and methods of field sales organization – Career in Field Sales Management. Field sales manager –tasks and responsibilities – relation with salesmen and relationship with top management – coordinating and controlling the marketing mix.

#### **Unit-II**

Information and Planning: Qualities and role- Hierarchy, concept of strategies and tactics. Development of sales performance standards, relationship of performance standards to sales development function, its purpose and types, check on training and staffing programs.

#### **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.

#### **Unit-IV**

Staffing –tools and methods of selection. Motivational and compensation procedures for sales force – method of financial incentives– Designing a compensation plan. Evaluation of performance, salesmanship – Sales positions – Theories of Selling, Sales Audit and Analysis – Control of sales efforts and costs.

#### **Unit-V**

Role of distribution in the marketing mix, Dealer Network: Role of middlemen/dealer in marketing and distribution. Dealer functions, Strategic plan of network – Location selection, Appointment; and Termination of dealers, Morale and Motivation.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text books (Latest edition)**

1. Still RR and Cundiff Govoni, “*Sales Management*”: Prentice Hall of India. New Delhi.
2. Johnson, “*Sales Management, Concept Practices and Cases*”, New York, McGraw Hill.
3. Kelley Robertson, ‘Stop, Ask and Listen’, Macmillan. New Delhi.
4. Geoffrey Lancarter and David Jobber, “*Selling and Sales Management*”, Macmillan. New Delhi.
5. Anderson R, “*Professional Sales Management*”, Prentice Hall, New Delhi.

#### **Reference Books (Latest edition)**

1. Havaladar & Cavale, *Sales & Distribution Management-Text & Cases*, Tata McGraw Hill, New Delhi
2. Jeff Tanner, Earl D. Honeycutt, Robert C. Erffmeyer, *Sales Management: Shaping Future Sales Leaders*, Perason, New Delhi

#### **Journals**

1. Business Process Re-engineering & Management Journal, Emerald Insight
2. Journal Sales and Distribution, Klopotek & Partner GmbH

## **MBA Syllabus July 2018 onwards**

### **MBA MM-05: ADVERTISING AND SALES PROMOTION MANAGEMENT**

**Objective:** *To acquaint students with the significance and dynamics of marketing communication.*

#### **Unit-I**

Advertising: Advertising, objectives, advertising as a corporate communication process, market segmentation and target audience – Message and copy development, advertising appeals and executions.

#### **Unit-II**

Mass Media; types and merits, media planning and scheduling, Web advertising; Advantages and disadvantages, web advertising as a global media. Challenges in web advertising and content management, Role of social media.

#### **Unit-III**

Advertising agencies, Organization and types of advertising agencies, role of advertising agencies. Advertising budgeting: approaches and methods.

#### **Unit-IV**

Sales Promotion: Why and When Sales promotion activities, consumer and trade oriented sales promotion techniques. Emerging trends in sales promotion.

#### **Unit-V**

Advertising control: Measurement of effectiveness, methods of testing. Ethical, Economic and Social issues in advertising.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text books (Latest editions)**

1. Batra, Myers & Aaker, *Advertising Management*, Prentice Hall, New Delhi.
2. Belch, *Advertising and Promotion*, Tata McGraw Hill, New Delhi.
3. Frank Jefkins, *Advertising*, Macmillan India Ltd. New Delhi.
4. Kueglar Jr., *Web Advertising and Marketing*, Prentice, New Delhi.
5. Semenik, *Promotion and Integrated Marketing Communication*, Thomson Learning

#### **Reference books (Latest edition)**

1. Clow and Baack, *Integrated Advertising - Promotions and Marketing Communication*, Printice Hall of India, New Delhi.
2. kleppner Otto, *Advertising Procedure*, Englewood Cliffs, Printice Hall Inc., New Jersey

#### **Journals**

1. Journal of Advertising Research, Cambridge Publishing
2. The Journal of Interactive Advertising, Routledge

**MBA-MM06: RETAIL MARKETING**

**Objective:** *To provide students an extensive understanding of the retail marketing and its applicability in business environment.*

**Unit-I: Strategy and environment of retailing**

Retailing, Product retailing vs. Service retailing, non-store retailing retail strategy, achieving competitive advantage and positioning, organized retailing, Government policy relating to Retailers; 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: Retailing trends**

Globalisation and changing retail formats – Virtual stores – E-tailing – International Retailing. Opportunities and challenges in e-retailing, customization and e-retailing.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest editions)**

1. Andrew J. Navman and Peter Cullon, *Retailing Environment* – Thomson Press, New Delhi.
2. Berman & Frans A Strategic Approach, '*Retail Management*', Prentice Hall of India, New Delhi.
3. Ronald W. Hasty & James Reardon, '*Retail Management*' – Tata McGraw Hill, New Delhi.
4. David Gilbrath, *Retail Marketing Management*, Prentice Hall, New Delhi.
5. William H. Bolan, '*Contemporary Retailing*', Prentice Hall International, New Delhi.
6. Dunne and Gable, '*Retail Management*', South Western Publishing, USA

**Reference Books (Latest edition)**

1. Berman and Evans, *Retail Management- A Strategic Approach* , Prentice Hall of India, New Delhi.
2. Drake, Mary Francis, J. H. Spooone and Greenwald, *Retail Fashion- Promotion and Advertising*, MCMillan, New York, USA.

**Journals**

1. Journal of Retailing and Consumer Services, Elsevier
2. Journal of Retailing, Elsevier

**MBA-MM-07: MARKETING RESEARCH**

**Objectives:** *To provide the students a basic understanding of the scope of marketing research, emphasizing an applied approach with practical applications*

**Unit-I**

The nature and types of marketing research. Decision making in marketing and the role of marketing research. Marketing Information Systems and Decision Support Systems. The marketing research process and Research Design.

**Unit-II**

Sources of data , Primary and secondary sources. The sources of secondary data. Audits and panel data. Surveys and experiments in marketing research. The experimental designs in marketing research.

**Unit-III**

Measurement in marketing research, concept of scales and property of scales- reliability and validity. Design of questionnaires and Schedules. Specific type of measurement instruments- attitude scales, measures of emotion, perceptual scales. Qualitative research methods

**Unit-IV**

Sampling, sample size determination, sampling plans and methods. Field work planning and control, data analysis, use of softwares. Frequency tables, measures of central tendency and variation. Tests of hypothesis- Uni and multi variate tests Z test, T test, Chi Square tests and ANOVA- univariate and multi-variate. Analysis of Experimental designs. Non parametric tests.

