



**DRAFT SYLLABUS FOR**  
**MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME**

**To be effective from July 2014**

**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 & Organisational Behaviour	C	4	40	60
2	MBA- C102	Quantitative Techniques	C	4	40	60
3	MBA- C103	Managerial Economics	C	4	40	60
4	MBA- C104	Business Communication	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	MBA- C201	Organizational Effectiveness and Change	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	Soft Skills in Management	C	4	40	60
<b>SEMESTER III</b>						
15	MBA-C301	Legal Aspects of Business	C	4	40	60
16	MBA-C302	Research Methods in Business	C	4	40	60
17	MBA-C303	Entrepreneurship Development	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

## 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	E	4	40	60
2	MBA- FM02	Portfolio Management	E	4	40	60
3	MBA- FM03	Financial Derivatives	E	4	40	60
4	MBA- FM04	Indian Financial System	E	4	40	60
5	MBA- FM05	International Financial Management	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	Merchant Banking and Financial Services	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 & Management 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	-	100
4	MBA -OM 04	Applied Operations Research	E	4	40	60
5	MBA -OM 05	Production Planning and Control	E	4	40	60
6	MBA- OM 06	Innovation & Technology Management	E	4	40	60
7	MBA- OM 07	Decision Sciences	E	4	40	60
8	MBA- OM 08	Environment and Safety Management	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 & 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.

Leadership: Traits, Styles, Theories of Leadership

Team building: types of teams, techniques of building effective teams, contemporary issues in team management

#### **Recommended Readings**

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

## **MBA-C102: QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS**

**Objective:** To make the students familiar with basic mathematical, statistical and operations research techniques, with focus on their applications in business decision making.

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

Queuing theory: Elementary characteristics and simple situation applications.

## **RECOMMENDED READINGS**

1. Amit Arora & P. N. Arora: “Business Mathematics “ S. Chand , New Delhi
2. N.D Vohra: “Quantitative techniques” Tata McGraw Hill , New Delhi
3. Kazmier L.J & Pohl: “Basic Statistics for Business & Economics” McGrawHill, New York
4. Levin Richard I & Rubin David: “Statistics for Management” Prentice Hall , New Delhi
5. Narang A.S.: “Linear Programming and Decision Making” Sultan Chand, New Delhi
6. Vohra, N.D. Quantitative Techniques in Management, Tata McGraw Hill , New Delhi
7. Tulsian and Pandey, Quantitative Techniques, Pearson Education , New Delhi

## **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 with emphasis on changes in the nature of business firms in the context of globalization.

### **Unit-I**

Managerial economics and economic theory: circular flow of economic activity, objectives of a firm, fundamental microeconomic concepts in decision making-- marginal principle, opportunity costs, discounting principle.

### **Unit-II**

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-III**

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-IV**

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

### **Unit-V**

National Income analysis, GDP, GNP and NNP, inflation, causes and consequences, demand--pull and cost-- push, Business cycle – features and phases, causes of business cycle.

### **Recommended reading:**

1. P.L. Mehta, Managerial Economics, Analysis and Cases ,Sultan Chand &Sons, N. Delhi
2. R.L. Varshney & K.L. Maheshwari, Managerial Economics, Sultan Chand &Sons, New Delhi
3. U.L. Mote, Samuel Paul and G.S. Gupta, Managerial Economics, Tata Mc Graw Hill, Mumbai
4. Mahasheveri, Y: “Managerial Economics” Prentice Hall of India , New Delhi
5. Paul G. Keats: “Managerial Economics “Prentice Hall of India New Delhi,
6. Dwiedi, D.N: “Managerial Economics “Vikas Publishing House. New Delhi
7. Dinker I.C: “Managerial Economics” Sultan Chand, New Delhi
8. Thomas and Maurice, Managerial Economics, Tata McGraw Hill. New Delhi
9. Dornbusch, Fisher and Startz, Macroeconomics Tata McGraw Hill. New Delhi

## **MBA-C104: 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, barriers to effective communication and measures to overcome barriers. Ethics in communication. Communication in global scenario

### **Unit II: Communication Effectiveness:**

Effective communication benchmarks, 7 Cs of effective communication, styles of communication, Ethics in communication, Role of technology in communication, video-conferencing, internet etiquettes.

### **Unit III: Oral and Non-verbal communication:**

Oral communication, principles of oral communication. speaking skills, listening as a gateway to interpersonal communication, Listening process and skills. Non-verbal communication and its significance

### **Unit IV: 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, press releases,

### **Unit V: Drafting of Business Messages**

Sales letters and advertisements, positive and negative messages, Memo writing, circulars, drafting of agenda and minutes of business meetings, Business letters, essentials of effective business letter, business letter styles, purchase orders, complaints

### **Books Recommended:**

1. Taylor Shirley & Chandra V, Communication for Business, Dorling Kinderseley India Private Ltd , New Delhi
2. Lochar, K.O. and Maczmarch, S.K., Business communication: Building Critical Skills, Tata McGraw Hill Companies.
3. Murphy, H.A. and Hilderland, W. and Thomas, P.J., Effective business communication Tata McGraw Hill Companies.
4. O'Rourke, J.S., Management communication: A case analysis approach, Pearson Education.
5. Rao, S.S., Handbook for Writers and Editors, Vikas Publishing House , New Delhi
6. Raymond, L. and Flately, M., Basic communication: skills for empowering the internet generation, Tata McGraw Hill.
7. Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi,
8. Raman, Meenakshi and Singh, Prakash, Business communication, Oxford University Press,

## **MBA-C105: ACCOUNTING FOR MANAGERS**

**Objectives:** To enable the students to study the principles and procedures used in collection, analysis and utilization of accounting information to assist the management in the performance and evaluation of their functions

### **Unit-I**

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

### **Unit-II**

Preparation of Trail Balance; Preparation of Trading Account, Profit and Loss Account and Balance Sheet

### **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.

### **RECOMMENDED READINGS:**

1. Maheshwari and Maheshwari: Advanced Accounting; Vikas Publishing House. New Delhi
2. Maheshwari, S.N. Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.
3. Gupta, R. L and Radhaswamy M: Advanced Accountancy; Sultan Chand and Sons, New Delhi
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
6. Bhattacharya, S.K. and Dearden, J. Accounting for Management: Texts and Cases. Vikas Publishing, New Delhi.
7. Bhattacharyya D: Management Accounting; Pearson Education. New Delhi
8. Jawaharlal: Accounting Theory and Practice; Himalaya Publishing House. New Delhi



## **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, Other Imminent Technologies.

## **RECOMMENDED READING**

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. Jawadkar, 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
7. Kanter, Jerome, Managing with information, Prentice-Hall of India Pvt. Ltd., New Delhi,
8. Murdick, Robert G., Ross, Joel E. and Claggett, James R., Information systems for Modern Management, Prentice-Hall of India, New Delhi,

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

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

### **Unit I: Elements of Business Environment**

Introduction and features, Types of environment, components of business environment, Environmental Analysis and Scanning, Business environment with reference to global integration, business and society.

