

S-29 Nov., 2013 AC after Circulars from Circular No.55 & onwards - 51 -

डॉ. बाबासाहेब आंबेडकर मराठवाडा विद्यापीठ, औरंगाबाद**परिपत्रक क्रमांक/एस.यु./व्यवस्थापनशास्त्र विद्याशाखा/अभ्यासक्रम/७९/२०१४**

या परिपत्रकाद्वारे सर्व संबंधितांना सुचित करण्यात येते की, व्यवस्थापनशास्त्र विद्याशाखेने, शिफारस केल्यानुसार एम.बी.ए., एम.सी.ए., द्वितीय वर्षाच्या (तृतीय व चतुर्थ सत्र) सुधारीत अभ्यासक्रमास तसेच एम.फिल. व्यवस्थापनशास्त्र वार्षिक पध्दतीच्या अभ्यासक्रमास विद्यापरिषदेच्या वतीने मा. कुलगुरु यांनी, त्यांना प्राप्त असलेला विशेष अधिकार महाराष्ट्र विद्यापीठ अधिनियम-१९९४ कलम १४(७) अन्वये शैक्षणिक वर्ष २०१४-१५ या एक वर्षाच्या कालावधी करिता मान्यता दिलेली आहे. करिता विद्यापरिषदेच्या अंतिम मान्यतेनंतर शैक्षणिक वर्ष २०१४-२०१५ या वर्षाकरिता या कार्यालयाने पारीत केलेले परिपत्रक पुढील परिपत्रक येईपर्यंत लागू राहिल. त्या अनुषंगाने सदरील सुधारीत व नवीन तयार केलेल्या अभ्यासक्रमाची प्रत या परिपत्रकासोबत आपल्या पुढील कार्यवाहीसाठी पाठविण्यात येत आहे.

व्यवस्थापनशास्त्र विद्याशाखा

	अभ्यासक्रम	सत्र / वार्षिक
१.	एम.बी.ए.	तृतीय व चतुर्थ
२.	एम.सी.ए.	तृतीय व चतुर्थ
३.	एम.फिल. व्यवस्थापनशास्त्र (विद्यापीठ विभागामध्ये सुरु असलेला)	वार्षिक पध्दतीचा

सुधारीत अभ्यासक्रमाचा आराखडा फक्त शैक्षणिक वर्ष २०१४-१५ या वर्षा पुरताच मर्यादित राहिल.

अभ्यासक्रमाची प्रत विद्यापीठाच्या (1)www.bamu.net (2) www.affiliation.oaasisbamu.org या संकेतस्थळावर उपलब्ध आहे.

करिता, या परिपत्रकाची सर्व संबंधितांनी नोंद घ्यावी.

विद्यापीठ प्रांगण,
औरंगाबाद-४३१ ००४.
संदर्भ क्र.एस.यु./व्यवस्थापनशास्त्र /एस.एस.बी.
/२०१४-१५/१०२७६-४७५
दिनांक :- १६-०६-२०१४.

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संचालक,
महाविद्यालये व विद्यापीठ
विकास मंडळ.

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या परिपत्रकाची एक प्रत :-

- १) मा. परिक्षा नियंत्रक, परिक्षा विभाग,
- २) मा. प्राचार्य, सर्व संलग्नीत महाविद्यालये,
- ३) संचालक, युनिव्हर्सिटी यांना विनंती करायची येईल, सदरील अभ्यासक्रम विद्यापीठाच्या संकेतस्थळावर उपलब्ध करून देण्यात यावे.
- ४) संचालक, ई-सुविधा केंद्र, विद्यापीठ परिसर,
- ५) जनसंपर्क अधिकारी, मुख्य प्रशासकीय इमारत,
- ६) कानून अधिकारी, पात्रविभाग, मुख्य प्रशासकीय इमारत,
- ७) कानून अधिकारी, व्यवस्थापन शास्त्र विभाग, परीक्षा भवन,
- ८) अभिलेखीय विभाग, मुख्य प्रशासकीय इमारत मागे,

डॉ. बाबासाहेब आंबेडकर मराठवाडा विद्यापीठ, औरंगाबाद.