**Unit-V**

Measures of association, Correlation and regression, advanced methods of analysis in marketing research - Cluster analysis, factor analysis, Multi dimensional scaling.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest editions)**

1. Tull, Donald S, Hawkins Del I, “*Marketing Research –Measurement and Methods*” Prentice Hall India, New Delhi
2. Malhotra , Naresh, “*Marketing Research*” , Prentice Hall India, New Delhi
3. Nargondkar, “*Marketing Research*”, Tata McGraw Hill, New Delhi.
4. Luck & Rubin, *Marketing Research*, Prentice Hall India, New Delhi.

**Reference Books (Latest editions)**

1. Creswell, John W., *Educational Research: Planning Conducting and Evaluating Quantitative and Qualitative Research*, Upper Saddle River, NJ: Pearson Merrill Printice Hall.
2. Donald R. Cooper, Pamela S. Schindler, J. K. Sharma, *Business Research Methods*, Tata McGraw Hill, New Delhi.

**Journals**

1. International Journal of Research in Marketing, Elsevier
2. Qualitative Market Research: An International Journal, Emerald Insight

## **MBA Syllabus July 2018 onwards**

### **MBA-MM08: INTERNATIONAL MARKETING**

**Objective:** *To make students understand plans and marketing strategies for international markets and managing overseas operations.*

#### **Unit-I**

International Marketing, 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-. Impact of environment on international marketing decisions, environmental analysis, ETOP, SWOT, PESTLE, CATWOE and MOSCOW, need for environment analysis.

#### **Unit-III**

Planning for international marketing-global marketing mix, 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 and life cycle of its product.

#### **Unit-IV**

Pricing Decisions: Environmental influence on pricing decisions, international pricing policies and strategies. Distribution channels: channel selection decisions, Selection of foreign distributors/agents. Promotion: Decisions, complexities, issues and challenges of global advertising, personal selling, sales promotion and public relations.

#### **Unit-V**

Documentation and procedural complexities in international marketing, quality control and international standards, processing export orders, role of virtual channels in international marketing.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest edition)**

1. C. Zinkota, M.R: *International Marketing*, Dryden press, Boston.
2. Francis Cherunilam – *International Marketing*, Tata McGraw Hills, New Delhi.
3. Jain, S.C: *International Marketing*, CBS Publication, New Delhi.
4. Cateora, Gilly and Ghram - *International Marketing*, McGraw Hill, New Delhi.
5. Fayerweather, John: *International Marketing*, Prentice hall, New Delhi.

#### **Reference Books (Latest edition)**

1. Varshney, R. L. and Bhattacharya, B., *International Marketing: An Indian Perspective*, Sultan Chand, New Delhi
2. Keegan, Warren J., *Global Marketing Management*, Pearson Education, New Delhi.

#### **Journals**

1. Journal of International Marketing, American Marketing Association
2. International Marketing Review, Emerald

## **MBA Syllabus July 2018 onwards**

### **MBA-MM09: CUSTOMER RELATIONSHIP MANAGEMENT**

**Objective:** *To provide students an understanding of the process and mechanism managing customer relationship in business organizations.*

#### **Unit-I**

Customer relationship management. CRM concepts: acquiring customers, customer loyalty and optimising customer relationships, customer life cycle. CRM, challenges of CRM.

#### **Unit-II**

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

#### **Unit-III**

Analytical CRM – Managing and sharing customer data; customer information database, data warehousing, data mining concepts. Data analysis-market-basket analysis (MBA), personalization and collaboration filtering. Segmentation and selection. Customer life time value and balance score card.

#### **Unit-IV**

CRM in e-business: Concept of E-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.

#### **Unit-V**

CRM systems, campaign management system and content management system. applications in various sectors: retail industry, banking, hospitality and telecom sector. Ethical issues in CRM.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest editions)**

1. Stanley A. Brown: “Customer Relationship Management”, John Wiley and sons, USA.
2. Anderson, “Customer Relationship Management”, Tata McGraw Hill, New Delhi.
3. Singh P.P, Jinender KumarN.: “Customer Relationship Management”, Regal publications, New Delhi.
4. Alok Kumar Rai: *CRM, texts and cases*, Prentice Hall of India, New Delhi.
5. Freeland, John G., *The Ultimate CRM Handbook*, Tata McGraw Hill, New Delhi

#### **Reference Books (Latest edition)**

1. Kumar V. and Reinartz, Werner, *Customer Relationship Management: A Database Approach*, Willey.
2. Zigmund, William; Mcleod, Raymond, Daniel P, *Principles of Customer Relationship Management*, Cengage Learning, New Delhi

#### **Journals**

1. International Journal of Electronic Customer Relationship Management, InderScience Publishers
2. Business Process Management Journal, Emerald

**MBA MM10: E-MARKETING**

**Objective:** *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**

Internet Basics: Internet, Intranet, Extranet, websites, blogs, social networking. Concept of e-business, evolution of e-business.

**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: 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.

**Unit-V: Legal and Ethical Issues**

Privacy and Security concerns- electronic payment systems- different type of payment modes, e-cash, e-check, e-money, e-security- firewalls, emerging payment practices- cash on delivery, bit coins etc.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text books (Latest editions)**

1. Mohammed, Fisher, Jaworski and Cahill: *Internet marketing – building advantage in a networked economy*, Tata McGraw-Hill, New Delhi.
2. Strauss and Frost: *E-Marketing* Prentice-Hall, New Delhi.
3. Vassos: *Strategic Internet Marketing – Practical e-commerce and branding tactics*, Que Books, Indiana, USA.
4. Chaffey, Meyer, Johnston and Ellis: *Internet Marketing*, Prentice-Hall, New Delhi
5. Dave Chaffy-*Internet Marketing; Strategy, Implementation & Practice*, Prentice Hall, New Delhi.

**Reference Books (Latest edition)**

1. Bajaj, Kamlesh k & Nag, Debjani, *E-commerce: The Cutting Edge of Business*, Tata McGraw Hill
2. C. S. Murthy, *E-commerce Concepts, Models & Strategies*, Himalaya Publishing House

**Journals**

1. International Journal of Electronic Marketing and Retailing, InderScience Publishers
2. Journal of Digital & Social Media Marketing, Henry Stewart Publisher



**FUNCTIONAL ELECTIVES**  
**HUMAN RESOURCE MANAGEMENT**

**MBA-HR01: TRAINING & DEVELOPMENT**

**Objective:** *To familiarize the students with the concept and practice of training and development in organizational settings.*

**Unit-I**

Organization: vision & plans; Need for Training - Methods of Identification of Training needs - Training policy - Planning and Organizing the training programmes

**Unit-II**

Methods of Training - supervisory development programmes, (SDP) - Techniques of SDP - Training and education for operative personnel, skill training, Technology in Training: Computer Based Training(CBT), Multimedia Training, E-Learning/Online Learning, Distance Learning, emerging training needs

**Unit-III**

Management Development (MD) and Organizational Development (OD)- Difference between MD and OD - Aims and objectives of MD and OD - Methods of MD- OD interventions – Succession Planning and Career development.

