

Study & Evaluation Scheme
Of
Master of Business Administration
(General)
[Proposed for Academic Session 2012-13]



IFTM UNIVERSITY

N.H.-24, Lodhipur Rajput, Delhi Road, Moradabad, Uttar Pradesh-244001
Website: www.iftmuniversity.ac.in



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Summary

Programme:	Master of Business Administration (General)
Course Level:	PG Degree
Duration:	Two years (four semesters) Full Time
Medium of Instruction:	English
Minimum Required Attendance	75%
Maximum Credits	132

Preamble

Master of Business Administration (General)

The main aim of the education system is to impart knowledge and skills and certain values which in turn prepare an individual for occupational mobility and participating actively in society. The emerging needs of borderless corporate world has begun to realize the indispensability of management education to business. An entirely new set of behavior patterns, attitudes, and methods of communication is expected to deal with the emerging global business, global market trends, organizational versatility, trade agreements, and trade barriers. The Master of Business Administration (General), two-year full-time Programme at IFTM University aims to develop young men and women as competent professional managers, capable of working in any sector of organized activity, proceeding leadership and achieving excellence in performance while contributing to the welfare of the society at large. The programme specifically attempts to:

- ✓ Equip students with the required conceptual and interpersonal skills and sense of social purpose for managerial decision-making,
- ✓ Develop leadership capabilities to act as change agents and be a source of motivation in the organizations they work in,
- ✓ Nurture the desire to excel in performance without compromising integrity, honesty and fairness.

To achieve aforesaid objectives of the programme, the course structure of the programme has been designed to move beyond conceptual and analytical framework to practical orientation with ethical and behavioural foundations

Study and Evaluation Scheme
Programme: Master of Business Administration (General)
[Approved for Academic Session 2012-13]

SEMESTER I

S. No	Paper code	Subject title	Period			Credit	Evaluation Scheme		
			L P	T			Internal Total	External	
1	MBA-101	Management Concept and organization Behavior	4	--	--	4	30	70	100
2	MBA-102	Managerial Economics	4	--	--	4	30	70	100
3	MBA-103	Basics of Accounting and Financial Analysis	4	--	--	4	30	70	100
4	MBA-104	Statistics for Business Decisions	3	2	--	4	30	70	100
5	MBA-105	Business Environment	4	--	--	4	30	70	100
6	MBA-106	Computer Application in Business	3	--	4	4	30	70	100
7	MBA-107	Professional Skill Development (PSD) – I	4	--	--	4	30	70	100
8	MBA-108	Marketing Management	4	--	--	4	30	70	100
9	MBA-109	Professional Ethics and Values (Audit Paper)	4	--	--	4	30	70	100
Total			34	2	4	36	270	630	900

SEMESTER II

S. No	Paper code	Subject title	Period			Credit	Evaluation Scheme		
			L P	T			Internal Total	External	
1	MBA-201	Financial Management	4	--	--	4	30	70	100
2	MBA-202	Operations Management	4	--	--	4	30	70	100
3	MBA-203	Human Resource Management	4	--	--	4	30	70	100
4	MBA-204	Operations Research	3	2	--	4	30	70	100
5	MBA-205	Cost and Management Accounting	4	--	--	4	30	70	100
6	MBA-206	Research Methodology	4	--	--	4	30	70	100
7	MBA-207	E-Business	4	--	--	4	30	70	100
8	MBA-208	Professional Skill Development (PSD) – II	4	--	--	4	30	70	100
Total			31	2	--	32	240	560	800

***Summer Training of 6-8 Weeks**

SEMESTER III
[Proposed for Academic Session 2012-13]

S. No.	Paper code	Subject title	Period			Credit	Evaluation Scheme		
			L	T	P		Internal	External	Total
1	MBA-301	Strategic Management and Business Policy	4	--	--	4	30	70	100
2	MBA-302	Project Management	4	--	--	4	30	70	100
3	MBA-303	Professional Skill Development (PSD)-III	4	--	--	4	30	70	100
4	-----	Specialization Group I Elective – I	4	--	--	4	30	70	100
5	-----	Specialization Group I Elective – II	4	--	--	4	30	70	100
6	-----	Specialization Group II Elective – I	4	--	--	4	30	70	100
7	-----	Specialization Group II Elective – II	4	--	--	4	30	70	100
8	MBA-308	Summer Training Report Evaluation and Viva Voce	4	--	--	4	30	70	100
Total			32	--	--	32	240	560	800

SEMESTER IV

S. No.	Paper code	Subject title	Period			Credit	Evaluation Scheme		
			L	T	P		Internal	External	Total
1	MBA-401	Information Systems Management	4	--	--	4	30	70	100
2	MBA-402	Supply Chain Management	4	--	--	4	30	70	100
3	MBA-403	Professional Skill Development (PSD)-IV	4	--	--	4	30	70	100
4	-----	Specialization Group I Elective – III	4	--	--	4	30	70	100
5	-----	Specialization Group I Elective – IV	4	--	--	4	30	70	100
6	-----	Specialization Group II Elective – III	4	--	--	4	30	70	100
7	-----	Specialization Group II Elective – IV	4	--	--	4	30	70	100
8	MBA-408	Business Plan	4	--	--	4	30	70	100
Total			32	--	--	32	240	560	800

LIST OF ELECTIVES*

SPECIALIZATION GROUP - I. MARKETING

- MK-01** Marketing Research
- MK-02** Sales and Distribution Management
- MK-03** Services Marketing
- MK-04** Advertising and Brand Management

SPECIALIZATION GROUP - II. FINANCE

- FM- 01** Tax Planning and Management
- FM- 02** Financial Markets, Institutions & Services
- FM- 03** Security Analysis and Investment Management
- FM- 04** Derivatives and Risk Management

SPECIALIZATION GROUP - III. HUMAN RESOURCE

- HR-01** Compensation and Performance Management
- HR-02** Industrial Relations and Labor Laws
- HR-03** Training and Developments Systems and Practices
- HR-04** Negotiation & Counseling skills for managers

SPECIALIZATION GROUP - IV. INFORMATION TECHNOLOGY

- IT -01** Systems Analysis and Design
- IT -02** Database Management Systems
- IT -03** **Electronic** Commerce
- IT -04** Enterprise Resource Planning

SPECIALIZATION GROUP - IV OPERATIONS MANAGEMENT

- OM-01** Material Management
- OM-02** Manufacturing Procedures and Technology Management
- OM-03** Logistics Management
- OM-04** Total Quality Management

SPECIALIZATION GROUP - V INTERNATIONAL BUSINESS

- IB-01** Foreign Exchange Management
- IB-02** Export Import Procedures and Documentation
- IB-03** International Marketing
- IB-04** Foreign Trade Policy and Promotion

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* *The Specialization groups offered by the school may be subject to change as per the requirement of the program and availability of the resources.*

MBA 101: MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

L-4, T-0, P-0, C-4

Objective: This course is designed to expose the students to fundamental concepts of management, its processes and behavioral dynamics in organizations.

UNIT I (8 Sessions)

Introduction to Management: Meaning and Nature of Management, Evolution of Management (in India and Abroad), Managerial Skills, Tasks and Responsibilities of a Professional Manager, Management by Objectives, The external environment, social responsibility and ethics: An overview.

UNIT II (10 Sessions)

Process of Management: Functions of Management: Planning-Process and Techniques, Organizing-Process and Organizational Structure, Directing-Principles and Process, Controlling-Process and Techniques, Problem Solving and Decision Making.

UNIT III (12 Sessions)

Fundamentals of Organizational Behaviour: Introduction and Meaning, Models of OB, Emergence of OB as a Discipline, OB Trends, Organizational Culture and Climate, Leadership Theories and Styles, Motivation-Theories and Practices, Managerial Communication, Organizational Change and Development.

UNIT IV (10 Sessions)

Individual & Group Behaviour and Process in Organization: Individual Determinants of OB; Perception, Learning, Emotions, Attitudes, Personality, Stress and Its Implication on Management Practices, Group Dynamics and Work Teams, Power, Politics, Conflict and Negotiation, Interpersonal Behaviour and Relations, Transactional Analysis.

Text Books:

1. Robbins, S.P., Judge, T.A., Sanghi, S (2009). Organizational Behaviour, Pearson Education.
2. Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., Management 6TH Ed, .Prentice-Hall of India.

Reference Books:

1. George, J. M. & Jones, G.R. (2009). Understanding and Managing Organizational Behaviour 5th Edition, Pearson Education.
2. Green Berg, J. and Baron, R.A. (2008), Behaviour in Organization. Prentice Hall of India.
3. Schermerhorn, J. (2007). Organizational Behaviour, 10th Edition, Wiley & Sons
4. Mcshane, S.L., Von Glinow, M.A., Sharma, R.R. (2006) Organizational Behaviour. Tata McGrawHill
5. Pierce, J.L. & Gardner, D.G. (2010). Management and Organizational Behavior, Cengage Learning.

MBA 102: MANAGERIAL ECONOMICS

L-4, T-0, P-0, C-4

Objective: The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

UNIT I

(10 Sessions)

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making; Opportunity cost Principle, Production Possibility Curve, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour: Equi-Marginal Principle, Law of Diminishing Marginal Utility, Indifference Curve Analysis.

UNIT II

(10 Sessions)

Demand Analysis and Theory of Production: Demand Function, Determinants of Demand, Elasticity of Demand, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making; Theory of Production: Production Function, Short Run and Long Run Production Analysis, Isoquants

UNIT III

(12 Sessions)

Theory of Cost and Market Structures: Cost Analysis in Short and Long Runs, Economies of Scale and Economies of Scope; Revenue curves; Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly

UNIT IV

(8 Sessions)

Introduction to Macro Economics: Nature and Importance of Macro Economics, Business Cycle; Reasons for occurrence & methods to Control, Inflation: Meaning, and Control Measures

Text Books:

1. Hirschey, Mark (2009). Fundamentals of Managerial Economics, 9th edition, Cengage Learning.
2. Salvatore, D.(2006). Managerial Economics in a Global Economy, 6th Edition, Oxford University Press.

Reference Books:

1. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006). Managerial Economics: Analysis, Problems, Cases, 8th Edition, John Wiley & Sons.
2. Atmanand (2008). Managerial Economics, 2nd Edition, Excel Books.
3. Christopher R Thomas & S Charles Maurice (2008). Managerial Economics, 9th edition, McGraw Hill
4. Petersen, H. C., Cris, L W and Jain, S.K. (2008). Managerial Economics, 1st edition, Pearson Education

Objective: The course aims at enabling students to understand the basic accounting principles accounting concepts, tools and techniques of preparing, analyzing & presenting the accounts for users of accounting information.

UNIT I

(6 Sessions)

Overview of Financial Accounting: Concept ,Importance and Scope, Generally Accepted Accounting Principles(GAAP) Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards and IFRS; Matching of Indian Accounting Standards with International accounting Standards.

UNIT II

(12 Sessions)

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; subsidiary books ,preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet,(with Adjustments -both individual and companies), depreciation, inventory valuation ,valuation of goodwill.