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Dr. Babasaheb Ambedkar Marathwada University Aurangabad

**Revised Course Structure for Master in Business Administration (MBA)
Effective from June 2014**

MBA III Semester**Elective****Compulsory Subjects**

Elective Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits	Duration of Exam
		Lect.	Tutorial	Int	Ext			
CP 301	Business Policy & Strategic Management	45	15	40	60	100	4	3 Hrs.
CP 302	Decision Support System	45	15	40	60	100	4	3 Hrs.
CP 304	Summer Training Project	-	-	50	50	100	4	-

Course Code CP – 301: BUSINESS POLICY & STRATEGIC MANAGEMENT**Course Contents****Unit – I Introduction:**

An Introduction, Definition, Concept and Characteristics, Military origins of strategy – Evolution - Concept and Characteristics of strategic management – Mintzerbg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.

Unit- II Strategic Intent & Strategy Formulation:

Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.

Unit-III Strategic & Portfolio analysis:

Analyzing Company's Resources and Competitive Position - Organizational Capability Profile – Strategic Advantage Profile –Environmental Threat and Opportunity Profile (ETOP) Core Competence, Porter's Five Forces Model of competition. Synergy and Dysergy, BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit. Distinctive competitiveness. The McKinsey 7S Framework.

Unit-IV Types of Strategies:

Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies, **Tailoring strategy to fit specific industry** – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.

Unit-V Strategy Implementation & Evaluation

Project implementation – Procedural implementation – Resource Allocation, Functional Issues- Financial, Marketing, Operations and Personnel policies. Measurement of performance, Role of organizational system in evaluation.

Unit- VI New Business Models and Strategies for e_commerce

Characteristics of e_commerce, Business Models and Strategies, Internet Strategies for traditional business, Key success factors in e_commerce.

Books Recommended:-

1. A.A. Thompson A.J. Shrikland J.E. Gamble, Crafting and Executing Strategy – A test for comeptitive advantage, Tata McGraw hill, 4th Edition 2005
2. Ranjan Das, Crafting the strategy : concept and cases in strategic management, Tata McGraw Hill, 2004
3. Kazmi Azher, Business Policy and Strategic Management , Tata McGraw Hill 2nd Edition 2003
4. SubhaRao P, Business Policy and Strategic Management, Himalaya Publishing House 1st Edition reprint 2004
5. Pitts, Rober A & Lei David, Strategic Management, Thomson, 3rd Edition 2003

Course Code CP – 302: Decision Support System & Management Information System

Course Contents

Unit I

Management Information System : Definitions – Basic Concepts, Applications of Management Information Technology.

Unit II

System & Design: Systems Development' Initiative Different Methodologies- Life Cycle & Prototype approach Detailed study on Life Cycle Design & implementation Case Study.

Unit III

Managerial Decision Making, Decision making process problem solving techniques- how decisions are being supported, Features of various CBIS.

Unit IV

Decision Support System An Overview: Relevance scope of DSS, characteristic and capabilities of DSS, Components of DSS, Classification of DSS.

Unit V

Database Management System: Sources of data – data models, Relevance of relational Data Base Design in DSS, Model Base Management system: Types of models function, certainty, uncertainty, risk,

Unit VI

Structure OR models, Simon's model in information system, design simulation technique. Dialog generation management system, DSS tools – DSS generators – specific DSS, Constructing a DSS: Steps in designing a DSS, building of MBMS.

Books Recommended:-

1. Keen, Peter G.W.: Decision Support System an Organizational Perspective Addison-Wesley Pub.
2. Dr. Anwar Akther.: Fundamentals to Decision Support System, Pacific Publication, Delhi, 2011.
3. Krober, Donald W., and Hugh. J. Watson *Computer Based information System* New York, 1984
4. Davis L Michael W. *A Management Approach* – Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
5. Andrew P. *Decision Support System Engineering*, Sage, John Wiley & Sons, New York, 1991.