**Unit-IV**

Training Evaluation: Evaluation of Training: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training.

**Unit-V**

Role of Professional bodies for Management Education and Training - AIMA, NIPM, ISTD, IIMS, School of Management Studies, NPC, NITIE and ASCI - Training and TQM and ISO 9000- Training Aids - Types of aids and Audio visual aids - Budget Estimation on Training.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest edition)**

1. Lynton Rolf & Pareek Udai. *Training & Development*. New Delhi: Prentice Hall.
2. Bhatia S.K. *Training & Development*. New Delhi: Deep & Deep Publishers
3. B. Janikaraman. *Training and Development*, Vikas.Pub. New Delhi

**Reference Books (Latest edition)**

1. Blanchard P.Nick & Thacker James, W. *Effective Training, Systems, Strategies and Practices*. New Delhi: Pearson Publishers
2. French Wendell, Bell Cecil and Vohra Veena. *Organisation Development, Behavioral Science Interventions for Organization Improvement*. Person New Delhi
3. French, W.L. and Bell, Jr. C.H.: *Organizational Development*, PHI, N. Delhi
4. D.R. Brown and D. Harvey: *An Experiential Approach to Organization Development*, Pearson-Education, N. Delhi

**Journals**

1. International Journal of Human Resources Management, UK
2. Indian Journal of Industrial Relations, New Delhi, Indian Journal of Training and Development

## **MBA Syllabus July 2018 onwards**

### **MBA-HR02: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Objective:** *To acquaint students with the techniques and essential elements of International Human Resource Management to enable them to apply the same in complex international business environment.*

#### **Unit-I**

International Human Resource Management: Managing people in an international context. Hofstede's Approach. Linking HR to international expansion strategies; Recruitment and selection, criteria for recruitment and selection, sources, PCNs, TCNs, HCN; Comparative HRM

#### **Unit-II**

Diversity Management, affirmative action plans, Sexual Harassment at workplace; International training and management development: Expatriate Training -Strategies & Objectives, HCN Training- Process, Cross-Cultural training- Phases in CCT Programme, Evaluating the Effectiveness of CCT

#### **Unit-III**

Performance Management; Organisational strategy and Performance Management, Setting Individual Performance Goals, Identifying Variables affecting Performance, Appraising the Performance, Issues in managing performance in Global Context, International Compensation: components and approaches

#### **Unit-IV**

Repatriation and Expatriation: Repatriation: Process, challenges, designing repatriation programmes; Expatriate: Expatriate Failure, Managing Expatriate Failure Cross border merger and acquisition: Motives behind Mergers & Acquisitions, Strategies of Post-Merger Outcome, HR Interventions.

#### **Unit-V**

International Industrial Relations: Unions' Influence on International Industrial Relations, Recent Developments in International Industrial Relations and Union's Approach to International IR

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest edition)**

1. Bernardin H. J, and Russell J. E., *Human Resource Management*, Irwin-Mc Graw, Singapore
2. Punnett B, J, *International Perspective on Organisational Behavior and Human resource Management*, PHI, N.Delhi
3. Aswathappa K. & Dash Sadhna. *International HRM – Text and Cases*, New Delhi. Tata McGraw Hills

#### **Reference Books (Latest edition)**

1. Sengupta Dr. Nilanjan & Bhattacharya Dr. Mousumi S. *International HRM*. New Delhi. Excel Books
2. Lucas Rosemary & Lupton Ben. *Human Resource Management in an International Context*. USA
3. Peter I. Dowling & Denice E. *International HRM*. New Delhi. Excel Books
4. Anne. W. Hazrin and Ashly. H. Pinnington, *International Human Resource Management*. Sage Publications , New Delhi.

#### **Journals**

1. International Journal of Human Resources Managemnt, UK
2. Indian Journal of Industrial Relations, New Delhi
3. International Journal of Manpower, UK

## **MBA Syllabus July 2018 onwards**

### **MBA-HR03: STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Objectives:** *To make the students to think strategically and integrate the activities of HR with the organizations goals*

#### **Unit-I: SHRM: Introduction**

Conceptual Framework of Strategic HRM, Significance and evolution of SHRM, Models of SHRM, development & delivery of HR strategies, impact of strategic HRM, SHRM for competitive advantage.

#### **Unit-II: SHRM: The Context**

The human resource environment: external and internal contextual factors; Impact of technology on HRM and e-HR: changing practices , emerging issues and concerns in SHRM.

#### **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. Outsourcing & its HR implications, Human Side of Mergers and Acquisitions.

#### **Unit-IV: SHRM- Strategy Implementation**

Application of SHRM: Workforce Utilization; Strategic staffing, training & development, performance management, compensation, Strategic Knowledge Management, HR dimension to knowledge management.

#### **Unit-V: SHRM- Strategy Evaluation**

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;

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest edition)**

1. Greer, C. R., *Strategic Human Resource Management*, Pearson Education: New Delhi
2. Chanda, A. and Kabra, S., *HR Strategy*, Response Books: New Delhi
3. Armstrong, Michael & Baron Angela, *Handbook of Strategic HRM*, New Delhi: Jaico Publishing House. New Delhi
4. Mello, Jeffrey A., *Strategic Human Resource Management*, Thomson South Western. New Delhi

#### **Reference Books (Latest edition)**

1. Regis, Richard. *Strategic Human Resource Management & Development*. Excel Books, New Delhi
2. Agarwala, T. *Strategic Human Resource Management*. New Delhi: Oxford University Press
3. Dhar, Rajib Lochan. *Strategic Human Resource Management*. New Delhi: Excel Books
4. Tyson, S., *HR Strategy*, Pitman Publishing: London

#### **Journals**

1. International Journal of Human Resources Management
2. Harvard Business Review
3. International Journal of Manpower

**MBA-HR04: MANAGEMENT OF INDUSTRIAL RELATIONS**

**Objectives:** *To provide the students with comprehensive knowledge of industrial relations scene in India.*

**Unit-I**

Industrial Relations: Concept, components of industrial relations system, Brief overview of industrial relations in India, Japan, USA & UK.

**Unit-II**

Grievances Handling: Grievances; causes of grievances; grievances presentation, procedure for redressal of grievances, Model grievance handling procedure

Industrial Discipline: causes of indiscipline; discipline enforcement, code of discipline in industry.

**Unit-III**

Trade Unionism: structure and functions of trade unions, overview of Trade Unions Act, 1926, Development of trade unionism in India;; leadership issues; problems of multiple unions; white collar unionism; employers' organization in India.