UNIT III

(12 Sessions)

Analysis of financial statement: Overview, Importance, Methods- Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios ; Common Size Statement ; Comparative Balance Sheet and Trend Analysis

UNIT IV

(10 Sessions)

Funds Flow and Cash Flow Statements: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Meaning and importance, Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

Text Books:

1. Jain S.P. & Narang K.L., *Advanced Accounting*, Kalyani Publication, Revised edition.
2. Bhattacharya S.K. & John Dearden, *Accounting for management*, Vikas Publication, 2006,

Reference Books:

- 1) Narayanswami - *Financial Accounting: A Managerial Perspective* (PHI, 2nd Edition).
- 2) Mukherjee - *Financial Accounting for Management* (TMH, 1st Edition).
- 3) Ramchandran & Kakani - *Financial Accounting for Management* (TMH, 2nd Edition).
- 4) Ghosh T P - *Accounting and Finance for Managers* (Taxman, 1st Edition).
- 5) Maheshwari S.N & Maheshwari S K – *An Introduction to Accountancy* (Vikas, 9th Edition)

- 6) Ashish K. Bhattacharya- *Essentials of Financial Accounting* (PHI, New Delhi)
- 7) Ghosh T.P- *Financial Accounting for Managers* (Taxman, 3rd Edition)
- 8) Maheshwari S.N & Maheshwari S K – *A text book of Accounting for Management* (Vikas, 1st Edition)
- 9) Gupta Ambrish - *Financial Accounting for Management* (Pearson Education, 2nd Edition)

Revised Syllabus w.e.f. (2012-13)

MBA 104: STATISTICS FOR BUSINESS DECISIONS

L-3 T-2 P-0 C-4

Objective: The basic purpose of the course is to expose students to statistical tools and techniques to enable them for management decision making.

UNIT I (12 Sessions)

Overview of statistics: Presentation of Data (Graphs & Diagrams) Measures of Central Tendency and Variation: Mean, Median and Mode: Measures of Dispersion: Range, Mean deviation, Quartile deviation, Standard deviation, Coefficient of variation, Skewness and Kurtosis. Use of inferential statistics in managerial decision-making.

UNIT II (10 Sessions)

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method – Linear and Non-Linear equations, Application in business decision-making.

Index Numbers: Meaning, Types of index numbers, uses of index numbers, Construction of price Quantity and volume indices.

UNIT III (8 Sessions)

Correlation and Regression analysis: Correlation: - Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Regression:- Meaning Regression equations and their application .

UNIT IV (10 Sessions)

Probability: Concepts of probability and its user in business decision-making: Addition and multiplication theorems; Bayes Theorem and its application .

Probability Theoretical Distribution Distributions: Concept and application of Binomial; Poisson and Normal distribution.

Text Books:

1. Gupta S.P Business Statistics Sultan Chand Publication
2. Beri, G.C. Statistics for Management Tata McGraw-Hill 13th edition
3. Chandran J.S. Statistics for Business and Economics, Vikas Publication, 1998.

Reference Books :

1. Gupta C.B. An Introduction to Statistical Method Vikas Publication
2. Earshot L. Essential Quantitative Methods for Business Management And Finance Palgrave, 2001.
3. Levin Rubin Statistics For Management, person New Delhi, 2000.
4. Render and Stair jr, Quantitative Analysis for Management, Prentice-Hall
5. Sharma J.K. Business Statistics, Pearson Education.

MBA 105: BUSINESS ENVIRONMENT

L-4, T-0, P-0, C-4

Objective: This course is intended to make students understand various social, political, legal and economic and other factors that influence businesses in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

Unit 1

(12 Sessions)

Business Environment: Environmental scanning – meaning nature and scope, economic and non-economic environment, interaction between internal and external environments, overview of political, socio-cultural, legal, technological and global environment. Basic philosophies of Capitalism and Socialism with their variants. Concept of Mixed Economy. Social Responsibility of business enterprises

Unit 2

(10 Sessions)

Macroeconomic policies in India: Industrial policy. Monetary policy: Objectives, credit control tools. Fiscal policy, FEMA Act, Consumer Protection Act, MRTP Act

Unit 3

(08 Sessions)

RBI-Role and functions, banking sector reforms; Narasimhan Committee Recommendations, Financial Sector reforms, Philosophy and strategy of planning in India

Unit 4

(10 Sessions)

New Economic Policy, Globalization, EXIM policy, FDI policy, Multinational Corporation (MNCs), Balance of payment, WTO and India, IMF, World Bank.

Suggested Readings:

1. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
3. Shaikh & Saleem - Business Environment (Pearson, 1st Edition)
4. Suresh Bedi - Business Environment (Excel Books, 1st Edition).
5. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).

MBA 106: COMPUTER APPLICATIONS IN BUSINESS DECISIONS

L-3, T-0, P-4, C-4

Objective: The primary objective of this course is to get familiar with computers and orient the student with basic concepts of information technology and their applications to business processes.

UNIT I

(12 Sessions)

Introduction to Computers and Number System: Concept and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers; Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic.

UNIT II

(10 Sessions)

Use of MS-Office:-Basic of MS-Word, MS-Excel and MS-PowerPoint- their applications, preparation of questionnaire, presentations, tables & reports.

Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems)

UNIT III

(8 Sessions)

Computer Network:-Meanings, types components of computer network, internet-overview architecture & functioning of internet, basic services over internet E-commerce.

UNIT IV

(10 Sessions)

Database Management System:-Overview, components, recent trends in database, RDBMS, MS-Access-overview, SQL creating tables, queries and reports.

Information Technology:-IT-Meaning and its application to various functional areas of management such as production, operations, marketing, human resource, finance & material management.

Text Books:

1. Cyganski - Information Technology: Inside and outside (Pearson, 1st Edition).
2. Basandra SK - Computers Today (Galgotia, 1st Edition).
3. ITL Education Solutions (2009). Introduction to Information Technology, Pearson Education.

Reference Books:

- 1 Saini A. K.and Pradeep Kumar (2003). Computer Applications in Management, Anmol publications.
2. Turban Efraim, Ephraim McLean, James Wetherbe (2006). Information Technology for Management - Transforming organizations in the digital economy, 4th Edition, Wiley India
3. Leon A and Leon M - Introduction to Computers (Leon Vikas, 1st Edition).
4. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1st Edition).

MBA 107: PROFESSIONAL SKILLS DEVELOPMENT – I

Objective: This course offers to brush up the basics of the most widespread spoken language in the world, English, which is used for business, diplomacy and professions. Thus, it equips the students with the requisite skills to make their business communication effective.

UNIT I

Professional English: Concept, Need and Importance in today's business scenario.

Sentences: Kinds, Components: Subject and Predicate, Phrases

Parts of Speech: A general introduction

Nouns: Concept, kinds: Gender, Case, Number

Pronouns: Concept, Kinds, Usage (Gender and Person)

UNIT II

Verbs: Kinds, Usage, Auxiliaries, Principal Auxiliaries, Modal Auxiliaries, Semi-Modals, Non-Finite Verbs

Tenses: Kinds and Usage

Adverbs: Kinds, Formation, Position, Comparison, Usage

UNIT III

Adjectives: Kinds, Degrees of Comparison, Usage,

Determiners: Kinds, Usage

Conversion of Adjectives as Noun, Adverbs and Verbs

Articles: Kinds & Usage

Prepositions: Kinds, Correct Usage

Conjunctions: Kinds-Coordinating & Subordinating

Interjections: Kinds

Punctuations

UNIT IV

Reading Comprehension, Paragraph Writing, Précis Writing, Topic Sentences

Writing CV & Cover letter, Business Letters & Applications (Leave, Request, Apology, Etc.)

Word Power: Enriching Business Vocabulary

Note: Based on the given syllabus, this paper also comprises a number of classroom activities, practice sessions & a public speaking workshop.

References:

- 1) Agarwal Malti, Remedial English Language, Krishna Publications, Meerut.
- 2) Wren and Martin, High School English Grammar, Tata McGraw Hills.
- 3) Lewis Norman, Word Power made Easy, Goyal Publishers.

MBA 108: MARKETING MANAGEMENT

L-4, T-0, P-0, C-4

Objective: The objective of this course is to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field.

UNIT I

(10 Sessions)

Introduction, Definition, Importance and Scope of Marketing, Functions of Marketing Management, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets. Marketing Organisations, Qualities of Marketing Manager. Marketing Environment, Factors Affecting Marketing Environment,

UNIT II

(10 Sessions)

Market Segmentation: Segmenting the Market, Benefits / Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

UNIT III

(8 Sessions)

Product Decision, Product Mix Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

UNIT IV

(12 Sessions)

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

Text books:

1. Kotler Philip – Marketing Management Analysis, Planning, Implementation & Control (Pearson 12th Edition)
2. T. N. Chabada – Marketing Management (Dhampat Rai)
3. C .B. Gupta – Marketing Management (S. Chand)

Reference books:

1. Stanton William J – Fundamental of Marketing (McGraw Hill 1937, Tenth Edition, 1994)
2. Kurtz & Boone – Principle of Marketing (Thomson India Edition, 2007)
3. Sherekar, S.A – Marketing Management (Tata McGraw Hill Seven Edition 1999)

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MBA 109: PROFESSIONAL ETHICS AND VALUES

L-4, T-0, P-0, C-4

UNIT I

Understanding the need, basic guidelines, content and process for Value Education
Self Exploration- what is it? - its content and process: 'Natural Acceptance' and
Experiential Validation- as the mechanism for self exploration
Continuous Happiness and Prosperity- A look at basic Human Aspirations
Right understanding, Relationship and Physical Facilities- the basic requirements for
fulfillment of aspirations of every human being with their correct priority
Understanding Happiness and Prosperity correctly- A critical appraisal of the current
scenario
Method to fulfill the above human aspirations: understanding and living in **harmony**
at various levels

UNIT II

Understanding human being as a co-existence of the sentient 'I' and the material
'Body'
Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Suvidha*
Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
Understanding the characteristics and activities of 'I' and harmony in 'I'
Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*, correct
appraisal of Physical needs, meaning of Prosperity in detail
Programs to ensure *Sanyam* and *Swasthya*
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

UNIT-III (10 Sessions)

Values impact in Business: Indian Value System and Values, Teaching from scriptures and
tradition (Geeta, Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran)

UNIT-IV (10 Sessions)

Ethics impact in Business: Ethical Issues in Capitalism and market systems, Ethics and social
responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and
Information Technology.
Ethical theories and approaches, Intellectual property rights like designs, patents, trade marks,
copy rights,

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Suggested Readings:

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
4. Velasquez - Business Ethics - Concepts and Cases (Prentice Hall, 6th Ed.)
5. Reed Darryl - Corporate Governance, Economic Reforms & Development (Oxford).
6. Mathur UC - Corporate Governance & Business Ethics (Mc Millan).