MBA III Semester
Elective
Financial Management

Elective Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits	Duration of Exam
		Lect.	Tutorial	Int	Ext			
OP- 305A	Project Planning Analysis & Management	45	15	40	60	100	4	3 Hrs
OP- 306A	Working Capital Management	45	15	40	60	100	4	3 Hrs
OP- 307A	Direct Taxation	45	15	40	60	100	4	3 Hrs
OP- 308A	Security Analysis & Portfolio Management	45	15	40	60	100	4	3 Hrs
OP- 309A	Financial Market & Services	45	15	40	60	100	4	3 Hrs

MBA III Semester**Specialisation: Finance****Elective Code: OP-305A Project planning analysis and management****Course content:****Unit I**

Project management concept, its functions, its characteristics and environmental scanning
Generation and screening of project ideas, tools for identification of investment opportunities, turnkey projects. Concept of project failure and the Causes of project failure.

Unit II

Introduction to capital investments: concept, objectives, importance, limitations, types and capital budgeting process, Project financing in India, public sector investment Decisions in India, problems of time and cost overrun in public sector enterprises in India

Unit III

Project analysis: market and demand analysis, Technical Analysis, Financial Estimates and projections, project Risk analysis Decision tree Analysis. Social Cost Benefit Analysis, UNIDO approach, little-Mirrlees Approach, Shadow prices

Unit IV

Facilities offered by Government organization to promote projects.
Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs.
Network Techniques for project management: PERT and CPM, Assessment of the Tax burden, and Project review and administrative Aspects,

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Prasanna Chandra, Project, planning Analysis, selection, financing implementation and review, Tata McGraw Hill, new Delhi
2. Desai, vasant, project Management, Himalaya publishing house
3. John M. Nicholas, Project Management for Business and Technology, Pearson Education Inc New Delhi
4. Harvey Maylor, project Management Pearson educationinc.
5. Narendra Singh, project Management and control, Hi9malaya publishing house

MBA III Semester**Specialisation: Finance****Elective Code: OP- 306A Working Capital Management****Course content:****Unit I**

Working capital financing: Short term and long term sources of working capital requirement, integrating working capital and capital investment process, working capital control and banking policy.

Unit II

Introduction: concept, classification, importance and objectives of working capital, factors determining working capital requirement, estimating working capital requirement, excess or inadequate working capital.

Unit III

Cash management: motives of holding cash and marketable securities, factors determining the cash balances, cash budgeting, long term cash forecasting current account VS cash credit account, cash system, managing cash flows. Cash collection system, objectives, design and types of collection system. Cash Concentration strategies and its functions. Disbursement system, its tools, functions and types of disbursement decisions

Unit IV

Receivables management: Concept, factors in determining receivables policy, determining appropriate receivables policy. Analysis of credit standards, credit terms, marginal analysis, credit analysis and decision, Heuristic approach, Discriminant Analysis, sequential decision analysis. Inventory management: Types of inventory, cost and benefit of holding inventory, methods of inventory control and inventory control models. Inventory management and its valuation

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. 1. Bhalla, I V K, : Working Capital Management, Text and Cases, 12th ed. Delhi, Anmol, 2001.
2. 2. Hampton J. J. and C. L : Wagner Working Capital Management, John Wiley & Sons, 1989.
3. Mannes, T.S. and J.T. Zietlow : Short-term Financial Management, West Pub. Co., 1993.
4. Scherr, F.C. Modern Working Capital Management, Prentice Hall, 1989.
5. Smith, Keith V. and G. W. Gallinger : Readings on Short-term Financial Management 3rd ed., West Pub.Co., 1988.
6. Satish B. Mathur, working capital management, principles and practices, new age international publishers, Mumbai.

MBA III Semester**Specialisation: Finance****Elective Code: OP- 307A****Direct Taxation****Course content:****Unit I**

- Introduction of Direct and Indirect Taxation, Regulation and collection of Taxes in India. Governance of taxation and relevance of taxation policy with income and expenditure.