### **Unit II: Indian Economy and its Features**

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

### **Unit III: Business and Government**

Financial System in India, Functions of Indian Financial system and its structure, money market and capital market, Planning in India, Emergence of planning, Objectives of planning, Planning Commission, National Development Council.

### **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, India and WTO, Environmental and sustainability issues in development. Globalization and growth of Multinational Corporations (MNC),

### **Recommended Readings:**

1. Aswathappa, K. Essentials of Business Environment, : Himaliya 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
5. Misra, S.K, Puri V.K Indian Economy ,Himalaya Publishing House, New Delhi
6. Mittal Vivek, Business Environment, Excel Books, New Delhi
7. Cherunilam, F. Business Environment – Text & Cases, : Himalaya Publishing House., New Delhi

## SEMESTER II

### **MBA-C 201 ORGANIZATION EFFECTIVENESS AND CHANGE**

**Objective:** To familiarize the students with basic organizational process to bring about organizational effectiveness and change.

#### **Unit-I**

Organizational Effectiveness; Various approaches to measuring effectiveness, Critical issues in organizational effectiveness; Value creation process by organization;  
Organizational Change -Process; Types and forms of organizational change; Forces for change, Resistance to change, Relationship among organizational change, design and effectiveness.

#### **Unit-II**

Organizational Development-process, models, interventions; Transitional Analysis; Emotional Intelligence, OD in Indian context

#### **Unit-III**

Organizational Culture- Creating and sustaining Organization Culture; Strong and Weak Cultures, Cross-cultural dynamics;  
Leadership-Skills, Styles and Theories of Leadership; Transactional and Transformational Leadership

#### **Unit-IV**

Conflict and Negotiation- Process of Conflict; Conflict levels; Reactions to conflict; Management of Conflict; Resolution Strategies; PRAM Model.  
Power and Politics; Bases of Power; Power, Authority and Influence; Political implications of power

#### **Unit-V**

Work Stress and Its Management- Understanding Stress and its consequences; Hans Selye's General Adaptation Syndrome (GAS) Potential sources of stress; Effects of stress; Coping Strategies- Individual and Organizational Coping Strategies.

#### **Recommended Readings:**

1. Cummings and Worley. Theory of Organization Development and Change. CENGAGE Learning, New Delhi.
2. French and Bell. Organizational Development, Prentice Hall of India, New Delhi
3. Bennis.W.G. Changing Organizations. Tata McGraw Hill, New Delhi
4. Richard L.Daft. Organization Theory, Change and Design. CENGAGE Learning, New Delhi
5. Robbins, Judge, Seema. Organisational Behaviour, Pearson New Delhi.

## **MBA-C202: INTERNATIONAL BUSINESS**

**Objective:** To expose the students to the international business environment and decision areas required to operate successfully in international businesses 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**

Globalization of World Economy, features of current globalization, Globalization boon or bane, essential conditions of globalization, stages of globalization, Role of global financial and economic institutions.

### **Unit III : Economic Cooperation and Institutions**

International economic cooperation and agreements, Regional Economic integration(Trade Blocks), International Monetary Fund, World Bank, Asian Development Bank, GATT-WTO UNCTAD, IFC

### **Unit IV: India and 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,

### **Unit V: FDI and Multinational Companies**

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

### **Recommended Readings:**

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, Ludhiana
4. Joshi Rakesh Mohan, International Business, Oxford University Press, New Delhi
5. Aswathappa, K., International business, Tata McGraw-Hill Publishing Co. Ltd., New Delhi,
6. Paul, Justin, International business, Prentice-Hall of India Pvt. Ltd., New Delhi,
7. P. Subba Rao, International business Text and Cases, Himalaya Publishing House, Mumbai

## **MBA-C203: MARKETING MANAGEMENT**

**Objective:** To develop students' understanding of underlying concepts, strategies and issues involved in the marketing of products and services.

### **Unit I**

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

### **Unit II**

Product: concept, classification, product line decisions, differentiation, standardization vs. adaptation, New product development process, Product Life Cycle, Packaging, New trends in Packaging, labeling, tags, and quality standards. Product portfolio decisions: Product portfolio matrices (BCG, GE)

### **Unit III**

Pricing: Concept, objectives and process of pricing, price adaptation (geographical pricing, discounts & allowances, promotional pricing, discriminatory pricing, product mix pricing)

### **Unit IV**

Physical distribution: functions & levels of distribution channels, Channel-management decisions, Vertical, Horizontal and Multi-channel marketing systems, Legal and ethical issues in channel relations. Retailing, functions of retailers, marketing decisions related to retailers. Wholesaling, Impact of technology and internet on distribution.

### **Unit V**

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

### **Recommended reading:**

1. Kotler, Philip, Marketing Management, Prentice-Hall ,New Delhi,
2. Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham and Jha, Mithileshwar, Marketing Management A South Asian perspective, Dorling Kindersley (India), New Delhi,
3. Kothari, Rakesh, Mehta, Anil and Sharma, Ashok, Marketing management, Ramesh Book Depot, Jaipur,
4. Panda, Tapan K., Marketing Management Text and Cases, Excel Books, New Delhi,
5. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore
6. Etzel, Michael J., Walker, Bruce J. and Stanton, William J., Marketing, Tata McGraw-Hill, New Delhi,.
7. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia, Singapore,
8. Varshney, R.L. and Gupta, S.L., Marketing management Text and Cases An Indian perspective, Sultan Chand & Sons, New Delhi

## **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. 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 techniques, 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: Trade Unions, Need & Importance of trade Union – management relations, measure to improve union-management relations, factors hindering union-management relations.

Industrial Conflict: Meaning, causes, machinery for settlement of industrial disputes.