Reference Books:

1. Ivan Illich, 1974, *Energy & Equity*. The Trinity Press. Worcester, and HarperCollins, USA
2. E.F. Schumacher, 1973, *Small is Beautiful: a study of economics as if people mattered*. Blond & Briggs, Britain.
3. Sussan George, 1976, *How the Other Half Dies*, Penguin Press. Reprinted 1986, 1991
4. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III. 1972. *Limits to Growth – Club of Rome's report*. Universe Books.
5. A Nagraj, 1998, *Jeevan Vidya ek Parichay*. Divya Path Sansthan, Amarkantak.
6. P L Dhar, RR Gaur, 1990, *Science and Humanism*, Commonwealth Purblishers.
7. A N Tripathy, 2003, *Human Values*, New Age International Publishers.

MBA 201: FINANCIAL MANAGEMENT

L-4, T-0, P-0, C-4

Objective: The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

UNIT I (8 Sessions)

Introduction: Concept, Scope Objectives: Profit v/s Wealth Maximization. An Overview of Managerial Finance functions, Time value of money, Basic valuation models, Investment Risk and return

UNIT II (10 Sessions)

Investment decisions: Nature and techniques of capital budgeting: Payback method, Average rate of return and Time-Adjusted methods: IRR and NPV, Profitability index, and Excess present value index. Risk Analysis in Capital budgeting. Leverage Analysis – financial, operating and combined leverage along with implications; EBIT-EPS Analysis & Indifference Point.

UNIT III (12 Sessions)

Capital Structure Decisions: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, retained earnings, weighted average cost of capital and marginal cost of capital. - Capital structure v/s financial structure, Theories of Capital Structure- Modigliani Miller Theory, NI, NOI Theory and Traditional Theory.

UNIT IV (10 Sessions)

Dividend Decisions: Dividend Theories- - Dividends and value of the firm - Relevance and Irrelevance Theories of dividend decision: Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

Working Capital Management: Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables

Text Books:

1. Khan, M. Y. and Jain P. K. (2007). *Financial Management*, Text, Problems & Cases, 5th Edition, Tata McGraw Hill Company, New Delhi.
2. Maheshwari, S.N.(2009)., *Financial Management – Principles & Practice*, 13th Edition, Sultan Chand & Sons.

Reference Books:

1. Van Horne, James, C (2002). *Principles of Financial Management*, Pearson.
2. Prasanna, Chandra (2007) *Financial Management: Theory and Practice*, 7th Edition, Tata McGraw Hill.
3. Sheeba Kapil(2010). *Financial Management*, Pearson Education..
4. Bhalla. V. K.(2009). *Financial Management and Policy: Text and Cases*, 9th Edition, Anmol Publications Pvt. Ltd.
5. Brigham. Eugene F. and Houston. Joel F.(2006). *Fundamentals of Financial Management*, 10th Edition, Cengage Learning.
6. Gitman, L.J.(2006). *Principles of Managerial Finance*, New York

MBA 202: OPERATIONS MANAGEMENT

L-4, T-0, P-0, C-4

Objective: The course is designed to enable students appreciate the strategic significance of operations management in highly competitive global economy and to introduce various principles, concepts, tools and techniques developed in the area of operations management over the years. It is envisaged that students would gain a conceptual understanding of the subject and relate them to practical applications in real life situation.

UNIT I

(8 Sessions)

Introduction to Operations Management, Nature & Scope of Operations Management, Historical Evolution of Operations Management, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas, Operations Strategy, Recent Trends in the Field of Operations Management

UNIT II

(10 Sessions)

Product Development: Product Development Process, Concurrent Engineering, Quality Function Deployment, Mass Customization; Plant location and Plant layout: Process Selection and Facilities Layout; Process-Product Matrix, Types of Layouts, Line Balancing; Work Measurement and Job Design.

UNIT III

(10 Sessions)

Demand Forecasting; Forecasting types and methods, Exponential smoothing, Measurement of errors, Capacity Planning; Resources Planning: Aggregate Production Planning Materials Requirement Planning, Just in Time Production; Supply Chain Management; Inventory Planning and Control. Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis.

UNIT IV

(12 Sessions)

Quality Management, Quality: Definition, Dimension, Cost of Quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Six Sigma, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Total Quality Management (TQM); Total Productive Maintenance (TPM).

Text Books:

1. Mahadevan B. (2010). Operations Management: Theory and Practice, 2nd Edition, Pearson Education.
2. Chase, R.B, et. Al (2010), Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi
3. Stevenson W. J (2007). Operations Management, 9th Edition, Tata McGraw Hill, New Delhi

Reference Books:

1. Gaither Norman and Frazier G.(2004). Operations Management, 9th Edition, Cengage Learning.
2. Chary, S.N and Paneerselvam R. (2009). Production and Operations Management, Tata McGraw Hill, New Delhi
3. Terry Hill (2005). Operation Management. Palgrave McMillan.

MBA 203: HUMAN RESOURCE MANAGEMENT

L-4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of human resource management.

UNIT I

(8 Sessions)

Elements of HRM: Evolution of HRM, Meaning, Nature and Scope, HRM functions and objectives, Difference between HRM and Personnel Management Human Resources Development in India, Role of HR managers, Manpower Planning.

UNIT II

(12 Sessions)

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit;

Job Analysis, Recruitment and Selection: Job Analysis – Job Description, Job Specification; Recruitment and Selection- Methods and Procedures, Difference between recruitment and selection process.

UNIT III

(10 Sessions)

Human Resource Development: Training and Development- Purpose, Methods and issues of training and management development program, Mentoring and Coaching.

Performance and Job Evaluation: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation:-concept, methods and types.

UNIT IV

(10 Sessions)

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure.

Job Enrichment: Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme. Job Enrichment, Job Enlargement, Job rotation.

Text Books:

1. Bratton J. & Gold J., *Human Resource Management: Theory and Practice*, Palgrave, 2003.
2. Gomez Mejia et.al, *Managing Human Resources*, Pearson Education.

Reference Books:

1. Aswathappa, *Human Resource Management*, Tata McGraw-Hill, 2003.

Revised and approved syllabus w.e.f. 2012-13 session
(As per BOS held on 17.3.2012)

MBA 204: OPERATIONS RESEARCH

L-3, T-2, P-0, C-4

Objective: The basic objective of the course is to understand the concepts of operations research and its applications in decision making.

UNIT I

(12 Sessions)

Introduction: Nature, Scope and Applications of Operation Research in Managerial decision – Making, OR Models- Principles and Types.

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems.

UNIT II

(10 Sessions)

Transportation Problem: Initial basic feasible solution and optimality test, Transshipment. Assignment model: Hungarian method, Assignment Problem.

Decision Theory: Decision-making environments and decision theory: Decision-making under uncertainty and risk situations. Decision Tree, Regret Theory.

Game Theory: Characteristics, Two persons Zero sum game, pure and mixed strategy, Dominance and graphical method of solving game.

UNIT III

(10 Sessions)

Queuing Theory and Sequencing: Characteristics of M/M/1: ∞ /FCFS and M/M/1: N/FCFS Queue model.

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

UNIT IV

(8 Sessions)

Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

Text Books:

1. Vohra, *Quantitative Techniques in Management*, Tata McGraw-Hill, 2nd edition, 2003.
2. Peter C. Bell, *Management Science/ Operations Research*, Vikas Publication.
3. Kothari, *Quantitative Techniques*, Vikas publications 1996, 3rd edition.

Reference Books:

1. Akhilesh K.B. & Balasubramanyam S., *Quantitative Techniques* Vikas Publications.
2. Taha Hamdy, *Operations Research an Introduction*, Prentice-Hall.

MBA 205: COST AND MANAGEMENT ACCOUNTING

L-4, T-0, P-0, C-4

Objective: The objective of this course is to acquaint students with various concepts of costing and highlight the decision-making and control focus of managerial accounting.

UNIT 1

(8 Sessions)

Introduction: Meaning, objectives and functions of cost accounting, Role of Costing in decision making, Comparison of Management Accounting and Cost Accounting, Types of cost; cost concepts; Elements of cost;-Overheads and their Allocation and Apportionment.

UNIT II

(10 Sessions)

Preparation of Cost Sheet: Methods of Costing, Reconciliation of Cost and Financial Accounting.
Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and Break-even analysis, Margin of Safety, key factors, Managerial Applications of Marginal Costing.

UNIT III

(10 Sessions)

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making. **Standard Costing:** Concept of standard cost, establishing various cost standards, Variance analysis, Material, Labour and its applications and implications.

UNIT IV

(12 Sessions)

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budgets and their preparation Static and Advantages and Limitations of Budgetary Control.

Responsibility Accounting: Concept and various approaches to Responsibility Accounting, Concept of investment centre, cost centre, profit centre and responsibility centre and its managerial implications.

Text Books:

1. Horngren et al, *Introduction to Management Accounting*, Pearson, 2002.
2. Khan & Jain, *Management Accounting*, Tata McGraw-Hill, 2006.
3. Pandey, I.M., *Management Accounting*, Vikas Publication, 2004.

Reference Books:

1. Bhattacharyya S.K. & Dearden J., *Accounting for Management*, Vikas Publication.
2. Kishore Ravi M., *Advanced Management Accounting*, Taxmann, 2007.

Revised and approved Syllabus w.e.f. 2012-13 session
(As per BOS held on 17-3-2012)

MBA 206: RESEARCH METHODOLOGY

L-4, T-0, P-0, C-4

Objective: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

UNIT I

(16 Sessions)

Introduction: Introduction to Research, Concept of Good Research, Language of Research (Concepts, Variables and Hypothesis), Types of Research, Steps Involved in Research Process. Research Design: Various Methods of Research Design, Application of Research in Various Functions of Management.

UNIT II

(10 Sessions)

Types of Data: Secondary and Primary, Various Methods of data collection.

Data Collection Technique: Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

UNIT III

(8 Sessions)

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Testing of Hypothesis, t – Test, z – test, chi-square test and ANOVA.

UNIT IV

(6 Sessions)

Use of SPSS in Data Analysis

Report Preparation: Types and Layout of Research Report, Executive Summary Writing, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions to the Concerned Persons.

Text Books:

1. Cooper & Schindler, *Business Research Methods*, Tata Mc Graw Hill.
2. Saunders *Research Methods for Business students*, Pearson Education, 2007.
3. Malhotra Naresh K., *Marketing Research*, Pearson Education.

Reference Books:

1. Gravetter, *Research Method for Behavioral Sciences*, Cengage Learning.
2. Beri G.C., *Marketing Research*, Tata Mc Graw Hill, 4th Edition.
3. Kothari C.R., *Research Methodology Methods and Techniques*, New Age International Publishers.

Objective: The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

UNIT I

(12 Sessions)

Introduction to e-business: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, Ecommerce in India., Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange: Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

UNIT II

(10 Sessions)

Security Issues in e-business: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks: Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

UNIT III

(10 Sessions)

Electronic Payment System: Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems, B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.

UNIT IV

(8 Sessions)

E-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.

Text Books:

1. Dave Chaffey (2009). E-Business and E-Commerce Management- Strategy, Implementation and Practice, 3rd Edition, Pearson Education.
2. Bharat Bhaskar (2009). Electronic Commerce- Framework, Technologies and Applications, 3rd Edition, Tata McGraw Hill.