**Unit-IV**

Industrial Disputes: Causes and manifestation of disputes; industrial relations machinery- conciliation, arbitration, adjudication, An overview of Industrial Dispute Act, 1947.

**Unit-V**

Collective Bargaining: Principles, features and forms of collective bargaining; negotiation process; implementation of collective bargaining agreements; collective bargaining in India.

Workers' participation: Concept and objectives; forms and levels of participation; schemes for workers' participation in India and other countries.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest edition)**

1. S.C. Srivastava. *Industrial Relations & labour laws*. Vikas Publishing House. New Delhi
2. C. S. Venkata Ratnam. *Industrial Relations*. Oxford University Press. New Delhi
3. R. Dwivedi. *Industrial Relations*. Galgotia Publications. New Delhi
4. Sivarethinamohan, R. *Industrial Relations And Labour Welfare: Text And Cases*. PHI learning, New

**Reference Books (Latest edition)**

1. A.M Sarma, *Industrial Relations, Conceptual and Legal Framework*, HPH, N. Delhi.
2. Mamoria and Mamoria. *Dynamics of Industrial Relations*. Himalya Publishing House New Delhi
3. C. Mamoria, S. Mamoria, S. Gankar: *Dynamics of Industrial Relations*, HPH, N. Delhi.
4. A. Monappa: *Industrial Relations*.TMH, N. Delhi.
5. Promod Verma, *Management of Industrial Relations*,TMH, N.Dehi.

**Journals**

1. Indian Journal of Labor Economics, ISLE, New Delhi
2. Indian Journal of Industrial Relations., SRC, New Delhi
3. International Labour Review, Geneva

**MBA-HR05: CROSS-CULTURAL AND GLOBAL MANAGEMENT**

**Objectives:** *To provide students an opportunity to learn new ways of thinking about the management of people and processes in organizations across a range of national and international business and management contexts.*

**Unit-I**

International Management and Culture: Significance of Culture for International Management; Factors that Influence Management Decision-Making; Strategic Decision-Making-the PESTEL Framework; Significance of Culture in Strategic Decision-Making, Comparing Cross-Cultural and International Management, Implications for International Management Practice

**Unit-II**

Comparing Cultures: Group as a Basic Unit for Comparative Cultural Analysis; Identifying and Responding to Differences in Culture- Hofstede Model, Kluckhohn-Strodtbeck Model; Hall's Model of High and Low Context Cultures; Comparing National Cultures

**Unit-III**

Movement in the Culture: Culture as a Factor in People's Response to Change; Recognising the Significance of Movement in Culture; How Economic Factors Influence Movement in National Cultures; How Foreign Intervention Causes Shifts in Local Cultures

**Unit-IV**

Organisational Culture: Culture and Organisations; Defining and Comparing Organisational Cultures; Controlling Organisational Cultures; Influence of National Cultures on Organisational Cultures

**Unit-V**

Culture and Management Communication: Introduction; Successful Communication across Cultures; Appropriate' Communication Within and Across Cultures? Interpreting Contexts for Management Communications within and Across Cultures; Cross-Cultural Significance of Non-Verbal Communication (NVC); Cross-Cultural Management Communications: Practical Implications

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest editions)**

1. Jackson T. *International HRM: A Cross-Cultural Approach*, London: Sage
2. Richard Mead and Tim G Andrews. *International Management: Culture and Beyond*, Chichester UK: John Wiley & Sons
3. Mead, R.: *International Management-Cross Cultural Dimensions*: Camb, Mass, Blackwell

**Reference Books (Latest editions)**

1. Shobhana Madhavan: *Cross Cultural Management*: Oxford University Press
2. Dowling, P. J.: *International Dimensions of Human Resource Management*: Wadsworth.
3. Hofstede, G.: *Cultures Consequence: International Differences in Work Related Values*: Sage
4. Adler, N.J.: *International Dimensions of Organizational Behavior*: Boston, Publishing

**Journals**

1. International Journal Of Cross Cultural Management
2. International Journal of Human Resources Management
3. Harvard Business Review

**MBA-HR06: PERFORMANCE AND COMPENSATION MANAGEMENT**

**Objective:** *To acquaint students with concepts of performance and compensation management and make them understand their application in the different organisational settings.*

**Unit-I**

Performance Management: Performance Management System: performance planning, goal sheet, goal alignment, Performance management cycle, Performance measures, web-enabled performance management, Aspects of International PMS.

**Unit-II**

Performance Management Process: Principles of goal setting, types of goals; Feedback: guidelines, Performance Reviews: process of reviewing, self-assessment; process of rating, Coaching and mentoring: process, techniques, skills.

**Unit-III**

Managing Organisational Performance: performance management and human capital, developing a high performance culture; Team Performance: Performance and Learning: learning opportunities, personal development planning; Performance Management and Reward: Evaluating performance management: criteria and methods.

**Unit-IV**

Compensation Management: wages and components of wages, Pay models, Compensation and non-compensation dimensions, Job pricing, determining the pay structure, determining rates of pay; Types of Incentives, qualified deferred compensation arrangements: social security, pension plans, profit sharing, stock bonus plan, ESOP.

**Unit-V**

Benefits and Services: Benefit Administration, Employee Benefits and Employee Services, Funding Benefits through VEBA, Costing benefits, Flexible Compensation Benefits, (Cafeteria Plan), Employee welfare and retirement benefits

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest editions)**

1. Dipak Bahtacariya *Performance Management Systems and Strategies*, Vikas Pub. New Delhi
2. Robert Bacal, *Performance Management*: McGraw-Hill Education, New Delhi
3. T.V. Rao *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*, Response Books, New Delhi
4. Henderson, Richard. *Compensation Management in a Knowledge Based Economy*. New Delhi Pearson Education.

**Reference Books (Latest editions)**

1. Armstrong, Michael. *Performance Management*. New Delhi: Kogan page
2. Martocchio, Joseph J. *Strategic Compensation-A HRM Approach*. New Delhi: Pearson Education.
3. Scarpello, Bergman. *Compensation Decision Making*. Fort Worth, TX: Harcourt College Publishers.
4. Milkovich, Newman & Ratnam. *Compensation*. New Delhi: McGraw Hill

**MBA-HR07: LABOUR LEGISLATION**

**Objectives:** *To acquaint with the concepts and enforcement of various labour laws in India.*

**Unit-I**

Payment of Wages Act, 1936-rules of payment of wages, Minimum Wages Act, 1948- fixing of minimum wages, Concept of living wage, fair wage & minimum wage., Payment of Bonus Act, 1965-applicability of The Act- availability and allocation of surplus bonus.

**Unit-II**

The Factories Act- 1948- licensing & registration of factories- notice by occupier, health & welfare measures- employment of women & young person- penalties & returns.