### **Recommended Readings:**

1. Gary Dessler & Biju Varkkey ,Human Resource Management; Prentice Hall, New Delhi
2. Seema Sanghi, Human Resource Management Vikas Publishing House. New Delhi
3. Aswathappa, K., Human resource and personnel management, Tata McGraw-Hill , New Delhi,
4. Ivancevich, John M., Human Resource Management, Tata McGraw-Hill New Delhi
5. Bohlander George W, Snell Scott A, Veena Vohra, Human Resource Management, Cengage Learning.
6. DeCenzo, David A. and Robbins, Stephen P., Personnel/Human resource management, Prentice-Hall, New Delhi,
7. Monappa, Arun and Saiyadain, Mirza S., Personnel management, Tata McGraw-Hill, New Delhi,
8. Rao, P. Subba, Essentials of human resource management and industrial relations Text Cases and Games, Himalaya Publishing House, Mumbai

## **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 Management: Nature and scope of finance, nature of financial decisions; financial goal- profit vs. wealth maximization; finance functions- investment, financing and dividend decisions; time value of money, Discounting and Compounding techniques.

### **Unit II**

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 III**

Cost of capital: Nature and significance of cost of capital; calculation of cost of debt, preference capital, equity capital and retained earnings; weighted cost of capital  
Operating and financial Leverage: Measurement of leverages; effect of operating and financial leverage on profit; combined financial leverage and operating leverage.

### **Unit IV**

Capital structure: Concept and approaches of capital structure decisions; NI, NOI, Traditional and M.M. Hypothesis; determinants of capital structure  
Dividend decisions: Issues in dividend decisions, theories of dividend; Walter model; Gordon's model, M-M hypothesis, forms of dividend, factors affecting dividend decision

### **Unit V**

Working Capital: Concept of gross and net working capital, types of working capital; various approaches to working capital management, factors affecting working capital requirement  
Working Capital Financing: Sources of short term financing, role of commercial banks in providing working capital; commercial papers; factoring.

### **Recommended Readings**

1. Chandra, Prasanna, Financial Management, Tata Mc Graw Hill, New Delhi.
2. Hampton, John, Financial Decision Making, Prentice hall, New Delhi
3. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
4. Van Horne, J.C. and J.M. Wachowicz Jr. Fundamentals of Financial Management, Prentice Hall, New Delhi.
5. Khan M Y, Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
6. Bhattacharya, Hrisikhas, Working Capital management strategies and Techniques, Prentice Hall, New Delhi.
7. Block, Stanley B, Geoffery A Hilt, Foundations of Financial Management, Richard D., Irwin, Homewood.
8. Kuchhal, S.C., Financial management, Chaitnya Publishing House, Allahabad

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

**Objective:** To acquaint the students with decision making in planning, scheduling, control and productivity improvement in production and operations function in both manufacturing and service organizations, emphasizing on to bring about effectiveness and efficiency of operations

### **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

## **RECOMMENDED READINGS**

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. Schroeder, Roger, Operations Management, Tata McGraw-Hill., New Delhi.
7. Gaither, N., & Frazier, G.. Operations management USA: Thomson South –Western
8. Stevenson, W. J. Operations Management, Tata McGraw Hill, New Delhi:.



## **MBA107: SOFT SKILLS IN MANAGEMENT**

**Objective:** To make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition and practice.

### **Unit 1: Listening and Speaking Skills**

**Listening Skills:** Listening to Specific Information, Identifying Main Issues, Seeing Beyond the Surface.

**Public Speaking Skills:** various stages of preparation for delivering a speech – selection of topic, relevant data collection, draft preparation etc. Listening to famous speeches.

### **Unit 2: Interpersonal Skills**

Negotiations, social skills, assertive skills, cross-cultural communications, barriers in effective negotiation, interests versus positions in negotiation, Interview facing skills , Cover letter and resume writing , communication through telephone, facing and conducting interviews

### **Unit 3: Report writing skills**

Structure and content of various types of reports, references and written data presentations, applications and requests, memos, organizing meetings, preparation of agenda and minutes, Executive Summaries. Presentation skills, Presentation design and layout , presentation delivery

### **Unit 4: Event Management Skills**

Planning an event, Schedule development, fund management, handling legal compliances staffing and running the event

### **Unit 5: Etiquette development**

Business etiquette, various socio cultural situations requiring particular etiquette and Behaviour to be followed, telephone etiquette, e-mails etiquette.

### **Recommended Readings:**

1. Lesikar, Petit & Lesikar's: Basic Business, Tata McGraw Hill, New Delhi,
2. Diwan & Aggarwal: Business Communication, Excel Books, New Delhi,.
3. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books. New Delhi
4. B.L. Courtland and J.V. Thill: Business Communication Today, Pearson Education. New Delhi
5. H.A. Murphy, W. Hilderbrand and P.J. Thomas: Effective Business Communication, Tata McGraw Hill , New Delhi
6. Dale,M. Developing Management Skills. Techniques for improving learning and performance, Kogan Page Ltd. London.
7. Stewart, D.M. Handbook of Management Skills, Billing & Sons Ltd., Worcester.
8. Whetten,D.A and Cameron,K.S, Developing Management Skills, Foresman & Company, Glenview.
9. Hurlock, E.B. Personality Development, New Delhi: Tata McGraw Hill.

## SEMESTER III

### **MBA-C301: 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: Companies Act, 1956**

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

#### **Unit-V: Consumer Protection Act, 1986**

Consumer, Complaints, Defect, Deficiency, Restrictive and Unfair Trade Practices, Consumer Protection Councils, Consumer Disputes Redressal Agencies, Redressal Machinery

#### **RECOMMENDED READINGS:**

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.

## **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

## **RECOMMENDED READINGS**

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. Velde, Mandy van der, Jansen, Paul and Anderson, Neil, Guide to management research methods, Blackwell.
7. Dipak Bhattacharyya,, Research methodology, Excel Books, New Delhi,
8. G Vijayalakshmi,. and C Sivapragasam, Research Methods Tips and Techniques, M.J.P. Publishers, Chennai,

### **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: ENTREPRENEURSHIP DEVELOPMENT**

**Objective:** To equip the students with the basic understanding of the entrepreneurship function, along with the skills and knowledge required to establish and run an enterprise successfully.