Reference Books:

1. Efraim Turban, David King, Dennis Viehland, Jae Lee, (2009): Electronic Commerce – A Managerial Perspective, 4th Edition, Pearson Education.
2. Elias M. Awad (2007). Electronic Commerce- From Vision to Fulfillment, 3rd Edition. PHI Learning.
3. Joseph, P.T. and S.J. (2008). E-Commerce – An Indian Perspective, 3rd Edition, PHI.
4. Schneider Gary P. and Perry, James T (2007). Electronic Commerce Strategy, 1st Edition, Cengage Learning.

Revised Syllabus w.e f 2012-13

MBA 208: Professional Skills Development-II

Objective: This course provides the participants with information, and equips them with the requisite skills to make their communication effective and to enable them to deal with feelings, understand assertiveness, develop self-confidence, and work in teams.

Business Communication Skills (BCS)

Unit	Objective	Course content
Unit 1	To introduce the fundamentals of communication	Communication: Concept, Classification, Purpose, Process, Importance in Management, Structure in Organization Barriers & Gateways in Communication, 7 C's of Communication
	To introduce role of body language in communication	Verbal & Non-Verbal Communication Importance of Non-Verbal Behavior Interpretation during Communication – Body Language, Gestures, Postures, Kinesics, Proxemics & Paralanguage
Unit 2	How should one listen to people? – Importance of active listening	Listening: Process, Types, Levels, Barriers & Gateways in Listening Effective Listening, Understanding Speaker's thoughts and feelings while listening and Paraphrasing (interpreting Speaking Style)

Intrapersonal & Interpersonal Relationship Skills (IRS)

Unit 3	Understand the importance of the various skills involved in developing and enriching intrapersonal relationships	Intrapersonal Skills Personality: Characteristics of Healthy & Sick personalities Self Awareness, Self Esteem, Self Confidence Assertiveness V/S Aggressiveness Values: types & importance Dealing with Emotions: Anger, Conflict and Depression Emotional Intelligence: Overview
	Be more aware of one's self-confidence, values Understand and handle emotions of self and others	
Unit 4	Understand the necessity and importance of working together as a team	Interpersonal Skills The Team: Concept, Elements, Stages, Types Creating Effective Teams: Characteristics and Building Blocks, Key Roles of Team Members Team Player Styles
	Learn how to go about being a good team player and form an effective team	
	Putting team building skills to test in the various activities to understand the status and improve with each succeeding activity	Team Building Activities

Note: This paper comprises of a number of classroom activities also, based on the given syllabus.

Reference Books:

1. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books)
2. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication)
3. P.D. Chaturvedi – Business Communication (Pearson Education)
4. Elizabeth B. Hurlock – Personality Development (Tata McGraw Hills)

Suggested Readings – BCS

1. The Seven Habits of Highly Effective People - Stephen R. Covey
2. Who Moved My Cheese - Dr. Spenser Johnson
3. Seven Spiritual Laws of Success - Deepak Chopra
4. I'm OK You are OK – Erric Seghal

Suggested Readings – IRS

1. Emotional Intelligence - David Goleman
2. Working with Emotional Intelligence - David Goleman.
3. Good to Great - Jim Collins
4. Goal - Eliyahu Goldratt.
5. Only the Paranoid Survive - Andrew Grove
6. All the books in the —Chicken Soup for the Soul series.

*** SUMMER TRAINING**

At the end of second semester, all students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization taking up a project study. The students will be required to submit two copies of the project report on the topic undertaken by the student, duly approved by the faculty mentor assigned by the department as per the recommended format. The report will be evaluated by one external examiner. It will carry total of 100marks divided into written report of 70 marks (to be evaluated by external examiner) and presentation of 30 marks for internal assessment. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting. However, the assessment report of the summer training organization will also find the basis of internal assessment.

MBA 301: STRATEGIC MANAGEMENT AND BUSINESS POLICY

L-4, T-0, P-0, C-4

Objective: This paper deals with issues and challenges relating to the process of strategy formulation, the context in which the strategy is formulated, their implications for strategy formulation and implementation of the identified strategy. This paper basically aims at elaborating a general management orientation, some of the well known framework in analyzing industry structure and competitive choices and also various organizational decisions regarding growth and restructuring.

UNIT I

(8 Sessions)

Strategy – Meaning and Implications to Business, Strategic Management, Business Policy, Corporate Strategy, Mission, Vision, Objectives, Impact of globalization on Strategy, Model and Process of SM, Impact of Internet and E-Commerce on strategy, Role of Strategic Management in Functional areas: Marketing, Finance, HR and IB.

UNIT II

(10 Sessions)

Environmental Scanning: Industry Analysis, Competitive Intelligence, and External Environment Profiling: ETOP, OCP, Strategic Advantage Profile; Corporate Analysis, SWOT Analysis and TOWS Matrix, Environment Analysis Approaches: Resource based approach, Value-Chain Approach, Scanning Functional Resources, Introduction to Strategic Budget and Audit.

UNIT III

(10 Sessions)

Corporate Generic Strategies: Growth and Expansion, Diversification, Stability, Retrenchment & Combination Strategies. Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

UNIT IV

(12 Sessions)

Strategy Implementation: through structure, through HRM: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System, and Concept of Synergy.

Text Books:

1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)
3. Wheelen Thomas L., Hunger J. David and Rangaragjan Krish - Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.)
4. Ghosh, P.K., " Business Policy Strategic planning and Management ", Sultan Chand & Sons, New Delhi 199

Reference Books:

1. Budhiraja S.B. and Athreya M.B. - Cases in Strategic Management (Tata Mc Graw Hill, 1st Ed.)
2. Kazmi Azar - Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Ed.)
3. Thomson - Strategic Management: Concepts and Cases (Tata Mc Graw Hill)
4. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
5. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS)
6. Ansoff, I. Corporate Strategy. New York: McGraw-Hill, 1965.

MBA 302: PROJECT MANAGEMENT

L-4, T-0, P-0, C-4

Objective: This course examines project management roles and environments, the project life cycle and various techniques of work planning, control and evaluation to achieve project objectives. Students will be able to understand the roles of project financing and managing the flow of project information.

UNIT I

(8 Sessions)

Introduction: Basic Concept: Concept and types of project, project development cycle. Nature and scope of project Management, Tools & Techniques of Project Management, Role of Project Manager.

UNIT II

(10 Sessions)

Project Identification and Formation: Market and demand estimation, market survey, demand forecasting technical factors, Project selection, ROI Projection, Project Formulation, Stages in Project Formulation, Project Report Preparation.

UNIT III

(12 Sessions)

Project Appraisal: Objectives, Essentials of a Project Methodology, Market Appraisal, Technical Appraisal, Financial Appraisal, Social-Cost and Benefit Analysis, Managerial Appraisal.

UNIT IV

(10 Sessions)

Implementation, Monitoring and Control of Projects: Project Scheduling, Techniques of Cost Budgeting, Project Financing, Monitoring and post implementation, Control Techniques- PERT, CPM, Evaluation of Project, Project Audit.

Text Books:

1. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
2. Chaudhary, S – Project Management (Tata Mc Graw Hill)

Reference Books:

1. Mohsin M. - Project Planning and Control (Vikas)
2. Goyal BB – Project Management : A Development Perspective (Deep & Deep)

MBA 303: Professional Skills Development-III

L-04, P-04, C-04

Objective: This course assists the participants in understanding the nuances of Corporate Grooming and Dressing, Corporate Etiquette & the Ethical Dilemmas present in business. It also encompasses the basics underlying Group Discussions, the Group Decision-Making process, how to handle Interview situations, and how to make Presentations.

Campus to Company (C2C)

Unit	Objective	Course content
Unit 1	Understand what constitutes proper grooming and etiquette in a professional environment	The Corporate Fit: Dressing and Grooming, Knowledge of how to dress in corporate environment
	Have some practical tips to handle himself / herself in a given professional setting	Basic Table Manners, Telephone Etiquette, Email Etiquette, Knowledge of how to behave & take decisions in a professional set up
	Have practiced the skills necessary to demonstrate a comfort level in executing the same	Do's and Don'ts for Men and Women , Dealing with people , Code of Conduct in a professional environment

Group Discussions, Interviews and Presentations (GIP)

Unit 2	Understand the skills tested and participate effectively in Group Discussions.	Basics of Group, Group Discussion: Types, Phases, Discussion Skills, Body Language in GD
	Appreciate the nuances of the Group Decision-making process	Group Decision Making Process, Various strategies for improving group decisions
Unit 3	Attend any type of interview with confidence borne out of knowledge gained and practice sessions	Resume Preparation, Interview Process, Types, Interview Preparation Checklist, Interview Handling Skills, Common Interview Mistakes and Impressing the Interviewer
Unit 4	Learn the basics of how to make an effective presentation and have numerous practice presentations in small groups and larger audiences	Presentation Skills: Voice Modulation, Body Language Importance of initial planning, preparation, outlining, practice and last minute task to make an effective presentation Content & Visual Aids, Audience Management

Note: Based on the given syllabus, this paper also comprises of a number of classroom activities & practice sessions.

Reference Books:

1. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books)
2. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication)
3. P.D. Chaturvedi - Business Communication (Pearson Education)

<u>Suggested Readings – C2C</u>	<u>Suggested Readings – GIP</u>
1. EatiQuette's The Main Course on Dining Etiquette: A step-by-step guide to dining with confidence in the 21st Century - David Rothschild	1. Effective Group Discussion: Theory and Practice - Gloria J. Galanes, Katherine Adams , John K. Brillhart
2. The Complete Idiot's Guide to Etiquette by Mary Mitchell - Alpha Books	2. Effective Presentation (3rd Edition) - Ros Jay, Antony Jay (Pearson)
3. "Strategic interviewing" - Richard Camp, Mary E. Vielhaber and Jack L. Simonetti (Wiley India Pvt. Ltd.)	3. Effective Presentation Skills (A Fifty-Minute Series Book) - Steve Mandel

MBA 401: INFORMATION SYSTEMS MANAGEMENT

L-4, T-0, P-0, C-4

Objective: The course is designed to understand basic information system concepts as applied to business operations and management and to make students understand the interdependence and functionality of the hardware and software components of information systems.

UNIT I

(12 Sessions)

Introduction: Concept of Data and Information, Information Systems, Information Systems in Global Business Today, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Executive Information System(EIS), Cross Functional Information Systems, : Enterprise Resource Planning (ERP), Customer Relationship Management (CRM)

UNIT II

(12 Sessions)

Use of computer-based information systems in all functional areas of business, Information as strategic resource, use of information for comparative advantages, MIS as an instrument for organizational change The Value Chain and Strategic IS, Business Process Re-engineering, Creating a Virtual Company, Improving Business Quality: Total Quality Management, Becoming an Agile Company, Building a Knowledge Creating Company
Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES)

UNIT III

(8 Sessions)

Information Technology Infrastructure , IT Infrastructure and Emerging Technologies, Building and Managing Systems , Building Information Systems, System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

UNIT IV

(8 Sessions)

Information Security and control concepts- Access controls Ethical and Social Issues in Information Systems, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues, Introduction to Cyber Laws: National and International.