Unit II

- Definitions: Person, Assessment year; previous year, Assesses, Residential status; Incidence of tax, Income exempt from tax, Gross Total Income and Net Income.
- Computation of Income under Various Heads

Unit II

- Income under head salary, Meaning of salary, Basis of charge of salary income, different forms of salary
- Different forms of allowances, perquisites, permissible deductions from salary income
- Tax treatment of provident fund & approved superannuation fund, special tax treatment of salary income of non resident technicians
- Deduction under section-80C.

Unit III

- Income from house property, Basis of charge, Property income not charge to tax
- Basis of computing income from let out house property, computing income from self occupied property.

Unit IV

- Tax deduction at source
- Advance tax, Self-assessment tax, Assessment procedure regular and best judgment assess revision
- Rectification and appeal, provision relating to interest and refund of tax.

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Direct Taxes – Law and Practice – VinodSinghnia
2. Direct Taxes – Ravi Kishore
3. Direct Taxes – J. P. Jakhotiya

MBA III Semester**Specialisation: Finance****Elective Code: OP- 308A****Security Analysis & Portfolio Management****Course content:****Unit I**

- Objectives of Security Analysis
- Types of Brokers, Investment Avenues Available: Global Perspectives
- Investment Companies, Market Indices and Stock Indicators
- Chart Patterns, Credit Ratings, Primary Market and Players
- Secondary Market: Objectives and regulatory mechanism (SEBI)
- Listing of Securities, Fundamental and Technical Analysis.

Unit II

- Stock Risk Return and Valuation, portfolio Risk Analysis (Numerical Problems)
- Anticipated returns, Present value of returns, Constant Growth model, Two-Stage Growth model, The Three-Phase Model, Valuation through P/E ratio.
- Pivot Point, Determination of Support and Resistance and Oversold
- Bond analysis; Types of bonds, Major factors in bond rating process, Bond returns, Holding period return (Numerical Problems)

Unit III

- Commodity Market
- Margin and Mark to Market concept, Short Selling (Numerical Problems)
- Market Portfolio Analysis, Selection, Evaluation and Revision

Unit IV

- Capital Market Theory, Capital Asset Pricing Model theory,
- Assumptions, CAPM Model, Capital Market Line (CML) & Security Market Line (SML)
- Evaluation of securities, Arbitrage Pricing Theory (APT) : Assumptions

Unit IV

- Jensen Theory, Mosaic Theory, Jensen's Alpha Theory , Optimum Portfolio, Portfolios of two Risky Securities
- The Efficient Frontier, Constructing Efficient Frontier, Tracing the efficient frontier
- Constructing the Optimum Portfolio through International Diversification.

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Security Analysis and Portfolio Management by S.Kevin-2nd Edition(PHI Learning Private Ltd.)
2. Avadhani, V.A, Security Analysis and Portfolio Management, Himalaya Publication House,2008
3. Security Analysis and Portfolio Management by Donald E. Fischer-6th Edition(Prentice-Hall of India Pvt. Ltd.)

MBA III Semester**Specialisation: Finance****Elective Code: OP- 309A****Financial Markets and Services****Course content:****Unit I**

Introduction to Financial system, concepts structure, nature role of financial system, regulatory frame work for financial markets and services.Financial system and economic development.

Unit II

Financial markets: Concept, nature, characteristics and types of financial market, instruments of capital and money market, capital market reforms, New issues market and its characteristics.

Unit III

Financial services : concept, nature , scope of financial services, non banking financial intermediaries and statutory financial organizations, Regulation and control : Indian stock exchange market, listing and delisting of securities, insider trading, speculation, functions of SEBI.

Unit IV

Assed/fund based financial services, concept and characteristics, leasing , equipment leasing and financial evaluation of leasing, hire purchase and consumer finance. Factoring and forfeiting, bills discounting, housing finance, Venture capital finance lead managers, underwriting, private placement.