**Unit-III**

Employee's Provident Funds Miscellaneous Provisions Act, 1952 & employees family pension scheme-definition- coverage of the organization & employees under the act- employees provident fund & pension fund scheme- calculation of contribution withdrawal of provident fund amount- penalties for offence. The Employees state insurance Act, 1948: coverage and benefits and contribution of the employer and employee.

**Unit-IV**

Industrial Employment (standing order) Act 1946- scope & coverage of the Act - modification-interpretation & enforcement of standing orders. The Payment of Gratuity Act, 1972- scope & coverage the Act

**Unit-V**

The Industrial Disputes Act, 1947-conciliation & voluntary process for the settlement of industrial disputes – power of govt. under ID Act, instrument of economic coercion-strike & lock out, layoff, retrenchment, transfers & closures-discharge & dismissal- managements prerogative during pendency of proceeding. Trade Union Act, 1926- registration of TU, recognition of TU

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest editions)**

1. S. C. Srivastava, *Industrial Relations and Labour Laws*, Vikas, New Delh
2. Mamoria and Mamoria. *Dynamics of Industrial Relations*. Himalya Publishing House New Delhi
3. P. L Malik. *Industrial Law*, Eastern Book Company Lucknow.
4. P. L Malik. *Labour and Industrial Laws*, Eastern Book Company Lucknow

**Reference Books (Latest editions)**

1. H .L Kumar. *Labour Laws*, Universal Laws pub, Delhi 1.
2. N.D.Kapoor, *Industrial Law*, Himalaya Publishers, New Delhi
3. Ghaiye B.R:*Law and Procedure of Department Enquiry in Private and Public Sector Eastern*, Lucknow
4. NM Tripathi, *Indian Law Institute Labor law and Labor Relations: Cases and Material*, Himalya, Bombay

**MBA-HR08: HUMAN RESOURCES DEVELOPMENT**

**Objective:** *To expose students to HRD frameworks that help organizations in identifying and managing their human resource needs.*

**Unit-I**

Evolution of HRD: 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. HRD Movement in India, Theory and Practice of HRD: Subsystems of HRD: Organizational Culture: Role of HRD in promoting a development oriented Culture in the Organizations.

**Unit-II**

Development of Human Capacity: Aptitude, Knowledge, Values, Skills, Responsiveness, Loyalty and Commitment, Transparency, Leadership development. Learning Organization, Organizational Learning, Importance of Experiential Learning, Learning Organization, Knowledge Management, Organizational Effectiveness and Excellence.

**Unit-III**

Evaluating HRD: Human Resource Accounting- approaches, HR Audit and Bench marking, HR balanced scorecard, Impact-assessment of HRD initiatives on Organizations

**Unit-IV**

Organizational Development (OD) OD Interventions, OD Programs and Techniques: 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, Career Planning & Succession Planning.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest editions)**

1. T.V. Rai and Udai Parekh. *Developing and Managing Human Resource System*. Oxford Press New Delhi
2. D.M. Silvera. *Human Resource Development: The Indian Experience*. New Delhi: New India Publications.
3. Rao T. V and D F Parea. *Recent Experiences in Human Resources Development*. New Delhi: Oxford and IBH

**Reference Books (Latest editions)**

1. French W.L. & Bell, Jr, C.H., *Organization Development: Behavioural Science Interventions for Organization Development*. New Delhi: Prentice Hall of India
2. Argyrs, Chris: *Organizational Learning: A Theory of Action Perspective*. Readings, Mass- Addison – Wesley
3. Khardelwal Anil K., Abraham, S.J., Verma K.K., *Alternative Approaches and Strategies of HRD, National HRD Network*, Rawat Publications, Jaipur
4. Maheshwari, B.L., Dharni, P. Sinha, *Management of Change through HRD, National HRD Network*, Hyderabad, Tata McGraw Hill



## **MBA Syllabus July 2018 onwards**

### **MBA- HR09: CREATIVITY AND COMPETENCY MANAGEMENT**

**Objectives:** *To expose students to the fundamentals and tools of creativity and Competency Management.*

#### **Unit-I**

Understanding Creativity—elements—Body and mind as roots of human creativity—attributes of creative individuals. Cultivation of creativity: convergent thinking—divergent thinking- Forced Relationship- Recognizing and avoiding mental blocks

#### **Unit-II**

Generation of creative ideas is individual—PMI, Thinking Hats methods—redefinition techniques—Random stimulus;

Generation of creative ideas in groups—Brainstorming/Brain-writing, reverse brain storming -synaptic-Morphological Method-Attribute Listing—lateral thinking-lateral, vertical thinking -Attitudes towards lateral thinking

#### **Unit-III**

Blocks to creativity—Fears and Disabilities—strategies for unblocking-Innovation—Creativity- innovation—types of innovation-Strategies for Innovation

#### **Unit-IV**

Introduction to Competency Concept—Understanding Competencies-Components of Competency; Competency Categories – Steps in Developing Competency Model

#### **Unit-V**

Competency Modelling - Assessment Centre - Assessment Centre Methods— Implementation of Assessment Centre; Individual Development Plan; Organizational Uses of Competency

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest editions)**

1. Pradip N Khandwalla, *Lifelong Creativity*, Tata Mc Graw Hill. New Delhi
2. N Rastogi , *Managing creativity For Corporate Excellence*, MacMillan Publications. New Delhi
3. C. Andriopoulos, P. Dawson, *Managing Change, Creativity and Innovation*, SAGE Publications. New Delhi
4. Bytheway Charles W., *FAST Creativity & Innovation*, Cengage. New Delhi

#### **Reference Books (Latest editions)**

1. S. Mukherjee, *Competency Mapping for Superior Results*, Tata McGraw Hill, New Delhi.
2. Radha R Sharma, *360 Degree feedback, Competency Mapping and Assessment Centers*, Tata McGraw Hill, New Delhi.
3. Sanghi, Seema, *The Handbook of Competency Mapping*, Response Books, New Delhi
4. Ganesh Shermon, *Competency Based HRM*, Tata McGraw Hill. New Delhi
5. Sahu R. K., *Competency Mapping*, Excel Books. New Delhi

**MBA-HR10: HUMAN RESOURCE INFORMATION SYSTEM**

**Objective:** *To expose students to Learning Fundamentals, Generalizations to Improve Thinking, Problem Solving & Decisions*

**Unit-I**

Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System (SAP, Oracles Financials and Ramco's Marshal)

**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 & HRIS: Organization Structure & Related Management Processes (authority & Responsibility Flows, and Communication Process), Organization Culture and Power-Data for Monitoring & Review; Behavioural Patterns of HR & other Managers

**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; HRIS & Employee Legislation; An Integrated View of HRIS.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest editions)**