### **Unit I: Introduction**

Nature and significance of entrepreneurship, types of entrepreneurs; entrepreneurs, managers and intrapreneurs; characteristics of an entrepreneur, role of entrepreneurs, Rewards and challenges of being an entrepreneur, Factors affecting entrepreneurial growth, barriers to entrepreneurship

### **Unit II : Entrepreneurial competence and creativity**

Entrepreneurial competencies, traits, motives, attitudes, achievement orientation, self-assessment Creativity, innovation and entrepreneurship, Creative thinking, the creativity process, techniques for improving creative process.

### **Unit III : Preparing a Business plan**

Business idea, sources of business idea, business idea evaluation and development. Elements of business plan, Kinds of business plans. Identification and selection of business opportunities, Preparation of Feasibility Report, market assessment, technology search, production capacity, assessment of infrastructure requirements and other resources ; schemes of promotional, financial, regulatory and other support system institutions.

**Unit IV: Emerging trends in Entrepreneurship:** Forms of business ownerships, Franchising, types of franchising, Benefits and drawbacks of buying a franchise; Technopreneurship, netpreneurs, agripreneurs, Women entrepreneurship, Portfolio entrepreneurship.

### **Unit V: Global aspects of entrepreneurship**

Global aspects of entrepreneurship, Need for going global, Strategies for going global, recognizing crisis situation, dealing with downturns, declines and crisis.

### **Recommended Readings**

1. Zimmerer, T. H., Scarborough, N. M., Wison D., Essentials of Entrepreneurship and Small Business Management, PHI Learning, New Delhi,
2. Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, Tata McGraw Hill,
3. Jeffrey Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century, Tata McGraw Hill,
4. Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education , New Delhi
5. Taneja Satish, Entrepreneurship Development, Himalaya Publishing house , Mombay
6. Gupta CB, Srinivasan NP, Entrepreneurship Development in India, Text & Cases, Sultan Chand & Sons. New Delhi
7. Hisrich Robert D and Peters Michaelp, Entrepreneurship, Tata Mcgraw Hill , New Delhi
8. Desai Vasant, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House , Mombay
9. Caspian Woods, Brilliant Start-Up, How to set up and run a brilliant business, Pearson Education, New Delhi
10. Bruce Barringer, Preparing Effective Business Plans, An Entrepreneurial Approach: International Edition, Pearson Education, New Delhi

## SEMESTER IV

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

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

Ethical Principles in Business –Utilitarianism, Distributive Justice, Social Contracts, Moral Rights, Deontology

#### **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.

#### **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

#### **RECOMMENDED READINGS:**

1. Crane A and Matten D: Business Ethics; Oxford University Press. New Delhi
2. Chakraborty S. K: Values and Ethics in Organisation; Oxford University Press.
3. Velasquez M. G: Business Ethics: Concepts and Cases; PHI Learning ,. New Delhi
4. Boatright, J.R.: Ethics and the Conduct of Business, Pearson Education., New Delhi
5. Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, Pearson Education., New Delhi
6. U.C. Mathur: Corporate Governance & Business Ethics, Macmillan. New Delhi
7. C.V. Baxi: Corporate Governance, Excel books. New Delhi
8. J. Fred Weston: Takeovers, Restructuring & Corporate Governance, Pearson Education. New Delhi
9. Donald. H. Chew Jr.: Corporate Governance at the Cross Roads, Tata McGraw Hill.
10. Subhash Chandra Das: Corporate Governance in India, Prentice Hall India. New Delhi

## **MBA-C402: BUSINESS POLICY AND STRATEGIC MANAGEMENT**

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

### **Unit-I**

Business Policy – Characteristics, Elements and Importance, Different Types of policies: Strategies, programmes, procedures and rules; M.B.O. / M.B.E., Supporting composite and contingency policies: Development of Business Policy: SWOT Analysis, Implementation of Policy.

### **Unit – II**

Nature & Significance of Strategy and Strategic Management, Strategy V/S Business Tactics and Policy, Strategic Decision Making, Strategic Managers and Their Roles; Phases of Strategic Management, Strategic Intent & Stretch, Strategic Fit; Strategy Crafting, Contemporary Challenges to Strategic Management, Mintzberg's 5ps of Strategy.

### **Unit – III**

Formulation of strategy, Environmental Scanning, Michael Porter's Five Forces Competitive Model, 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; Functional Level Strategies: Business Level Strategies; Global Level Strategies; Levels of Strategies- their Purpose; Porter's Generic Business Strategies; Business Port-Folio Analysis: BCG-Growth/Share Matrix; GE-Multifactor Portfolio Matrix; Factors Influencing Portfolio Strategy.

### **Unit –V**

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

### **RECOMMENDED READINGS**

1. Christensen CR: Business Policy: Text and Cases: Illinois, Richard Irwin.
2. Thomas L. Wheelen, J. David Hunger: Strategic Management & Business Policy: Pearson Education, New Delhi
3. Alex Miller: Strategic Management: Irwin McGraw Hill. New Delhi
4. Azhar Kazmi: Strategic Management: Tata McGraw Hill. New Delhi
5. T. Glueck: Business Policy and Strategic Management, McGraw Hill., New Delhi
6. Charles W.L. Hill and Gareth P. Jones: Strategic Management, Dreamtech Press.
7. Jeyarathnam: Strategic Management, Himalaya Publishing House.
8. Michael Hitt and Robert E. Hoskisson: Strategic Management – Competitiveness and Globalization, South Western Thomson.
9. J. David Hunger, Thomas L. Wheelen and Tom Wheelen: Essentials of Strategic Management, Prentice Hall India.

## **MBA-C403: INTERNSHIP PROJECT REPORT**

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 4<sup>th</sup> 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 organisation 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.

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.

## **FUNCTIONAL ELECTIVES**

### **FINANCIAL MANAGEMENT**

#### **MBA-FM01: SECURITY ANALYSIS**

**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

##### **Unit II: Efficient Market Hypotheses**

Need of efficient markets, alternative market hypotheses, forms of markets, implications of efficient markets. Top--down model, valuation process: Economic analysis-- economic cycles, leading and trailing economic indicators, economic variables and stock prices

##### **Unit III: Industry analysis and Company Analysis**

Industry life cycle, competition analysis, impact of structural economic changes on industry Security Valuation (Company Analysis): Competitive strategies, focusing a strategy, growth company and growth stocks, cyclical, counter--cyclical, and defensive stocks, speculative stocks, value vs. growth investing.

##### **Unit IV: Securities Valuation**

Equity Securities, Dividend Discount Model (DDM), calculation of intrinsic value using single period, multiple period, constant growth, and multi--growth stage models.