Unit V

Advisory services: Mergers an acquisition/ amalgamations and takeovers.Credit rating, concept, nature, scope and impact of credit rating , credit card microfinance, stock broking, E-broking and recent development.

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. L.M .Bhole, financial institution and markets, Tata mcgraw hill.
2. M.Y Khan, Financial services, Tata mcgraw Hill.
3. Anil Agashe, Capital markets and financial services , Everest publishing house,
4. Bhalla V.K, management of financial services, Anmol new delhi
5. Gorden.E and natarajan, Emerging Scenario of financial service,
6. Cliffort Gomes, financial markets institution and services in india, prentice hall

MBA III Semester

Elective

Marketing Management

Elective Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits	Duration of Exam
		Lect.	Tutorial	Int	Ext			
OP- 305B	Consumer Behaviour	45	15	40	60	100	4	3 Hrs.
OP- 306B	Advertising Management	45	15	40	60	100	4	3 Hrs.
OP- 307B	Strategic Marketing	45	15	40	60	100	4	3 Hrs.
OP- 308B	Industrial Marketing	45	15	40	60	100	4	3 Hrs.
OP- 309B	Services Marketing & Brand Management	45	15	40	60	100	4	3 Hrs.

MBA III Semester**Specialization: Marketing Management****Elective Code: OP- 305B****Consumer Behaviour****Unit-I Introduction:**

Meaning, Diversity of Consumer Behavior, Importance and impact of Consumer Behavior in today's market place, 7 O's framework of consumer behavior analysis, Consumer business strategy.

Unit-II Individual Aspect of Consumer Behavior:

Perception, Learning and Information Processing, Behavior modification, Attitude and Personality, Motivation and Involvement, Self Concept and learning, memory organization and function.

Unit-III External Environment influences

Role of culture, subculture and cross culture, Social Class, Reference groups, Group behavior, Opinion Leaders, Family and personal influence.

Unit-IV Consumer Decision Process:

Types of buying behavior, buying decision stages: Individual and Industry, Roles of buying centers. Problem recognition, search and evaluation of alternatives, Pre-purchase, Post purchase and repeat purchase behavior, cognitive dissonance, Process of diffusion of innovations and situational influences. Models: Howard-Sheth Model, EKB Model.

Unit-V Consumerism & Consumer Protection:

Root of consumerism, consumer: safety, information, & privacy. Consumerism, in India and global markets. Consumer Protection act 1986, Central and state consumer protection councils, Consumer disputes Redressal agencies and forum, National Consumer disputes Redressal commission.

Unit-VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
2. Kumar: Conceptual Issues in Consumer Behavior: The Indian Context, Pearson Education, New Delhi, 2003
3. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2003.
4. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and KanukL.L. ConsumerBehaviour, 8/e, Pearson Education, New Delhi, 2003.
6. Roger D. Black Well et al, Consumer Behaviour, 9/e Thomson, New Delhi, 2002
7. K.K.Srivastava, Consumer Behaviour,Galgotia Publishing Co.New Delhi,2003.
8. Henry Assael, Consumer Behaviour,6/e,Thomson,New Delhi,2001.
9. Michael R.Solomon, Consumer Behaviour,5/e,PHI,New Delhi,2003.

MBA III Semester**Specialization: Marketing Management****Elective Code: OP- 306B****Advertising Management****Course contents****Unit-I Introduction:**

Advertising Definition, Purpose and Functions, Advertising Process. Role of advertising in Marketing, Legal, Ethical and Social Aspects of Advertising.

Unit-II Building of Advertisement:

Objective Setting and Market Positioning, Models- DAGMAR, AIDAS, LAVIDGE and STEINER, determination of target audience, Concept and elements of copy, Message, Headlines, Copy, Logo, Illustration, Appeal Layout and Campaign Planning.

Unit-III Media Planning and Selection:

Media objectives-Types of Media, Media Plan, Budgeting, Evaluation, Concepts of Reach, Frequency and Gross Rating points-Significance of rating and its implications, Electronic Media Buying.