1. Kavanagh, Gueutal and Tannenbaum, *HRIS: Development and Application*, PWS Kent,
2. Michael Hammer, Hammer and Company “*The Agenda: What Every Business Must Do to Dominate the Decade*”, One Cambridge Centre, Cambridge, MA
3. Ashok. K. Gupta. *Developing Human Resource Information System*. Daya Pub, New Delhi

**Reference Books (Latest editions)**

1. Michael Armstrong. *A Handbook of Human Resource Management Practice*, Kogan Page
2. Elizabeth H, Dilum J. *Managing and Measuring Employee Performance–Understanding Practice*. Kogan Page
3. Walker, *HRIS Development: A project team guide to building an effective personnel system*, Reinhold, New York
4. Fitz Enz, *How to measure HRM*, McGraw-Hill, London

**FUNCTIONAL ELECTIVES**  
**OPERATIONS MANAGEMENT**

**MBA-OM01: QUALITY MANAGEMENT**

**Objective:** *To enable the students to understand the importance of quality management, get an insight into the key principles and elements of quality management and develop quality as a customary habit.*

**Unit-I**

Concept and history of Quality, Quality in Manufacturing and Service Systems– Quality and Price –Quality and Cost, Taguchi Loss Function. Quality & Competitive Advantage, Perspectives on Leadership for Quality

**Unit-II**

Principles and Elements of Total Quality Management, Strategic Planning and Leadership –Customer Focus – Fact-Based Management – Continuous Improvement –Teamwork and Participation. Malcolm Baldrige National Quality Award, Deming Management Philosophy. Juran Philosophy, Juran Quality Trilogy-Crosby Philosophy

**Unit-III**

Quality Control and Quality Assurance: Concept of Quality Control – Concept of Process Variation – Acceptance Sampling - Attributes and variable sampling plans – OC Curves – Producer and Consumer Risk, Statistical Process Control: Control Charts, Benefits of Control Charts and Application

**Unit-IV**

Quality Management Assistance Tools: Ishikawa Fish Bone diagram – Nominal Group Technique – Quality Circles – Flow Charts – Pareto Analysis– Pokka Yoke .Quality Management Standards, ISO 9001:2000 Quality Management System Standard- ISO 14001:2004 Environmental Management System Standard- ISO 27001:2005 Information Security Management System-ISO / TS16949:2002 for Automobile Industry

**Unit-V**

Auditing Techniques , Developing a Check-list -Conducting an Audit – Writing an Audit Report – Auditor Ethics; Concepts , Principles and Evolution of Six Sigma, Quality Principles of Six Sigma, Six Sigma and Competitive Advantages, Six Sigma Problem Solving, Organizing Six Sigma,, Six Sigma in Service Organisation. Methods of Six Sigma.

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest Edition)**

1. Besterfield, D, Besterfield Michna, Besterfield, G. & Besterfield- Sacre, M.:*Total Quality Management*: Pearson Education, New Delhi
2. Oakland, J. S. *Total Quality Management*: Burlington, Butterworth-Heinemann.
3. Poornima M. Charantimath, *Total Quality Management*, Delhi, Pearson Education
4. James R Evans, *Quality Management*, New Delhi, Cengage Learning India
5. Amitava Mitra, *Fundamentals of Quality Control & Improvement*, Wiley, Delhi
6. Dale, B. G. *Managing Quality*. UK: Blackwell Publishing

**Reference Books (Latest Edition)**

1. *IS/ISO 9001:2000*. New Delhi: Bureau of Indian Standards
2. Rath, Strong. *Six Sigma leadership Handbook* . New Jersey: John Wiley & Sons

**Journal**

1. Total Quality Management and Business Excellence
2. International Journal of Production Research

## **MBA Syllabus July 2018 onwards**

### **MBA-OM02: SUPPLY CHAIN MANAGEMENT**

**Objective:** *To acquaint the students with various concepts, models and decision-making tools of Supply Chain Management and address issues relating to strategic alliances from supply chain perspective.*

#### **Unit-I: Introduction to Supply Chain Management**

Concepts and Importance of Supply Chain (SC), Evolution of Supply Chain Management (SCM), Logistics and Supply Chain Management, Competitive and SC Strategies, Achieving Strategic Fit, Supply Chain Integration, Push-Pull Based Supply Chain and Cycle View of Supply Chains

#### **Unit-II: Inventory Management in SC**

Review of Inventory Fundamentals- Basic EOQ Models; Inventory Review Policies; Managing Inventory in SC Environment: Basic and Advanced Inventory Models, Multi-Echelon Inventory Models

#### **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; Value of Information , Bullwhip Effect- Causes And Remedial Measures

#### **Unit-IV: Distribution and Transportation Networks**

Distribution Network in SC; 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; Strategic Outsourcing and Strategic Alliances, Third Party And Fourth Party Logistics

#### **Unit-V: Information Technology and SCM**

Use of Information Technology (IT) in Supply Chain Management, SC performance measurement- Dimensions and tools: SCOR model. E-business and its impact on Supply Chain's Responsiveness and Costs. Contemporary Issues in SCM

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest Edition)**

1. Chopra, Meindl, *Supply Chain Management: Strategy, Planning, and Operation*: Delhi, PHI.
2. Mentzer, J. T., *Supply Chain Management*: New Delhi, Sage Publications.
3. D. Kaminsky, Simchi, Levi, *Designing and Managing the Supply Chain*, New Delhi, TMH
4. Sharma, Sunil, *Supply Chain Management*-New Delhi, Oxford University press
5. Webster, S. T., *Principles & Tools for Supply Chain Management*: New Delhi, McGraw Hill

#### **Reference Books (Latest Edition)**

1. Waller, D. L., *Operations Management: A supply chain perspective*: New Delhi, Thomson
2. Shapiro, J. F., *Modelling the Supply Chain*, New Delhi: Cengage Learning

#### **Journal**

1. International Journal of Logistics and Supply Chain Management
2. International Journal of Logistics and Planning Supply Chain Management

## **MBA Syllabus July 2018 onwards**

### **MBA-OM03: PROJECT MANAGEMENT**

**Objective:** *To create an awareness for systematic management of projects and provide the skills needed for executing various projects.*

#### **Unit-I**

Project: Concept, Classification, Project Management: Evolution, Challenges, Need For Project Management, Future of Project Management Project Success Factors, Project Management in Different Environments

#### **Unit-II**

Generation And Screening of Project Ideas- Procedure For Idea Generation, Project Life Cycle, Strategic Management and Project Selection, Project Selection and Criteria, Nature of Project Selection Models. Project Environment Appraisal

#### **Unit-III**

Functions, Role And Responsibilities of Project Manager, Delegation of Authority, Building Project Team, Project Organization, Project Team And Human Factors, Conflict And Negotiation, Nature And Types of Negotiation