Text Books:

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1st Ed.)
2. O'Brien James - Management Information System (Tata Mc Graw Hill, 12th Ed.)

Reference Books:

1. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3rd Ed.)
2. Davis & Olson – Management Information System (TMH, 2nd Ed.)

MBA 402: SUPPLY CHAIN MANAGEMENT

L-4, T-0, P-0, C-4

Objective: To enable students to understand the issues related to modern supply chain systems and to make them able to defend the supply chain challenges.

Unit I (6 Sessions)

Introduction to supply chain, various components of supply chain, types of supply chain, various flows in supply chain, objectives of supply chain, evolution of supply chain, thrust areas of supply chain and supply chain strategies. Key Issues in SCM, bullwhip effect in SCM.

Unit II (14 Sessions)

Logistics Management: concept, history, objectives, modes of logistics, drivers and models of logistics management, costs associated with logistics, various functions of logistics, reverse logistics and future direction of logistics.

Warehouse Management in Supply Chain: introduction, importance, operating principles, functions and types of warehouses, concepts of ideal warehouse, warehouse management system, warehouse planning.

Purchasing and Vendor Management: basic concepts of purchasing, importance of purchasing, centralized versus decentralized purchasing, functions of purchase department, negotiation in purchasing process, vendor selection, store keeping and store management.

Unit III (10 Sessions)

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock, lead time reduction, concept of re-order point, ABC, VED Analysis, Just-in-Time & Kanban System of Inventory management.

Unit IV (10 Sessions)

Recent Issues in SCM : Role of Information Technology in SCM, CRM and Supply Chain, Benchmarking concept, Features and Implementation, Outsourcing in SCM, Value Addition in SCM, concept of demand chain management, Green Supply Chain, Sustainability in SCM.

Text Books:

1. Joshi Parikshit and Pandey M .R. - Supply Chain Management: Concept and Cases (Dhanpat Rai & Co.)

Reference Books:

1. Shah Janat – Supply Chain Management: Text and Cases (Pearson Education)
2. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan)
3. Chopra Sunil and Peter Meindl - Supply chain management (Pearson Education)

MBA - 403 **PROFESSIONAL SKILLS DEVELOPMENT – IV**

Objective: This course assists the participants in setting specific measurable goals for themselves in their professional and /or professional life and also to understand the skills and the intricacies involved in starting an entrepreneurial venture.

Entrepreneurial Skills Development (ESD)

Unit	Course Content	Classroom Activities
I	Understanding the concept of Entrepreneurship Evolution of the concept of Entrepreneur	Brain storm on Entrepreneurial competencies (Basic Personality Traits) Students should discuss and analyze the entrepreneurial characteristics identified and classify them as learned and innate
	Attributes and Characteristics of a successful Entrepreneur	
	Entrepreneurial Competencies	
	Entrepreneurship in Daily life	
II	Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development	Excerpt from the life of Successful Entrepreneurs of India
	Case Studies in Entrepreneurship	
III	Business Planning Process	
	Environmental Analysis - Search and Scanning	
	Identifying problems and opportunities	
	Family and Non Family Entrepreneur: Role of Professionals, Professionalism V/S family entrepreneurs, Role of Woman entrepreneur.	
IV	Defining Business Idea	Students now in groups of 10 analyze various trigger events from their life and does an opportunity search. Through this exercise they prepare venture or community project.
	Venture Project Planning Entrepreneurship Cycles	
	Planning the Project Planning a Venture	

Suggested Readings:

1. David H. Holt, "Entrepreneurship: New Venture Creation" PHI Learning
2. Robert Hisrich, Michael Peters and Dean Shepherd, "Entrepreneurship" Mc Graw Hill
3. Rashmi Bansal, "Stay Hungry Stay Foolish" IIM Ahmedabad CII
4. Couger, C- Creativity and Innovation (IPP, 1999)
5. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
6. Jonne & Ceserani - Innovation & Creativity (Crest) 2001.
7. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)
8. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
9. Hunger J D and Wheelen T L - Strategic Management (Addison-Wesley, 1999)
10. Dollinger M J - Entrepreneurship (Prentice-Hall, 1999)

The Business Plan Competition is designed to encourage MBA students to learn more about entrepreneurship through the creation of a business plan. The competition gives them some practical experience in what is required for a start-up business.

The B-Plan should cover all the following aspects:

1. Executive Summary
2. Product or Service
3. Organizational Plan
4. Market Analysis & Marketing Plan
5. Operational Plan
6. Management Team
7. Financial Plan
8. Investment Requirements, and
9. Estimate of Earning potentials

Written Business Plan:

1. The business plan and appendices must not exceed 45 pages (including cover page, executive summary, appendices, spreadsheets, illustrations, page breaks, etc.).
2. The main portion of the written business plan must not exceed twenty-five (25) double-spaced pages of text and graphics (excluding cover page, executive summary, contents page, and appendices). Detailed spreadsheets and other supporting data/documents should be in the appendices.
3. The written business plan must be typed, double-spaced, and use size 12 font.
4. All currencies must be stated in Indian Rupees.

Business Plan Presentation:

All the students are required to make a presentation before the panel of judges which will evaluate the plans on various criteria such as feasibility of idea, clarity of thought, originality etc. Accordingly the marks to the students will be awarded.

MBA MK 01: MARKETING RESEARCH

L-4, T-0, P-0, C-4

UNIT I

(10 Sessions)

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of Marketing Research, Limitation of Marketing Research.

Marketing Information System: Concept, Need for Marketing Information System, Process of Marketing Information System, Marketing Research Process

UNIT II

(8 Sessions)

Research Design: Various Method of Research Design, Important Experimental Research Designs.

Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data.

Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages & Disadvantages, Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

UNIT III

(8 Sessions)

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale, Development of Marketing Measures.

Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement.

UNIT IV

(10 Sessions)

Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis Correlation, Rank Correlation, Regression Analysis.

Text Books :

1. Byod & Others - Marketing Research (All India Traveler Book Seller)
2. Nargundkar - Marketing Research (Tata McGraw Hill, 2nd Ed.)

Reference Books:

1. Luck and Rubin - Marketing Research (Prentice Hall of India, 7th Ed.)
2. Tull & Hawkins - Marketing Research: Measurement & Method (Prentice Hall of India, 6th Ed.)
3. Beri - Marketing Research (Tata McGraw Hill, 4th Ed.)

MBA MK-02: SALES AND DISTRIBUTION MANAGEMENT

L-4, T-0, P-0, C-4

Objective: This course is aim to develop skills critical for generating, evaluating and selecting sales and distribution strategies. To pay special emphasis on the practicing manager's problems and dilemmas. To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

UNIT I

(14 Sessions)

Sales Management: Nature, meaning and scope of Sales Management –objectives of sales department – sales as a function of marketing management – Theories of selling, Process of Personal Selling, Determining Personal selling objectives.

Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota, Organizational Set-up.

UNIT II

(10 Sessions)

Sales Force Management: Organizing the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Personnel, Planning and Conduct of Sales Training Programs, Motivating and Compensating Sales Personnel, Designing Compensation Plans, Performances Appraisals – Evaluation – Criteria for evaluation (Sales to Expense Ratio)

UNIT III

(8 Sessions)

Introduction to Distribution Management: Introduction to Marketing Channels – Structure, Functions and Flows – Channel Participant's - Type and Number of Intermediaries, Distributors: Policies and Strategies.

UNIT IV

(8 Sessions)

Channel Management: Channel Selection Process & criteria - Performance appraisal of Channel Members – Channel Conflicts & Techniques to resolve channel conflicts, Training the Distributors Sales Team.

Text Books:

1. Still Richard R, Cundiff Edward W. and Govoni Norman A.P - Sales Management: Decisions, Strategies and Cases (Pearson Education, 5th Ed.)
2. Sales & Distribution Management by Krishna K Harvadkar -publisher: McGraw Hill

Reference Books:

1. Rosenbloom – Marketing Channels (Cengage Learning, 7th Ed.)
2. Sales and Distribution Management – S. L. Gupta

MBA MK-03: SERVICES MARKETING

L-4, T-0, P-0, C-4

Objective: The purpose of this course is to introduce, discuss, and analyze several topics important to service organizations. Further, the student should be able to differentiate the factors that characterize the effective marketing strategies of services from those of goods.

UNIT I

(8 Sessions)

Introduction to Service Marketing: Characteristic, Levels, Creating Differentiation, Classification, Reasons for the growth of service sector, Customer orientation and role of 'relationship marketing in service'.

UNIT II

(14 Sessions)

Marketing Mix in Services Marketing - The Seven Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing: Physical Evidence- Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services.

UNIT III

(10 Sessions)

Marketing of Specific Services: Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Mutual Funds, Insurance and Banking, Marketing of Telecom Services etc.

UNIT IV

(8 Sessions)

Service Quality: Concept, SEVQUAL (PZB Model), GAP Model, GRONROSS Model.

Services in Global Perspective: International Marketing of Services Recent Trends, Principal Forces in Global Marketing of Services, Key Decisions in Global Marketing, Problems connected to Marketing, 10-P models of Global Strategies Management.

Text Books:

1. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
2. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.)

Reference Books:

1. Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)
2. Govind Apte - Services Marketing (Oxford University Press)
3. C. Bhattacharjee- Services Marketing

MBA MK-04: ADVERTISING AND BRAND MANAGEMENT

L-4, T-0, P-0, C-4

Objective: The objective of this course is to provide an understanding of the basic principles of advertising management and to develop an understanding of the brand concept and the operational aspects of managing a brand.

UNIT I

(10 Sessions)

Marketing Communication and Promotional Mix – Components of Promotion Mix, Introduction to Process of Marketing Communication; Definition and Scope of Advertising Management; Setting Advertising Objectives, DAGMAR; Introduction to Advertising Budgets; Copy Strategy and Copy Development

UNIT II

(8 Sessions)

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; The Organization for Advertising; Social, Ethical and Legal Aspect of Advertising, Board of Control - ASCI (Advertising Standard Council of India).

UNIT III

(14 Sessions)

Brand-concept: Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management; **Brand Identity:** Conceiving, Planning and Executing (Aaker Model), Brand Loyalty, Measures of Loyalty; **Brand Equity:** Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity; **Brand Personality:** Definition of Brand Personality, Measures of Personality, Formulation of Brand Personality; Brand Image Vs Brand Personality.

UNIT IV

(8 Sessions)

Brand Positioning: Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of Information in Brand Management; Role of e-communities in Brand Management.

Text Books:

1. Rajeev Batra, John G. Myers and David A. Aaker (1996). Advertising Management, 5th Edition, Pearson Education.
2. Wells W., Burnet J. and Moriarty S. (2003). Advertising: Principles & Practice, Pearson Education.
3. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.

Reference Books:

1. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill.
2. Kumar, Ramesh (2004). Managing Indian Brands, Vikas Publishing House, Delhi.
3. Keller K. L. (2003), Strategic Brand Management, 2nd Edition, Pearson Education

MBA FM-01: TAX PLANNING AND MANAGEMENT

L-4, T-0, P-0, C-4

Objective: This paper comprises various topics related to corporate and individual taxation in India. It offers the students, the opportunity to acquire computation and analyzing skills for corporate tax. This is an essential and important area of financial management; therefore, the underline issues, provisions and acts make a student aware of tax planning and management techniques.