##### **Unit V: P/E Model**

Computation of leading and trailing EPS, calculation of intrinsic value using P/E ratio; Technical Analysis--assumptions, advantages of technical analysis, tools of technical analysis

##### **Recommended Readings:**

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
3. Financial Markets: A Beginners' Module Work Book, National Stock Exchange of India, Mumbai.
4. Securities Market (Basic) Module Work Book, National Stock Exchange of India, Mumbai.
5. Sharpe W. & Gordon J.A.: Investments, phi publications, New Delhi.



## **MBA-FM02: PORTFOLIO MANAGEMENT**

**Objective:** To provide students conceptual foundation in portfolio management, and train them in using various asset classes in constructing portfolios customized for individual and institutional investors and monitoring performance of the portfolios.

### **Unit I: Introduction to 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 II: Portfolio Management Process**

Individual Investor Life Cycle, life cycle net worth and investment strategies, life cycle and investment goals. Portfolio Management Process-- policy statement, investment strategy, portfolio construction, and monitoring, importance of asset allocation in portfolio management, role of portfolio managers in efficient markets.

### **Unit III: Investment Policy Statement**

Role of investment policy statement in portfolio management, elements of policy statement, investment objectives: risk tolerance and return objectives, ability to take risk vs. willingness to take risk; Investment constraints: liquidity needs, time horizon, tax concerns, and unique needs and preferences.

### **Unit IV: Equity Portfolio Management Strategies**

Passive V/S Active Management,- passive management constructing index portfolios, tracking error, methods of index portfolio investing.

### **Unit V: Evaluation of Portfolio Performance**

Composite Portfolio Performance Measures, Treynor measure, Sharpe measure, Jensen measure, information ratio measure, time--weighted and rupee--weighted returns,

### **Recommended Readings:**

1. Bodie, Z., Kane A., Marcus, A., and Mohanty, P. Investments, New Delhi: Tata McGraw--Hill
2. Reilly, Frank K. and Brown, Keith C. Investment Analysis & Portfolio Management, OH, USA: Thomson South--Western
3. Cohen, Z. & Zickel: Investment analysis and portfolio management, Dow Jones Irwin co. Pvt ltd, New York.
4. Francis, J.C.: Investment, Analysis and Management. Tata McGraw hills, New Delhi.
5. Sharpe W. & Gordon J.A.: Investments, phi publications, New Delhi.

## **MBA-FM03: 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: price discovery, risk management; arbitrage and derivative pricing; structure and evolution of derivative markets in India

### **Unit II: Forward Contracts**

Nature and structure of forward contracts, delivery and settlement of contracts, role of forward markets; Types of forwards contracts: equity, interest rate and bonds, currency, and commodity forward; pricing and valuation of equity contracts without dividends only.

### **Unit III: 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

### **Unit IV: Options**

Characteristics of options, moneyness of options; types: call options, put options, options on futures; pay-off values (relationship between market value of the underlying and exercise price); effect of difference in exercise value and time to maturity on option price  
Put-call parity and synthetics

### **Unit V: Swaps**

Characteristics of swap contracts; features of the types currency, interest rate, and equity swap; Swaptions: basic characteristics and uses of swaptions, Equity and currency derivatives traded in NSE.

### **Recommended Readings:**

1. John C.Hull, "Options, Futures and other Derivatives", Pearson Education, New Delhi.
2. Robert W.Kolb, " Understanding Futures Markets", Prentice Hall India. New Delhi
3. Franklin R.Edwards, " Futures and Options", Tata Mc Graw Hill. New Delhi
4. V.K.Bhalla, "Financial Derivatives and risk Management", S.Chand. New Delhi
5. Chance, "Introduction to derivatives and Risk Management", Thomson Learning, New Delhi.
6. Vohra, N.D., Bagri, B. R., Future and Options, Tata McGraw-Hill , New Delhi
7. Ranganatham and Madhumathi, Derivatives and Risk Management, Pearson,
8. Kevin, S, Commodity and Financial Derivatives, Prentice Hall India. New Delhi,
9. Rajiv Srivastav, Derivatives and Risk Management, Oxford University Press, New Delhi,

## **MBA-FM04: 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 Forfaiting.

### **Recommended Readings:**

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

## **MBA-FM05: 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: International Financial management**

An overview of international financial management, Agency problem, Objectives of the firm and risk management, International Financial management and domestic financial management, motivations for international finance.

### **Unit II: International Monetary system**

The Gold Standard, Bretton Woods System, Flexible Exchange, Alternative Exchange Rate Systems,

### **Unit III: International Financial Institutions**

World Bank and IMF, Balance of Payments , Debits and Credits entries, equilibrium, disequilibrium and adjustment, different approaches to adjustment.

### **Unit IV: The Foreign Exchange markets**

Functions of the Foreign Exchange Market, The Foreign Exchange rates –direct and indirect quotations, Spot market and forward market – forward premiums and discounts, Bid - ask spread

### **Unit V: Interest Arbitrage**

Covered Interest Arbitrage and Interest Parity theory, Theories of Foreign Exchange rate movement and International Parity Conditions - Purchasing Power Parity, International Fisher Effect

### **Recommended Readings:**

1. Buckley, A. Multinational finance, Pearson Education. New Delhi
2. Butler, K. C. Multinational finance, John Wiley, New York:
3. Eun, C. S., & Resnick, B. G. International financial management, McGraw Hill, New Delhi
4. Kim, S. H., & Kim, S. H., Global corporate finance: Text & cases, Blackwell Publications, USA
5. Levi, M. D. International finance, Rutledge Publications. New York
6. Madura, J. International financial management, Cengage Learning. New Delhi
7. Apte, P.G., *International Financial Management*, Tata McGraw Hill Publishing Company Ltd.
8. Bekaert, G. and R.J. Hodrick, *International Financial Management*, Prentice Hall.
9. Eiteman, D.K., Stonehill, A.I. and Moffett, M.H., *Multinational Business Finance*, Pearson Education.

## **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.

### **Recommended Readings**

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.
3. Goelb.B. Project Management-Principles & Techniques, Deep and Deep Publications, New Delhi.
4. S. Khatua; Project Management And Appraisal; Oxford University Press; New Delhi
5. Richard Tinsley, Advanced Project Financing; Structuring Risks, Euromony Books, London.