#### **Unit-IV**

Statement Of Work (SOW), PERT Analysis: Project Scheduling Under Uncertainty, Gantt Chart Need And Importance of Work Break Down Structure , Project Review And Administrative Aspects

#### **Unit-V**

Earned Value Performance Measurement, Computer Based Project Management, Role of Risk Management in Overall Project Management, Identification of Risk Management Activities Throughout The Project Life Cycle, Dealing With High-Risk Events, Social Cost Benefit Analysis

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest Edition)**

1. Meredith, J. R. and Mantel, S.J. "*Project Management: A Managerial Approach*", Wiley, Delhi
2. Prasanna Chandra, *Projects Management*, Tata McGraw Hill, New Delhi,
3. S Chowdhury, *Project Management*, Tata McGraw Hill, New Delhi

#### **Reference Books (Latest Edition)**

1. Clements, Gido, *Effective Project Management*, Thompson India, New Delhi
2. Gray, Larson, *Project Management- The Managerial Process*, MGH, New Delhi

#### **Journals**

1. International Journal of Project Management- Elsevier Science
2. Journal of Project Management-Global Research Publication

## **MBA Syllabus July 2018 onwards**

### **MBA-OM04: INNOVATION & TECHNOLOGY MANAGEMENT**

**Objective:** *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 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. WTO and Trade related Intellectual property rights

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest Edition)**

1. Howell, J., *The Management of Innovation and Technology*, Sage Publications. Delhi
2. Sherif, M. H. and Khalil, T. M., *Management of Technology: New Directions in Technology Management*, Elsevier Ltd. Delhi
3. S.P Mukhrjee, HS Ray, HS Maiti- *Innovation And Technology Management*-Indian edition MacMillan India, New Delhi

#### **Reference Books (Latest Edition)**

1. C.K. Prahalad and M.S. Krishnan -*The New Age of Innovation: Driving Co-created Value Through Global Networks*, McGraw-Hill, New Delhi
2. Fagerberg, J., Mowery, D. C. and Nelson, R. R., *The Oxford Handbook of Innovation*, Oxford University Press, New Delhi

#### **Journals**

1. International Journal of Product Innovation Management
2. International Journal of Product Development

## **MBA Syllabus July 2018 onwards**

### **MBA-OM05: PRODUCTION PLANNING AND CONTROL**

**Objective:** *To develop an insight into the operational aspects of manufacturing and service organizations and acquaint them with various concepts, tools and applications.*

#### **Unit-I**

Production Planning and Control: Conceptual framework, Production Planning System, Functions, Production Control and Steps. Forecasting for Production Planning; Qualitative and Quantitative Forecasting Methods

#### **Unit-II**

Aggregate Production Planning, Aggregate Planning Strategies and Methods, Master Scheduling, Job Shop Scheduling, Forward and Backward Scheduling, Sequencing of Jobs through More Than One Work Station, Line Balancing

#### **Unit-III**

Theory of Constraints, Bottleneck, Non-Bottleneck and Capacity Constrained Resource; Drum, Buffer and Rope; Process Batch and Transfer Batch

#### **Unit-IV**

Just-in-time (JIT) Philosophy, Building Blocks/Organizational Elements of JIT, Framework for Implementation of JIT, Material Requirements Planning (MRP), Manufacturing Resources Planning (MRP II)

#### **Unit-V**

Capacity Planning, Rough-Cut Capacity Planning using overall factors, Capacity Bills, Resource Profiles; Capacity Requirements Planning, Distribution Requirements Planning

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest Edition)**

1. Chapman, S. N. *The Fundamentals Of Production Planning And Control*: New Delhi Pearson
2. Evans, J& Collier, D, *Operations Management: An Integrated Goods And Services Approach*: New Delhi, Cengage Learning.
3. Wild, R. *Essentials Of Production And Operations Management*: New Delhi, Cengage Learning.
4. Vollmann, T. E. *Manufacturing Planning and Control for supply chain management*: New Delhi, Tata McGraw Hill

#### **Reference Books (Latest Edition)**

1. Stevenson, W. J. *Operations Management*. New Delhi: Tata McGraw Hill.
2. Russell, R. S., & Taylor III, B. W. *Operations Management*: New Delhi Pearson Education.

#### **Journals**

1. International Journal of Product Development
2. International Journal of Facilities Management

## **MBA Syllabus July 2018 onwards**

### **MBA-OM06: ENVIRONMENT AND SAFETY MANAGEMENT**

**Objective:** *To enable the students to the role of occupational safety and health at the corporate level and at work place.*

#### **Unit-I**

Introduction of Ergonomics and Human Factors of Engineering in Industries; Review and comparison of Global and Indian legal provisions related to Occupational Safety and Health including OSHA and Factories Act

#### **Unit-II**

Health Care Compliance Association, Hazard And Operability Study, Hazard Analysis and Critical Control Points, Total Quality Environment Management

#### **Unit-III**

Environmental Management System Standards: ISO 14000; Environmental Auditing; Process Safety Management, Risk assessment, Safety engineering, WTO and Safety Standards

#### **Unit-IV**

Environmental Performance Metrics; Introduction to Total Productive Maintenance (TPM); Pillars of TPM, Implementation of Total Productive Maintenance, Objectives of Total productive maintenance, Measuring effectiveness of Total Productive maintenance, TQM & TPM

#### **Unit-V**

Total Safety System, ISO-18001, Safety Audits. Documentation and document control, Internal audit corrective and preventive actions, System approach and management system integration

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest Edition)**

1. Barrow, C. J. *Environmental Management: Principles and practice*: London: Routledge.
2. Bhat, V. N. *The Green Corporation: The next competitive advantage*. Quorum Books
3. American Society for Quality. (2002). *The Quality Auditor's HACCP Handbook*. USA: ASQ Press

#### **Reference Books (Latest Edition)**

1. Willing, J. T., *Environmental TQM*, New Delhi, TQM. McGraw Hill.
2. Stranks, J. A. (1994). *Manager's guide to health and safety at work*. London: Kogan Page.