UNIT I

(8 Sessions)

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Types of Assessee, Residential status and Incidence of Tax.

UNIT II

(12 Sessions)

Tax on Individual Income – Introduction and Computation of tax under the heads of income: Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources.

UNIT III

(12 Sessions)

Corporate Tax Planning: Tax concessions and incentives for corporate, Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

VAT: The Basic concept of VAT-how VAT operates-merits& demerits of VAT-

UNIT IV

(8 Sessions)

Central Excise Act 1994 and Excise planning; Customs Act and Customs Duties Planning (Working Knowledge required) Consumer Protection Act 1962 and Customers planning. (Working knowledge is required for these).

Special Tax Provisions: Tax provisions relating to free trade zones, infrastructure sector and backward areas; **Tax Payment:** Tax deduction and collection at source; Advance payment of tax.

Text Books:

1. Bhatia H L - Public Finance (Vikas, 1999, 20th Ed.)
2. Lakhota R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
3. Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)

Reference Books:

1. Santaram R - Tax Planning by Reports (Taxmann, 1978).
2. Singhanian V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
3. Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)

MBA FM-02: FINANCIAL MARKETS, INSTITUTIONS AND SERVICES

L-4, T-0, P-0, C-4

Objective: The objective of this paper is to acquaint the students about major financial services and institutions.

UNIT I

(15 Sessions)

Overview of Financial System: Introduction, Components, Structure, Features of Indian Financial System; Deficiencies and Recent Developments; RBI – Role and functions. Regulation of money and credit, Monetary and Fiscal policies, Financial Sector Reforms in India, Financial Services: nature, scope and importance; Financial Markets-Concepts, Nature, Features, Functions, Structure, Types, Role of Financial Markets in Economic Development. Foreign Exchange Market: concepts and aspects.

UNIT II

(9 Sessions)

Management of Commercial Banks: Banking Industry in India, constituents; Banking Sector Reforms; Determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non-performing assets, Strategies for enhancing commercial banks viability.

UNIT III

(8 Sessions)

Management of Non-Banking Financial Institutions; Securitization: concept, nature, scope and their implications, Securitization in India. Development Financial Institutions in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; Non Banking Financial Companies - Their status, types, working and strategies for commercial viability, Importance of MFIs.

UNIT IV

(8 Sessions)

Management of Financial Services: Leasing and Hire Purchase: Industry, size and scope, parties involved, classification and impact. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each. High-tech banking: E-payment systems, E-Banking.

Text Books:

1. Khan, M.Y.- Financial Services, (Tata McGraw Hill, New Delhi)
2. Pathak,-Indian Financial System, (Pearson Education)

Reference Books:

1. Machiraju, H.R.- Indian Financial System, (Vikas Publishing House)
2. Shrivastava, R.M., and Nigam, Divya- Management of Indian Financial Institutions,(Himalaya Publishing House)
3. Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.)
4. Bhole, L.M.- Financial Institutions and Markets, (Tata McGraw Hills, New Delhi)

MBA FM-03: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

L-4, T-0, P-0, C-4

Objective: The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

UNIT I

(8 Sessions)

Nature and Scope of Investment Management: Nature, process and scope of financial assets investment decisions; Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Structure of Indian Securities market-An overview; Sources of Financial Information; Regulatory Mechanism: SEBI and its guidelines.

UNIT II

(14 Sessions)

Securities Analysis: Two-parameters frame work; understanding of return and risk of a security; types of return and risk; sources of risk.

Analysis of Fixed Income Securities: Bond fundamentals; Valuation of bonds; analysis of risk in bonds-duration; bond portfolio management strategies-passive, semi-active and active along with immunization strategies.

Analysis of Variable Income Securities (Equity): Approaches to security (equity) analysis-Fundamental Analysis along with valuation models of equity and Technical Analysis, Efficient market hypothesis.

UNIT III

(10 Sessions)

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, **Portfolio Theories and Management:** Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

UNIT IV

(8 Sessions)

Portfolio Performance Evaluation: Sharp & Treynor & Jensen's measure. **Portfolio revision** – Active and passive strategies & formula plans in portfolio revision. Mutual funds- types, performance evaluation of mutual funds, functions of Asset Management Companies.

Text Books:

1. Fischer and Jordan – “*Security Analysis and Portfolio Management*” (Prentice-Hall, 1996, 6th edition)
2. Pandian P – “*Security Analysis and Portfolio Management*” (Vikas, 1st Ed.)

Reference Books:

1. Chandra P – “*Investment Analysis and Portfolio Management*” (Tata Mc Graw Hill, 2008)
2. Bhalla, V.K. (9th ed., 2003). “*Investment Management; Security Analysis and Portfolio Management*”. S. Chand & Co. Ltd.
3. Avdhani, V.A. (6th ed., 2003). “*Security Analysis and Portfolio Management*”. Himalaya Publishing House.
4. Ranganatham – “*Investment Analysis and Portfolio Management*” (Pearson Education, 1st Ed.).

MBA FM-04: DERIVATIVES AND RISK MANAGEMENT

L-4, T-0, P-0, C-4

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

UNIT I

(8 Sessions)

Introduction to Financial Derivatives: Definition of Financial Derivative, Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market, Use of Derivatives, Critiques of Derivatives. Traders in Derivative Markets, Factors contributing to the growth of Derivatives. Financial Derivatives Market in India.

UNIT II

(10 Sessions)

Future Market, Contracting & Pricing: Introduction, Financial Futures contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/Traders in Future Market, Functions and growth in Future Market, Future Market trading Mechanism, Theories of Future prices. Forward prices Vs Future prices.

UNIT III

(12 Sessions)

Forward and Swap Market: Pricing and Trading Mechanism: Introduction, concept, Types, Distinction between option and futures contracts, option valuation, Determinants of option pricing, Black – Scholes option pricing model, Binomial Option pricing model, Trading with option, Hedging with option; **SWAP:** Introduction, concept, Nature, Evolution, Features, Types of Swaps.

UNIT IV

(10 Sessions)

An overview of Risk Management - Investors and risk management. The profitable side of risk management; Risk management process - risk models; Derivative - Hedging Currency Risk, Hedging Risk through Forward Contracts.

Creating value with risk management- financial distress and investment, risks in banking credit risk, foreign exchange risk, political risk and country risk, liquidity risk.

Text Books:

1. Hull. J. C Options Futures and Other Derivatives 7ed,2009 PHI New Delhi .
2. Varma, Jayanth, Derivatives and Risk Management 1e Tata Mcgraw Hill
3. Stulz Risk management and Derivatives, 1st, 2008 Cengage Learning

Reference Books:

1. Bhalla. V. K. Financial Derivatives: Risk Management: S. Chand & Company
2. Chance Derivatives and Risk Management Basics 1st 2008 Cengage Learning
3. Ashthana, Financial Risk Management, 2010 Himalaya Pub. House

MBA HR-01: COMPENSATION AND PERFORMANCE MANAGEMENT

L-4, T-0, P-0, C-4

Objective: This course familiarizes students with the concepts of compensation management within the wider context of human resource management. It provides students with an understanding of the reward management process which includes pay survey, job evaluation, and the design of pay structure.

UNIT I

(8 Sessions)

Introduction to Compensation Management: Conceptual Framework of Compensation Management: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory, Criteria of wage fixation. Methods of Payment.

UNIT II

(12 Sessions)

Wage Administration in India –Principles of wage and salary administration, Performance based pay systems; Knowledge based pay system, market based pay system, Incentive based pay system. Types of incentive plans, Wage Policy in India, Methods of wage determination in India. Minimum Wages Act, Various Fringe Benefits (Free Transport, Free / Subsidized Accommodation, Subsidized Canteen, Medical Facilities in the premises, Group Insurance Scheme, Medical re-imburement, Transit Insurance, Children Education Scholarship, Leave Encashment, Production linked Incentives)

UNIT III

(8 Sessions)

Introduction to Performance Management: Nature, scope, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning, Role Analysis and Evaluating Performance Management.

UNIT IV

(12 Sessions)

Performance Management Application & Improvement: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal Interview, Potential Appraisal. Performance reviews. Performance Management for Teams, Performance Management in practice, Analyzing Performance problems. Performance counseling- Concept, Principles and Skills competency based Performance Management.

Text Books:

1. Compensation & Reward Management, BD Singh, Excel Books
2. Compensation, Milkovich & Newman, TMH
3. Performance Management, Herman Aguinis, Pearson Education, 2007.
4. The Talent Management Hand Book, Lance A. Berger & Dorothy R. Berger, Tata Mc-Graw Hill

Reference Books:

1. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
2. Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education
3. Compensation Management, Er Soni Shyam Singh, Excel Books.

MBA HR-02: INDUSTRIAL RELATIONS AND LABOUR LAWS

L-4, T-0, P-0, C-4

Objective: To expose the students to a variety of IR situations with special reference to disciplinary action, discharge, dismissal and other related matters and to equip them with the necessary tools to apply the law to a given set of facts.

UNIT I

(8 Sessions)

Introduction to Industrial Relations: Industrial Relations Perspectives; Industrial Relations and the Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations, Role and Future of Trade Unions in India, Trade union and the Employee, Trade unions (Indian National Trade Union Congress, Bharatiya Mazdoor Sangh and Centre of Indian Trade Unions) and their Management.

UNIT II

(14 Sessions)

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

Labour Relations: Changing concept of management labour relations; Statute laws, Tripartite conventions, development of the idea of social justice, limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types, Attitude of trade unions and management; Joint consultation in India.

UNIT III

(10 Sessions)

Industrial Laws: Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief; Wages and Bonus Laws - The Law of Minimum Wages, Payment of Wages, Payment of Bonus, Laws Relating to Working Conditions – The Laws Relating to Factories, Establishment, and Contract Labour; Interpretations of Labour Laws, their Working, and Implications for Management, Union, Workmen; the Economy and the Industry.

UNIT IV

(8 Sessions)

Evolution and importance of Labour Legislation in India, Protective Legislation: The Factories Act, 1948, Payment of Wages Act, 1936, Employees State Insurance Act, 1976.

Text Books:

1. Beaumont, P. B. (1995). The Future of Employment Relations. London: Sage.
2. Bareja, J.K. (2000). Industrial Law. Galgotia Publishing House.
3. Monappa, Arun (2002). Industrial Relations. Tata McGraw Hill.

Reference Books:

1. Blyton, P. & Turnbull, P. (2004). The Dynamics of Employee Relations. Palgrave Mcmillan.
2. Ackers, P. & Wilkinson, A. (2003). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.

MBA HR-03: TRAINING AND DEVELOPMENT SYSTEMS AND PRACTICES

L-4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of team building, training and development.

UNIT I

(12 Sessions)

Introduction to training concept- Definition – meaning – need for training –Importance of training – Objectives of training – Concepts of education – training and development – overview of training functions – types of training.