## **MBA-FM07: COMPUTATIONAL FINANCE**

**Objective:** To acquaint students with the basics techniques of quantitative finance so that they are able to better serve the industry and carry out research in the emerging field of quantitative finance.

### **Unit I Introductory Pure Mathematics**

Permutation and combination, sequence and series, Principles of Induction. Indices and Logarithms. Idea of Sequence and Finite Series, The Binomial Theorem for Positive Integral Index. Trigonometric Functions: Addition and Factor Theorems. Limits and Continuity, Differentiation of Composite Functions. Implicit Differentiation, Maxima and Minima, Integration as inverse of differentiation; Application to Trigonometric Functions, Polynomials, Exponential Functions, etc

### **Unit II Introduction to Actuarial Mathematics**

The economics of insurance, the future lifetime random variables (discrete and continuous), time value of money; compounding discounting, Interest calculation formulae adjusted for different periodic payments: Simple, compound and continuous compound, Annuities, Perpetuities and Amortization of debt.

### **Unit III Mathematical Economics**

Macro-economic theory is treated with a mathematical approach in the following areas: Price and output determination, production function, demand function, cost functions, Revenue and profit maximization, Cost minimization, Simple model of income determination, consumption and investment, the IS curve.

### **Unit IV Time Series Analysis and Forecasting**

Basic Concepts of Time Series Analysis; Components of Time Series; Trend Analysis: Moving Averages, Exponential Smoothing, Autoregressive and Partial Autoregressive Functions; Forecasting Models: Moving/Autoregressive Moving Averages (MA, AR, ARMA and ARIMA Numerical Analysis of Time Series Data.

### **Unit V Mathematical Corporate Finance**

Utility Theory, Stochastic Dominance, Measures of Investment Risk, Portfolio Theory, models of Asset Returns, Capital Asset Pricing model, Equilibrium Models. Introduction to valuation options, Modigliani-Miller Theorems and practical deviations.

### **Recommended Readings:**

1. Gilli / Maringer / Schumann, "Numerical Methods and Optimization in Finance", Academic Press New Delhi
2. Kendrick / Mercado / Amman, "Computational Economics", Princeton University Press, USA
3. Spyros Makridakis, Steven. C. wheelwright, Rob J Hyndeman, "Forecasting Methods and Applications", Wiley India Pvt. New Delhi
4. Duan, Jin-Chuan, Hardle, Wolfgang Karl, Gentle, James E. (Eds.), "Handbook of Computational Finance", Springer Series New Delhi
5. Martin Anthony, Norman Biggs, "Mathematics for Economics and Finance South Asian Edition: Methods and Modeling", Cambridge University Press, New Delhi

## **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.

### **Recommended Readings**

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. Anthony, R. N., & Govindrajana, V, Management control systems; New Delhi: Tata McGraw-Hill.
4. Cooper, R., & Kaplan, R. S.; Design of cost management systems; New Jersey: Prentice Hall.
5. Kaplan, R. S., & Cooper, R.; Cost & effect: Using integrated cost systems to drive profitability and performance. USA: Harvard College.
6. Ghosh, N., Management Control Systems, Prentice Hall of India.
7. Merchant, K. and Van-der-Stede, W.A., Management Control Systems: Performance, Evaluation and Incentives, Prentice Hall.

## **MBA-FM09: MERCHANT BANKING AND FINANCIAL SERVICES**

**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**

Mergers and Acquisitions: Types of Mergers, reasons of Mergers and Acquisitions, Cases on recent mergers in India, Portfolio Management Services, Leasing and Hire purchase, Bills discounting, Credit syndication.

### **UNIT V**

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.

### **Recommended Readings:**

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



## **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.

### **Recommended Readings:**

1. Bhagawati Prasad – Income Tax Law and Practice Viswa Prakashan, New Delhi,
2. Ahuja, G K & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House
3. Iyengar, A C. Sampat Law of Income Tax. Allahabad, Bharat Law House.
4. Ranina, H P. Corporate Taxation: A Handbook. New Delhi, Oriental Law House.
5. Srinivas, E A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill.
6. Agarwal, K.K., Direct Tax Planning and Management, Atlantic Publishers & Distributors
7. Singhania, V. K., Singhania, K. and Singhania, M., Direct Taxes planing and management, Taxmann Publications Pvt. Ltd., New Delhi.

# **MARKETING MANAGEMENT**

## **MBA-MM01: SERVICES MARKETING**

**Objective:** To augment skills and thinking for effective marketing of services.

### **Unit I: SERVICES MARKETING**

The concept of service, characteristics of Service, classification of service, service positioning, service delivery process, customer decision making in services

### **Unit II: MARKETING MIX IN SERVICE MARKETING**

The Seven Ps of services marketing: Product decision, Pricing, Promotion of service and placing of distribution methods for services, special dimensions in services marketing – people, physical evidence and process.

### **Unit III EFFECTIVE MANAGEMENT OF SERVICE MARKETING**

Managing Demand and Supply through capacity planning and segmentation – Internal marketing of Services – External and Internal orientation of service strategy. Service triangle.

### **Unit- IV DELIVERING QUALITY SERVICE**

Gaps model of services, SERVQUAL, Quality gaps, customer expectations-perceived service gap. Factors and techniques to resolve service gaps, performance gap – key factors and strategies for closing the gaps. External communication to the customers, developing appropriate and effective communication about service quality

### **Unit V MARKETING OF SERVICE WITH SPECIAL REFERENCE**

Marketing of Specialized Services: Building marketing strategy for hospitality, tourism, travel, educational and financial services.

### **Suggested Readings**

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.
6. Verma, H. V. Services marketing: text and cases. Pearson Education, New Delhi.
7. Shanker, R. Services marketing: The Indian perspective, Excel Books, New Delhi.

## **MBA- MM02: CONSUMER BEHAVIOUR**

**Objectives:** To equip students with competencies to apply knowledge about the customers' psychological factors and consumers' environment for making marketing decisions

### **Unit I**

Introduction to Consumer Behaviour; Consumer Behaviour and marketing strategy, applications of consumer behaviour knowledge in marketing. Diversity of consumers and their behaviours. Profiling the consumers and understanding their needs. Consumer Decision making process and decision making roles.

### **Unit II**

Consumer needs, theories of motivation and their applications. Personality and self concept. Theories of personality. Perception-thresholds of perception, subliminal perception, Perceptual process dynamics. Positioning methods and measurement. Perceptual mapping methods, multi dimensional scaling.