#### **Journals**

1. Total Quality Management and Business Excellence
2. International Journal of Production Research



## **MBA Syllabus July 2018 onwards**

### **MBA-OM07: DECISION SCIENCES**

**Objective:** *To acquaint the students with the principles and techniques of mathematical modeling for managerial decision-making.*

#### **Unit- I: Introduction to Decision Science**

Basic Principles and Techniques of Applied Mathematical Modeling For Managerial Decision-Making. Important Analytic Methods of Decision Making- Assumptions, Limitations and Applications

#### **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 to Integer Programming Models, Goal Programming Models, Models With Binary Variables

#### **Unit-IV: Decision Analysis**

Types of Decision Making Environments, Decision Making Under Uncertainty-Decision Criteria, Decision Making Under Risk-EVPI, EPPI, Decision Trees

#### **Unit-V: Simulation Modeling**

Introduction to Simulation, Simulation techniques and examples, Simulation Modeling and Analysis, Optimization in Simulation

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest Edition)**

1. Sweeney, D. J., Williams, T. A. and Anderson, D. R, *An Introduction to Management Science: Quantitative Approaches to Decision Making*, South- Western Educational Publishing, Chennai
2. Anderson, Sweeney and Williams, *Quantitative Methods for Business*, Thomson, Delhi
3. David R. Anderson, Dennis J. Sweeney and Thomas A. Williams, *An Introduction to Management Science: Quantitative Approaches to Decision Making*, Cengage Learning, Delhi

#### **Reference Books (Latest Edition)**

1. Powell, S.G. and Baker, K. R., *Management Science: The Art of Modeling with Spreadsheets*, Wiley, Delhi.
2. Balakrishnan, N., Render, B. and Stair, R.M., *Managerial Decision Modeling with Spreadsheets*, Pearson Education, New Delhi

#### **Journals**

1. Indian Journal of Advanced Operations Management
2. International Journal of Operations and Quantitative Management

## **MBA Syllabus July 2018 onwards**

### **MBA-OM08: APPLIED OPERATIONS RESEARCH**

**Objective:** *To introduce the students to the principles of operations research techniques and their applications in decision making.*

#### **Unit-I**

Background, Concept, Methodology and Scope of Operations Research. Linear Programming – Problem Formulation, Graphical Method, Simplex Method, Distribution Method, MODI Method, Assignment Method, Constrained Optimization

#### **Unit-II**

Program Evaluation And Review Technique & Critical Path Method- Concept, Differences in PERT And CPM, Network Construction Rules. PERT – Determination Of Slacks And Floats, Critical Path Method: Time- Cost Optimization, Crashing

#### **Unit-III**

Decision Making under Risk And Uncertainty, Decision Trees, Queuing Theory by Simulation Method And by Application of Standard Formulations, Sensitivity Analysis

#### **Unit-IV**

Application of Quantitative Methods in Marketing, Purchasing, Production Planning, Production Scheduling, Inventory Control, Replacement, Sequencing – Use of Models

#### **Unit-V**

Theory Of Games – Types of Games, Nash Equilibrium Analysis, Strategies, Application Areas of Game Theory in Marketing, Industrial Relations; Markov Chain Analysis-Concept And Applications of Markov Chains

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest Edition)**

1. Sharma J.K., *Operations Research: Theory and Application*, New Delhi, Macmillan India .
2. Hamdy A Taha, *Operations Research*, Pearson Education Asia, New Delhi
3. Barry Render, Ralph M. Stair, Jr, *Quantitative Analysis for Management*, Prentice Hall, Delhi

#### **Reference Books (Latest Edition)**

1. R. Kipp Martin, Dennis J. Sweeney, Thomas A. Williams, David R. Anderson, *Quantitative Approaches to Decision making*, South Western, Chennai
2. Anderson, Sweeney and Williams, *Quantitative Methods for Business*, Thomson, Delhi

#### **Journals**

1. International Journal of Operations Research and Management Science
2. Journal of Operations Management Research
3. Indian Journal of Advanced Operations Management

## **MBA Syllabus July 2018 onwards**

### **MBA-OM09: NEW PRODUCT DEVELOPMENT & MANAGEMENT**

**Objective:** *To acquaint the students with manufacturing perspective of new product development process.*

#### **Unit-I**

New Product Management- Concept, Classification, Innovation Management and NPD, New Products and Prosperity, NPD strategy, NPD theories, Models of New Product Development

#### **Unit-II**

Strategic Planning For New Products, Process, Objectives, Product Program Implementation And Control, Innovation-Study of Innovation, Recent and Contemporary Studies, Individuals in Innovation Process

#### **Unit-III**

New Product Development 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**

New Products as Projects, NPD Across Different Industries, New Service Innovations, Classification of Service Innovations, New Service Development Process, New Service Development Models

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

#### **Text Books (Latest Edition)**

1. Glen L. Urban, J.R. Hailser and Nilel Trilesh Dholakia, *Essential of New Product Management*, Prentice Hall, Inc. Englewood Chiffs, New Jersey.
2. Merle Crawford, Anthony D. Benedetto, *New Product Management*, McGraw Hill. New York
3. Oswald A.J. Mascrenhas S.J, *New Product Development*, Oxford & IBH Publishing, New Delhi.

#### **Reference Books (Latest Edition)**

1. Debashis Pati , *Branding Concepts and Process*, Macmillan India , New Delhi
2. Donald R. Lehmann, Russell S. Winer, *Product Management*, Tata McGraw Hill, Delhi

#### **Journals**

1. International Journal of Product Development
2. International Journal of Production Research

**MBA-OM10: OPERATIONS STRATEGY**

**Objective:** *To provide students a strategic perspective of production and operations management.*

**Unit-I**

Operations Strategy- Flexibility and Agility, Impact of Globalization on Operations Management, Marketing Link in Operations Strategy -Role in Competitive Advantage, Time Based Competitiveness and Market Share

**Unit-II**

Process of Designing, Analyzing and Implementing Operations' Strategies. Operations as a Core Competence, Strategic Outsourcing Decisions, Strategic Management of Transformation Processes and Flow Strategies, Managing Innovations and New Product and Process Development

**Unit-III**

Strategic Purchasing And Supply Management, Strategic Choices in Layout and Capacity Planning; Long Range, Short Range, Aggregate Planning. World Class Manufacturing Strategies

**Unit-IV**

Humanistic Aspects of Operations Strategies, Strategic Quality Management: Strategies for Total Quality, Quality Policy, Goals, Objectives and Audit, Total Productivity Management

**Unit-V**

Strategic aspects of Environment Management System (EMS) and Social Accountability (SA) Standards, Leveraging Information Technology for Strategic Management of Operations

**List of cases, website links and specific references including recent articles to be announced in the class at the beginning of the session.**

**Text Books (Latest Edition)**

1. Hill, T., *Manufacturing Strategy*, London: Palgrave MacMillan
2. Slack, N., & Lewis, M., *Operations Strategy*, New Delhi: Prentice Hall.
3. Lowson, R. H., *Strategic Operations Management*, Routledge, London

**Reference Books (Latest Edition)**

1. Schonberger, R. J., *World Class Manufacturing*, New York: The Free Press
2. Finch, Byron., *Operations Now. (special ed.)*, New Delhi: McGraw Hill

**Journals**

1. Indian Journal of Advanced Operations Management
2. Journal of Operations Management