Process of training - Steps in training – identification of job competencies – criteria for identifying training needs (person analysis – task analysis – organization analysis) – assessment of training needs – methods and process of needs assessment.

UNIT II

(8 Sessions)

Designing and implementing a training program - Trainer identification – methods and techniques of training – designing a training module (cross cultural – leadership – training the trainer – change) – management development program – budgeting of training

UNIT III

(8 Sessions)

Evaluation of Training Program – Kirk Patrick model of evaluation – CIRO model – cost-benefit analysis – ROI of training.

UNIT IV

(12 Sessions)

Concept of Management Development - need and importance of Management development - management development process - Components of MD programmes- requirements for the success of MD Programs.

Learning - Principles of learning- theories of learning- reinforcement theory – social learning theory – resistance to training Technology in training - CBT – Multimedia training – e-learning/online learning- distance learning.

Text Books:

1. G. Pandu Naik - HRD Solutions for excellence - T & D, Text Research & Cases, Excel Book
2. Noe A Raymond - Employee Training & Development, Mc. Graw Hill Publication

Reference Books:

1. Effective training-Systems, strategies and practices, 2nd edition, Blanchard, Pearson education
2. Training for organizational transformation – Rolf Lynton & Udai Pareek, Sage Publications, N Delhi
3. Effective HR Training Development Strategy – Dr. Ratan Reddy, HPH, 2005
4. Training in organizations, Goldstein, 4th edition, Cengage learning

MBA HR-04: NEGOTIATION AND COUNSELING SKILLS FOR MANAGERS

L-4, T-0, P-0, C-4

Objective: The objective of this paper is to underline the facts about negotiating the negotiator and also to understand person-to-person relationships which is highly confidential and unobserved by others..

UNIT I

(8 Sessions)

Concept and overview of Negotiation: Types of Negotiation, Process and Strategy building for Integrative and Distributive Negotiation.

UNIT II

(12 Sessions)

Important factors and emotions in Negotiation: Communication; Perception, Creativity; BATNA; Role of emotions, 7 pillars of Negotiation Wisdom.

Preparation and process of negotiation: Developing a strategy overall process, International and Cross Cultural Negotiation.

UNIT III

(12 Sessions)

Introduction to Counseling: Definition & Need, Counseling and Psychotherapy, Approaches to Counseling, Goals of Counseling, Counseling Process.

Emergence and growth of counseling: Factors contributing to the emergence; Defection approaches to counseling.

UNIT IV

(8 Sessions)

Counseling process and evaluation, Ethics in Counseling: Ethical Principles, Common Ethical Violations.

Text Books:

1. Cohen S- Negotiating Skills for Managers (Tata McGraw-Hill) 2003.
2. Rao S N- Counseling and Guidance (Tata McGraw-Hill).

Reference Books:

1. Spangle M L and Isenhardt M W- Negotiation (Sage, 2002)
2. Rama Mohana Raok – Services Marketing (Pearson Education).

MBA IT-01: SYSTEM ANALYSIS AND DESIGN

L-4, T-0, P-0, C-4

Objective: This course aims to as to introduce variety of new software used by analysts, designers to manage projects, analyze and document systems, design new systems and implement their plans. Emphasis is on the strategies and techniques of systems analysis and design for producing logical methodologies for dealing with complexity in the development of information systems.

UNIT I

(10 Sessions)

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System;

Systems Analysis and Design Life Cycle

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Requirements determination – requirements specifications – feasibility analysis – final specifications – hardware and software study – system design – system implementation –system evaluation – system modification.

UNIT II

(10 Sessions)

Object oriented systems modeling: What are objects? – Why objects? – Objects and their properties – classes – inheritance –polymorphism – how to identify objects in an application – how to model systems using objects – some cases of object oriented system modeling.

UNIT III

(12 Sessions)

Tools for systems analysts: Data flow diagrams – case study for use of DFD, good conventions – leveling of DFDs – leveling rules – logical and physical DFDs. Entity relationship model – E-R diagrams – relationships cardinality and participation. Data Dictionary, Process Modeling: Structured English, Decision Tree & Decision Table.

UNIT IV

(8 Sessions)

Audit and security of information systems – why controls are needed – objectives of control – techniques used in control – auditing information systems – auditing around, through and with the computer – testing information systems – types of tests – how to generate tests – security of information systems – disaster recovery – Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet.

Text Books:

1. Elias M Awad – SAD (Galgotia Publication, 2nd Ed.)
2. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)

Reference Books:

1. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)
2. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)

MBA IT-02: DATABASE MANAGEMENT SYSTEM

L-4, T-0, P-0, C-4

Objective: The course imparts understanding of the concept and various application issues of Database Management System like Entity-Relationship Model, Relational Database Model, Structure Query Language and various database utilities.

UNIT I

(10 Sessions)

Introduction to Database: Organization of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

UNIT II

(10 Sessions)

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalization; Physical Database Design; Decomposition of Relation Schemes; Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

UNIT III

(12 Sessions)

Structured Query Language: Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences.
PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

UNIT IV

(8 Sessions)

Database Utilities: Security, Object/Basic Database Administration/ Remote Data Access.

Text Books:

1. Majumdar and Bhattacharya - Database Management System (Tata Mc Graw Hill, 1996).
2. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

Reference Books:

1. Beynon -Davies P- Database Systems (Palgrave, 2003)
2. Hoffer - Modern Database Management (Pearson Education, 6th edition)
3. Alexis and Leon - Database Management System (Vikas, 2003.)

MBA IT-03: ELECTRONIC COMMERCE

L-4, T-0, P-0, C-4

Objective: This course is aim to provide students the understanding of the theories and concepts underlying e-commerce. The course introduces students to a wide range of electronic commerce issues for marketers, as a foundation for continual learning in the dynamic e-commerce environment.

UNIT I

(10 Sessions)

Overview of E-Commerce: Meaning. Importance in the context of today's business. Advantages of e-commerce (as compared with traditional system of commerce). Electronic Commerce Framework, Internet as an Electronic Commerce Enabler, Electronic Commerce Business Models (Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team).

UNIT II

(10 Sessions)

Business to Consumer (B to C) model – Basic idea, major activities, major challenges. Models of B to C [portals, e-tailer, content provider, transaction broker] **Business to Business (B to B) model** – Basic idea, major activities, types of B to B market [independent, buyer oriented, supplier oriented, vertical and horizontal e-market place]. Other models – **Business to Government (B to G)**, **Consumer to Consumer (C to C)**, **Consumer to Business (C to B)**. M-commerce Business Models.

UNIT III

(12 Sessions)

Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card, Transaction Security. Electronic or digital cash. Electronic or digital wallet. Stored value card [smart card]. Basic idea of online banking. Online Retailing, Online retail industry dynamics, Online mercantile model for customer perspective.

UNIT IV

(8 Sessions)

Electronic data interchange: EDI standards – virtual private networks – XML and EDI Online Banking, Online banking implementation, Changing dynamics in banking industry, Management issues in online banking,

Securities issues of E commerce: Firewall, E-Locking, Encryption, Cyber laws- aims and salient provisions, Public key infrastructure.

Text Books:

1. Bharat Bhaskar, Electronic Commerce, TMH
2. Turban, King, Viehland & Lee, Electronic Commerce- A Managerial Perspective, Pearson

Reference Books:

1. Ravi kalakota & A.B. Whinston, Electronic Commerce- A Manager's Guide, Pearson.
2. Laudon & Traver, e-commerce – Business, Technology, Society. Pearson

MBA IT-04: ENTERPRISE RESOURCE PLANNING

L-4, T-0, P-0, C-4

Objective: The course imparts understanding of the concept and various application issues of ERP like Business process reengineering, Data warehousing project management and various model of ERP package.

UNIT I (10 Sessions)

An Introduction to ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM.

UNIT II (10 Sessions)

ERP Implementation-ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring.

UNIT III (12 Sessions)

The Business Modules: Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution.

UNIT IV (8 Sessions)

The ERP Market- ERP Market Place, SAP AG, PeopleSoft, Baan, JD Edwards, Oracle, QAD, SSA ERP – Present and Future -Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions.

Text Books:

1. Alexis Leon, “ERP Demystified”, Tata McGraw Hill, New Delhi, 2000
2. Vinod Kumar Garg and Venkitakrishnan N K, “Enterprise Resource Planning – Concepts and Practice”, PHI, New Delhi, 2003

Reference Books:

1. S Sadagopan, “ERP A Managerial Prospective” TMH
2. Alexis Leon, “ERP Demystified”, TMH
3. Joseph A Brady, Ellen F Monk, Bret Wagner, “Concepts in Enterprise Resource Planning”, Thompson Course Technology, USA, 2001

MBA OM 01: MATERIALS MANAGEMENT

L-4, T-0, P-0, C-4

Objective: The course intends to equip students with updated knowledge of modern materials management concepts and aims to develop their functional expertise in the store and purchase management discipline. The Course intends to prepare the class of students equipped with latest tools and techniques of materials management so that they can face the challenges arising out of present scenario of competitiveness due to globalization of economy.

UNIT I

(10 Sessions)

Introduction – scope of materials management – primary and secondary objectives – integrated materials management – relation with other functional areas of organization. Organizing for materials management– basis for forming organizations – conventional and modern approaches to organizing materials management

UNIT II

(10 Sessions)

Materials identification – classifying of materials, codification of materials, standardization, simplification and variety reduction of materials Inventory control – techniques – FSN, VED, ABC , Material Logistics- Material handling, Traffic and Transportation, Material information System.

UNIT III

(12 Sessions)

Management of stores, different types of stores, methods of storing, stores equipment, materials handling equipment, factors affecting materials handling. Stores issues and receipts, procedures, stores organization, materials safety and security.

Management of surplus obsolete and scrap materials, reasons for accumulation of surplus obsolete and scrap materials, methods of disposal, regulations and procedures

UNIT IV

(08 Sessions)

Purchasing- objectives, procedure, purchasing research, source of supply, price determination and negotiation in purchasing, vendor selection and their rating, legal aspects of purchasing, evaluating supplier efficiency.

Text Books:

1. Materials and logistics Management – Prof. Shailesh Kasande
2. Dutta, A.K Integrated Materials Management, New Delhi PHI 1986
3. An integrated approach to Materials Management – Gopalkrishnan & Sundersan

Reference Books:

3. Materials and logistics Management – Dr. L. C. Jhamb
4. Materials Management – Mr. K. K. Ahuja

MBA OM-02: MANUFACTURING PRACTICES AND TECHNOLOGY MANAGEMENT
L-4, T-0, P-0, C-4

Objective: The course helps the students who have already taken an introductory course on POM to understand the current manufacturing practices with a blend of managerial and technical inputs covering Planning and Control activities of Production Management.

UNIT I **(8 Sessions)**

Managing Operations: The Operations Functions and Managing the Transformation Process, Trends in operations management, mass customization, flexible specializations, agile manufacturing strategy, Operations strategy- scope and importance, 4 stages of strategy.