### **Unit III**

Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change. Attribution theory and Cognitive dissonance. Persuasion and persuasibility

### **Unit IV**

Concept of Multiple Selves. Development of the self image, Congruence assumptions. Social Comparison theory. Self-esteem. Body image and body esteem. Fashion, Cosmetics and conspicuous consumption.

### **Unit V**

Models of consumer decision making- Engle- Kollat- Blackwell model. Howard-Sheth Model, Bettman's Model, HCB Model, ELM model, FCB grid. Desires Congruency Model, Equity theory.

### **Suggested Readings:**

1. Leon G. Schiffman & Leslie Lazar Kanuk – Consumer Behaviour, Pearson Education Asia, New Delhi
2. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, Prentice Hall Inc, New Jersey.
3. Sheth, Mittal-Thomson, Consumer Behaviour- A managerial Perspective.
4. John C. Mower & Michael Minor – Consumer Behaviour, Prentice Hall. New Delhi
5. Mowen, John C. Consumer Behaviour , MacMillan, New York.
6. Peter, Olson, Consumer Behaviour and Marketing Strategy, University, McGraw Hill, New Delhi.

## **MBA- MM03: 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

### **Suggested Readings**

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, New Delhi.

## **MBA- MM04: 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.

### **Suggested Readings**

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. ‘Stop, Ask and Listen’, Kelley Robertson, 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.

## **MBA- MM05: 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.

### **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.

### **Suggested Readings**

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, New Delhi.

## **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, organised 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.

### **Suggested Readings**

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

## **MBA- MM07: 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.

### **Suggested Readings:**

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.
5. Boyd, Westfall & Stasch, AITBS Publishers, New Delhi.



## **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.

### **Suggested Readings**

1. CZinkota, 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.

## **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), personalisation 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.

### **Suggested Readings**

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.

## **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.

### **Suggested Readings**

1. Mohammed, Fisher, Jaworski and Cahill: Internet marketing – building advantage in a networked economy (Tat 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

# **HUMAN RESOURCE MANAGEMENT**

## **MBA-HR01: TRAINING & MANAGEMENT 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.

### **Recommended Readings:**

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

## **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

### **Recommended Readings:**

1. Aswathappa K. & Dash Sadhna. International HRM – Text and Cases, New Delhi. Tata McGraw Hills.
2. Sengupta Dr. Nilanjan & Bhattacharya Dr. Mousumi S. International HRM. New Delhi. Excel Books.
3. Lucas Rosemary & Lupton Ben. Human Resource Management in an International Context. USA: Jaico Publishing House.
4. Peter I. Dowling & Denice E. International HRM. New Delhi. Excel Books.
5. Anne. W. Hazrin and Ashly. H. Pinnington, International Human Resource Management. Sage Publications New Delhi.

## **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**

Conceptual Framework of Strategic HRM, models of strategic HRM, development & delivery of HR strategies, Challenges in strategic human resource management, impact of strategic HRM, SHRM for competitive advantage, strategic HR, Traditional HR , Strategic H R planning

### **Unit-II**

Implementation of strategic HRM: Staffing, training & development, performance management & feedback, compensation, employee separation.

### **Unit-III**

Components of strategic HRM- organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM

### **Unit-IV**

Strategic Knowledge Management-building knowledge management into strategy framework, knowledge sharing as a core competency, HR dimension to knowledge management, outsourcing & its HR implications, Human Side of Mergers and Acquisitions three- stage model of M&A

### **Unit-V**

Developing HR as strategic value addition function, performance impact of HR practices; Evaluating strategic contributions of HR practices, dimensions of evaluation, approaches and methods of evaluation, trends in evaluation; Emerging issues and concerns in SHRM

### **Recommended Readings**

1. Armstrong, Michael & Baron Angela. Handbook of Strategic HRM. New Delhi: Jaico Publishing House. New Delhi
2. Mello, Jeffrey A. Strategic Human Resource Management. India: Thomson South Western. New Delhi
3. Regis, Richard. Strategic Human Resource Management & Development. Excel Books, New Delhi
4. Agarwala, T. Strategic Human Resource Management. New Delhi: Oxford University Press.
5. Dhar, Rajib Lochan. Strategic Human Resource Management. New Delhi: Excel Books.

## **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.

### **Recommended Readings**

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. Sivarethnamohan, R. Industrial Relations And Labour Welfare: Text And Cases. PHI learning, New Delhi
5. Mamoria and Mamoria. Dynamics of Industrial Relations. Himalya Publishing House New Delhi

## **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 organisations across a range of national and international business and management contexts.

### **Unit 1**

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 2**

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 3**

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 4**

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

### **Unit 5**

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

### **Recommended Readings:**

1. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.
2. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Fourth Edition, Chichester UK: John Wiley & Sons.
3. Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Kent Publishing.
4. Shobhana Madhavan: Cross Cultural Management: Oxford University Press.
5. Dowling, P. J.: International Dimensions of Human Resource Management: Wadsworth.
6. Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage.
7. Mead, R.: International Management-Cross Cultural Dimensions: Camb, Mass, Blackwell



## **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

### **Recommended Readings:**

1. Henderson, Richard. Compensation Management in a Knowledge Based Economy. New Delhi: Pearson Education.
2. Armstrong, Michael. Performance Management. New Delhi: Kogan page.
3. Martocchio, Joseph J. Strategic Compensation-A HRM Approach. New Delhi: Pearson Education.
4. Scarpello, Bergman. Compensation Decision Making. Fort Worth,TX: Harcourt College Publishers.
5. Milkovich, Newman & Ratnam. Compensation. New Delhi: McGraw Hill.
6. Dipak Bahtacariya Performance Management Systems and Strategies, Vikas Pub. New Delhi.