Unit-IV Advertising Campaign:

Sales Promotion-Types of Sales Promotion, Techniques-Evaluation of Sales Promotion Schemes, Publicity –Forms of Publicity- Propaganda. Advertising Effectiveness-Tests and Techniques, Event Management – Technique and significance. Event Management-Techniques and Significance.

Unit-V Advertising Agency:

Advertising Agency-Functions- Advertising Interface, Advertising Agency partnership-Services offered by the modern Advertising Agency.

Unit VI:

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Belch, Advertising and Promotion: An Integrated Marketing, SIE, Tata McGraw Hill Edition, 9780070144965
2. Kumar N Mittal R , Advertising Management, Amol Publication, 1st Edition 2002
3. Belch George Belch Michel, Advertising and Promotion, Tata McGraw Hill 12th Reprint 6th Edition 2003
4. Batra , Myers and Aaker , Adverting Management, Pearson, 2nd Reprint 2003
5. Chunawala SA, Advertising Sales and Promotion Management, Himalaya Publication 3rd Revised Edition 2008
6. Chaffey, Mayer, Johnston, Ellis-Chadwick (2000) Internet Marketing, Prentice Hall.

MBA III Semester

Specialization: Marketing Management

Elective Code: OP- 307B

Strategic Marketing

Course contents

Unit-I Introduction:

Nature, Scope & principles of Strategic Marketing, Marketing Objectives, Step in formulation of Strategies for effective marketing, pathway to lead long term goal.

Unit-II Market Environment Analysis:

Process of environment analysis- external and internal: Model: SWOT, GAP, BCG, GE 9 Cell, Marketing Planning and analyzing the performance, Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Competitive Intelligence process, CID, balancing Marketing goals V/s sustainable growth.

Unit-III Types of Strategies:

Market Leader Strategies – Expanding the Total Market, Protecting Market Share, Expanding Market Share; Market Challenger Strategies – Choosing and Attack Strategy, Market Follower Strategies; Market Nicher Strategies; Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries;

Unit-IV Balancing Competition:

Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage; Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

Unit-V Different Concepts:

Social Marketing strategies, e_marketing strategies, Recession marketing strategies, Rural and export marketing strategies, strategies for IT and ITES industries and FMCG markets.

Unit-VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Marketing Management: Analysis, Planning & Control: - Phillip Kotler-
Publisher: Prentice Hall College Div (1999)
2. Business Policy & Strategic Management – AzharKazmi-Tata McGraw Hill
Education Private Limited (2008)
3. Strategic Marketing-David W.Cravens ,Nigelf.Piercy-Tata McGraw – Hill
Education (2009)
4. Marketing Strategy, TMH Ed. - Boyd Walker, Mullins Larrech- Tata McGraw –
Hill Education
5. Case Studies in Strategic Marketing Management : Author Sanjay Mohapatra,
Pearson Education India, 2013
6. For contemporary case studies students should refer to the periodicals and
Journals.

MBA III Semester**Specialization: Marketing Management****Elective Code: OP- 308B****Industrial Marketing****Course Contents****Unit- I Introduction:**

Definition and nature of industrial marketing, classification of industrial product, the Industrial Marketing System-Participants, Channels, Industrial Marketing vs. Consumer Marketing-Economics of Industrial Demand-The Resellers Market.

Unit- II Industrial Marketing Environment:

Organizational Customers, Types of buying situations, derived demand Concepts, Bidding for contract, buying behavior' strengths, Negotiation Skills, Key account management, Measuring customer values, Models: Webster and wind Model, Jagdish Sheth Model, Buy-Grid Model.

Unit- III Industrial Product and Price:

Classifying Industrial Products-Price Determinants for Industrial Products-Price Decision Analysis, Types of Prices, Pricing Methods, Pricing Strategies, Factors affecting Pricing Strategy, Industrial Buying-Interpersonal dynamics of Industrial Buying.