UNIT II **(10 Sessions)**

Processes: Production planning and control system, capacity planning and materials management, supply chain management strategies and process, Push Pull, work cells and cellular management, JIT integrated activities, business process outsourcing, synchronous manufacturing, new product strategies, project teams, New Process Development.

UNIT III **(12 Sessions)**

Product Quality- Quality as a strategy tool, ISO 9000 and ISO 14000, Management of improvements and Innovations- Kaizen, Benchmarking strategies, Process Re-engineering, strategies for overall management of innovations, World Class Manufacturing Strategies- Performance measures for processes, products, people, Lean Manufacturing, Manufacturing Resonance.

UNIT IV **(10 Sessions)**

Technology Management: Scope, Components, and Overview of Technology Management, Technology Forecasting- need, methodology and methods, Technology Choice and Evaluation Technology Transfer and Acquisition Technology Adoption and Productivity Technology Absorption and Innovation.

Text Books:

1. Strategic Technology Management - Betz. F. - McGraw-Hill
2. Management of Technology - Tarek Khalli -, McGraw-Hill.

Reference Books:

1. Manufacturing the future- Steve Brown
2. Competitive Manufacturing Management- Nicholas- Tata Mc. Graw Hill
3. Productions and Operations Management- Adam Jr. and Ebert- Prentice Hall

MBA OM-03: LOGISTICS MANAGEMENT

L-4, T-0, P-0, C-4

Objective: To give students a comprehensive understanding of logistics Management in the new economic scenario. Also to show that Logistic's objective is to be build efficient and cost effective system across the entire systems covering raw materials Suppliers, Distributors, Manufacturers, Ware House Management and to the retailer.

UNIT I

(10 Sessions)

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management. Importance of Logistics, Relevance of Logistics to Export Management, Logistics Excellence. Simulation Game, Beer Distribution Game.

UNIT II

(10 Sessions)

Overview of logistics function, strategy and planning, logistics system fundamentals, transport system, logistics planning process, facilities location decisions, inventory policy, purchasing and product scheduling decisions, logistics organization, logistics costing and performance auditing.

UNIT III

(12 Sessions)

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

UNIT IV

(8 Sessions)

Logistics Customer Service, Order Processing & Information Systems Transport Fundamentals, Transport Decisions, Storage & Handling System & Decisions, Facility Location, Network Planning Process Decisions, Present State of Logistics in India, Future of Logistics.

Text Books:

1. Raghuram G & Rangaraj N. – Logistics and Supply Chain Management, MacMillan
2. Joshi Parikshit & Pandey M.R. - Supply Chain Management: Concept and Cases, Dhanpat Rai & Co.
3. Ronald H. Ballou, Business Logistics / Supply Chain Management, 5th ed. (Upper Saddle River, NJ: Prentice Hall, 2004).

Reference Books:

1. Khanna K K - Physical Distribution Management : Logistical Approach, Himalaya Pulishing House.
2. Krishnaveni Muthiah- Logistics Management and World Seaborne Trade, Himalaya Publishing House
3. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
4. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
5. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
6. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

MBA OM-04: TOTAL QUALITY MANAGEMENT

L-4, T-0, P-0, C-4

Objective: This course will provide the students with the underlying principles and techniques of Total Quality Management (TQM) with emphasis on their application to technical organizations. Students will develop a working knowledge of the best practices in Quality and Process Management. Students will learn to view quality from a variety of functional perspectives and in the process, gain a better understanding of the problems associated with improving quality, also quality tools utilized in service and international/environment.

UNIT I

(8 Sessions)

Principles and practices-I: Introduction, Gurus of TQM, Historic Review, Benefits of TQM, Leadership, Characteristics of Quality leaders, The Deming Philosophy, Quality Councils, Strategic planning, Customer Satisfaction, Customer perception of Quality, Service Quality, Customer Retention, Employee Involvement, Employee Survey, Empowerment, Gain sharing, Performance Appraisal.

UNIT II

(10 Sessions)

Principles and Practices-II: Continuous process Improvement, The Juran trilogy, The PDCA Cycle, Kaizen, Supplier Selection, Supplier Rating, Performance measures, Basic concepts, Strategy, Quality cost, Benchmarking, Reasons for Benchmarking, Pitfalls and Criticism of Benchmarking.

UNIT III

(12 Sessions)

Tools and Techniques: Computers and quality functions, ISO 9000 Quality System –Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 14000 – Concept, Requirements and Benefits, QFD process, FMEA documentation- Process of FMEA documentation, Total Productive Maintenance.

UNIT IV

(10 Sessions)

Management Tools: Management Tools, introduction, Forced field analysis, Tree diagram, Process decision program chart, statistical Process control, Cause and Effect diagram, Histogram, Experimental Design, Hypothesis, Orthogonal design, Two factors and Full factors, Quality strategy for Indian Industries, Quality Management in India.

Text Books:

1. Howard S Gilton, Alan J Oppenheim: Quality Management, TMH,2008
2. Kanishka Bedi: Quality Management, Oxford, 2008 Dale H. Besterfeld: Total Quality Management, Pearson Education, 2008

Reference Books:

1. Sridhara Bhat: Total Quality Management Texts and cases, Himalaya, 2009

Objective: The main objective of this paper is to make the students aware of international financial markets concerning foreign exchange. It will also help the student to identify the risks involved.

UNIT-I: (10 Sessions)

Foreign Policy: Nature, sources of demand and supply of foreign exchange. Balance of Payments (BOP),
Foreign Exchange Determination Systems: Basic Concepts, Various types of Exchange Rate Regimes.

UNIT-II: (10 Sessions)

Factors affecting exchange rate; Price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance, Brief History of Indian Rupees Exchange Rates.

UNIT-III: (10 Sessions)

Foreign Exchange Market Participation: Nature of the market and transactions, spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid-ask spreads; the Interest Rate Parity Theorem; the Expectation Theory; International Fisher Effect.

UNIT-IV: (10 Sessions)

Foreign Exchange Instruments: Currency futures, options and determination of their market value, over-the-counter options; currency and interest rate swaps; credit risk of swaps; Euro currency market and its instruments; measuring foreign exchange risk and exposure; foreign exchange regulation in India,

SUGGESTED READINGS:

1. Agarwal Raj - International Trade (Excel, 1st Ed.)
2. Hill C.W. - International Business (TMH, 5th Ed.)
3. Daniels - International Business (Pearson, 1st Ed.)
4. Giddy, IAN, Global Financial Markets, AITBS, New Delhi
5. D Levi Maurice, International Finance, Prentice Hall of India, New Delhi
6. Buckley, Multinational Finance, Prentice Hall of India, New Delhi
7. Roth Paul, Mastering Foreign Exchange and Money Markets, Pitman, London
8. Apte P G, International Financial Management, Tata McGraw Hill, New Delhi

MBA IB02: EXPORT IMPORT PROCEDURES AND DOCUMENTATION

L-4 T-0 P-0 C-4

Objective: The objective of this paper is to allow the students to learn the international documentation related to imports / exports. It will help them to develop the expertise in understanding the procedures and documentations as per the requirement of the specific countries and the government.

Unit-I

(10 Sessions)

Introduction to Export Management: Introduction, Definition of Export, Importance, Benefits, Export Prospects for Small Firms, Process of Export Marketing, Sources of Export Information, Export Related Publications, Organizations facilitating Exports, Direction of Exports from India, Recent Trend in India's Export.

Unit-II

(12 Sessions)

Procedures and Documentation in International Trade: Significance, Procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ; nature of export/trading houses.

UNIT-III

(10 Sessions)

Export Order Processing: export contracts; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds – provisions of RBI's Exchange Control Manual;

Unit-IV

(8 Sessions)

Export Finance and Pricing: Pre-shipment Finance, Post-shipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports. Pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.

Suggested Readings:

1. M.D. Jitendra, Export Procedures and Documentation, Rajat Publications, Delhi.
2. Pervin Wadia, Export Markets And Foreign Trade Management, Kanishka Publications, New Delhi.
3. Nabhi's Exporters Manual and Documentation.
4. Nabhi's New Import-Export Policy Procedures.

Objective: This will help the students to understand the international marketing scenario and allow them to develop the abilities to formulate and implement the marketing strategies for the company.

Unit I (12 Sessions)

International Marketing: Nature, domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing. **Global Market Environment: Political Environment-** Political Systems, Political Risks, Indicators of Political Risk. **Legal Environment-** Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment. **Cultural Environment-** Culture and its Characteristics, Influence of Culture on (a) Consumption (b) Thinking (c) Communication Process, Cultural Universals.

Unit II (10 Sessions)

Planning for International Marketing: Marketing Research, Marketing Information Sources, Marketing Information System, Market Analysis and Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones.

Unit III (10 Sessions)

International Marketing Mix-I:

Product Policy and Planning- Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

International Pricing Strategy- Role of Pricing, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment.

Unit IV (8 Sessions)

International Marketing Mix-II:

International Channels of Distribution– Channel Members, Channel Management, International Retailing and International Distribution. **International Promotion Strategies-** Promotion Mix, Promotion and Communication, International Sales Negotiations, **International Advertising** – Patterns of Global Advertising, Global Advertising Regulations, Role of Advertising Media and Standardized International Advertising.

SUGGESTED READING:

1. Onkvisit Sak and John J Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi
2. Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning
3. Keegan Warren J, Global Marketing Management, Pearson Education, New Delhi
4. Onkvisit .S,Shaw.J - International Marketing (Pearson, 3rd Ed.)
5. Cherunilam F - International Trade and Export Management (Himalaya, 2007)
6. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

MBA IB: 04 FOREIGN TRADE POLICY AND PROMOTION

L-4, T-0, P-0, C-4

Objective: This paper will help the students to understand the trade related issues from the view point of home country. The students will also be able to develop the abilities to manage the organizations in the times of policy change.

Unit-I (08 Sessions)

Growing importance of trade in world economy; trade as an agent of globalization; alternative bases and explanations of trade; gains from trade; term of trade-alternative concepts; trade equilibrium and determination of terms of trade; International Trade Theories

Unit-II (10 Sessions)

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota; international economic integration-forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers.

Unit-III (10 Sessions)

Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets; logic of state trading and canalized trade; trade fairs and exhibition; commercial intelligence.

Unit-IV (12 Sessions)

Major quantitative and qualitative; trends in India's foreign trade since 1991; major schemes and incentives for exporters; import control regime; impact of WTO provisions on trade policy; overall assessment of India's trade policy. Foreign Investment Policy: Policy and frame work for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad.

Suggested Readings:

Text Books:

1. Varshney R.L. and B. Bhattacharya: International Marketing Management, Sultan Chand & Sons, New Delhi.
2. Aswathappa K: International Business, Tata McGraw Hill, New Delhi.
3. Subba Rao.P: International Business, Himalaya Publishing House, New Delhi.

Reference Books:

1. Gupta, R.K.: Anti-dumping and Countervailing Measures, Sage Publications, New Delhi.
2. Krugman, Paul R and Maurice Obstfeld, International Economics: Theory and Policy, Pearson Education, Delhi.
3. D Salvatore, Theory and Problems of International Economics, McGraw Hill, New York 4.