## **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

### **Recommended Readings:**

1. N.D.Kapoor, Industrial Law, Himalaya Publishers, New Delhi
2. S. C. Srivastava, Industrial Relations and Labour Laws, Vikas, New Delh
3. Mamoria and Mamoria. Dynamics of Industrial Relations. Himalya Publishing House New Delhi
4. P. L Malik. Industrial Law, Eastern Book Company Lucknow.
5. P. L Malik. Labour and Industrial Laws, Eastern Book Company Lucknow
6. H .L Kumar. Labour Laws, Universal Laws pub, Delhi

## **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.

### **Recommended Readings**

1. T.V. RAO and UDAI PAREEK. 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 TV and DF PEREIRA. Recent Experiences in Human Resources Development. New Delhi: Oxford and IBH.
4. FRENCH W.L. & BELL, Jr, C.H., Organization Development: Behavioural Science Interventions for Organization Development. New Delhi: Prentice Hall of India.
5. ARGYRIS, CHRIS: Organizational Learning: A Theory of Action Perspective. Readings, Mass- Addison –Wesley

## **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

### **Recommended Readings:**

1. Pradip N Khandwalla, Lifelong Creativity, Tata Mc Graw Hill. New Delhi
2. N Rastogi , Managing creativity For Corporate Excellence, Mac Millan 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
5. S. Mukherjee, Competency Mapping for Superior Results, Tata McGraw Hill, New Delhi.
6. Radha R Sharma, 360 Degree feedback, Competency Mapping and Assessment Centers, Tata Mc-Graw Hill, New Delhi.
7. Sanghi, Seema, The Handbook of Competency Mapping, Response Books, New Delhi,
8. Ganesh Shermon, Competency Based HRM, Tata McGraw Hill. New Delhi
9. 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

### **Recommended Readings:**

1. Michael Hammer, Hammer and Company "The Agenda: What Every Business Must Do to Dominate the Decade", One Cambridge Centre, Cambridge, MA.
2. Michael Armstrong. A Handbook of Human Resource Management Practice, Kogan Page
3. Elizabeth H, Dilum J. Managing and Measuring Employee Performance–Understanding Practice. Kogan Page
4. Ashok. K. Gupta. Developing Human Resource Information System. Daya Pub, New Delhi

# **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.

### **Recommended Readings:**

1. Besterfield, D, Besterfield Michna, Besterfield, G. & Besterfield- Sacre, M.:Total Quality Management: Pearson Education, New Delhi
2. IS/ISO 9001:2000. New Delhi: Bureau of Indian Standards
3. Oakland, J. S. Total Quality Management: Burlington, Butterworth-Heinemann.
4. Rath, Strong. Six Sigma leadership Handbook . New Jersey: John Wiley & Sons
5. Poornima M. Charantimath, Total Quality Management, Delhi, Pearson Education
6. James R Evans, Quality Management, New Delhi, Cengage Learning India
7. Amitava Mitra, Fundamentals of Quality Control & Improvement, Wiley, Delhi
8. Dale, B. G. Managing quality . UK: Blackwell Publishing

## **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

### **Recommended Readings:**

1. Chopra, Meindl, Supply Chain Management: Strategy, Planning, and Operation: Delhi, PHI.
2. Mentzer, J. T., Supply chain management: New Delhi, Sage Publications.
3. Shapiro, J. F., Modelling the supply chain, New Delhi: Cengage Learning.
4. D. Kaminsky, Simchi, Levi, Designing and Managing the Supply Chain, New Delhi, TMH
5. Sharma, Sunil, Supply chain management-New Delhi, Oxford University press
6. Waller, D. L., Operations management: A supply chain perspective: New Delhi, Thomson
7. Webster, S. T., Principles & tools for supply chain management: New Delhi, McGraw Hill

## **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

### **Recommended Readings:**

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
4. Clements, Gido, Effective Project Management, Thompson India, New Delhi
5. Gray, Larson, Project Management- The Managerial Process, MGH, New Delhi



## **MBA-OM04: 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

### **Recommended Readings:**

1. Sharma J.K., Operations Research: Theory and Application, New Delhi, Macmillan India .
2. R. Kipp Martin, Dennis J. Sweeney, Thomas A. Williams, David R. Anderson, Quantitative Approaches to Decision making, South Western, Chennai
3. Anderson, Sweeney and Williams, Quantitative Methods for Business Thomson, Delhi
4. Hamdy A Taha, Operations Research , Pearson Education Asia, New Delhi
5. Barry Render, Ralph M. Stair, Jr, Quantitative Analysis for Management, Prentice Hall, Delhi

## **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

### **Recommended Readings:**

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

## **MBA-OM06: 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

### **Recommended Readings:**

1. Howell, J., The Management of Innovation and Technology, Sage Publications. Delhi
2. Fagerberg, J., Mowery, D. C. and Nelson, R. R., The Oxford Handbook of Innovation, Oxford University Press, New Delhi
3. Sherif, M. H. and Khalil, T. M., Management of Technology: New Directions in Technology Management, Elsevier Ltd. Delhi
4. S.P Mukhrjee, HS Ray, HS Maiti- Innovation And Technology Management-Indian edition MacMillan India, New Delhi
5. C.K. Prahalad and M.S. Krishnan -The New Age of Innovation: Driving Co-created Value Through Global Networks, McGraw-Hill, New Delhi

## 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

### **Recommended Readings:**

1. Balakrishnan, N., Render, B. and Stair, R.M., Managerial Decision Modeling with Spreadsheets, Pearson Education, New Delhi
2. Powell, S.G. and Baker, K. R., Management Science: The Art of Modeling with Spreadsheets, Wiley, Delhi.
3. Sweeney, D. J., Williams, T. A. and Anderson, D. R, An Introduction to Management Science: Quantitative Approaches to Decision Making, South- Western Educational Publishing, Chennai
4. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, Delhi
5. David R. Anderson, Dennis J. Sweeney and Thomas A. Williams, An Introduction to Management Science: Quantitative Approaches to Decision Making, Cengage Learning, Delhi

## **MBA-OM08: 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

### **Recommended Readings:**

1. American Society for Quality. (2002). The Quality auditor's HACCP handbook. USA: ASQ Press
2. Barrow, C. J. Environmental management: Principles and practice: London: Routledge.
3. Bhat, V. N. The green corporation: The next competitive advantage. Quorum Books
4. Stranks, J. A. (1994). Manager's guide to health and safety at work. London: Kogan Page.
5. Willing, J. T., Environmental, New Delhi, TQM. McGraw Hill.

## **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

### **Recommended Readings:**

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

## **MBA-OM10: OPERATIONS STRATEGY**

**Objective:** To provide 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, Analysing 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

### **Recommended Readings:**

1. Hill, T., Manufacturing Strategy, London: Palgrave MacMillan
2. Slack, N., & Lewis, M., Operations Strategy, New Delhi: Prentice Hall.
3. Schonberger, R. J., World Class Manufacturing, New York: The Free Press
4. Finch, Byron., Operations Now. (special ed.), New Delhi: McGraw Hill
5. Lawson, R. H., Strategic Operations Management, Routledge, London