Unit- IV Strategic Planning Process-

Formatting Channel Strategy-Channel Logistics, Channel Structure for Industrial products- Strategic Planning Process in Industrial Marketing-Segmenting, Targeting and Positioning Industrial Products.

Unit V- Personal Selling:

Personal Selling Role, Importance of consultants and expectations in the marketing, Role of direct mailers, exhibitions, trade fair and couponing. Industrial Marketing in the International Environment.

Unit- VI:

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Cherunilam Francis, Industrial Marketing, Himalaya Publication 2004
2. M. GovindRajan, Industrial Marketing, VidyaVikas 2008
3. Reeder, Industrial Marketing : Analysis Planning and Control, Prentice Hall, 2nd Edition 2007
4. Hill R.M. and Others, Industrial Marketing, A.I.T.B.S. Publisher & Distributors Delhi 4th Edition 2003
5. Havaladar K.K., Industrial Marketing, Tata McGraw Hill, 2nd Edition
6. J. Webster - Industrial Marketing strategy, 3rd Edition John-Willey & Sons.

MBA III Semester**Specialization: Marketing Management****Elective Code: OP- 309B****Service Marketing & Brand Management****Courses Contents****Service Marketing****Unit-I Introduction:**

Nature, Characteristics and Classification of Services - Importance of Service Marketing, Four I's of services - Intangibility, Inconsistency, Inseparability and Inventory, Relationship Marketing in Services Marketing - The Process, Role and Implications.

Unit-II Service Marketing Mix:

7 P's of Service Marketing, Services Market Segmentation - Positioning and Differentiation of Services, Distribution Strategies for Services - Challenges in Distribution of Services.

Unit-III Customer Satisfaction and Services Quality:

Customer Service in Service Marketing - Monitoring and Measuring customer satisfaction – Order taking and fulfillment, Handling complaints effectively, Defects, Failures and Recovery, Service Quality - Service Guarantee, Quality Models – Paarsuraman-Zeithamal-Bitner (PZB), GAP Model, SERVQUAL and SERVPERF Gronroos model.

Unit-IV Service Marketing Practices:

Concept, Classification and Implications of-

1. Finance Services-Banking and Insurance;
2. Health care and Hospitality Services;
3. Travel and Tourism Services;
4. IT & Educational Services: Telecoms, Courier;
5. Media and Entertainment Services.

Brand Management

Unit-V Understanding Brand:

Role and Significance of Branding in the Promotion - Brand Image, Brand Identity, Brand Personality, Branding challenges and opportunities.

Unit-VI- Brand Creation, Loyalty & Managing Brand:

Process of Brand Creation, Brand Positioning, Brand Equity, Brand Valuation, Brand Umbrella, Value addition from branding, Brand-Customer relationship, brand loyalty and customer loyalty, managing brand, brand extension. Reinforcing Brand, Revitalizing Brand, Differentiating brands from the competitors.

Unit-VII

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Nargundkar, Services Marketing: Text & Cases, Tata McGraw Hill Edition,9780070616318
2. S. Shahjahan, Services Marketing, (Concepts, Practices, Cases), Himalaya Publications 2007
3. S.H. Jha, Services Marketing, Himalaya Publications 2007
4. RagendraNargundkar, Services Marketing Text and Cases, Tata McGraw Hill 2006
5. Rao, Services Marketing Pearson, 2008
6. Services Marketing - Zeithaml, Bitner, Gremler&Pandit, TMGH, 4th ed.
7. Aarsh V. Varma, Brand Management , Excel Books 2007
8. David Aaker, Managing Brand Equity, Free Press, 2009

MBA III Semester Elective

Human Resource Management

Elective Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits	Duration of Exam
		Lect.	Tutorial	Int	Ext			
OP- 305C	Management of Industrial Relations	45	15	40	60	100	4	3 Hrs.
OP- 306C	Personal Administration-application & Procedure	45	15	40	60	100	4	3 Hrs.
OP- 307C	Training & Development	45	15	40	60	100	4	3 Hrs.
OP- 308C	Organisational Change & Development	45	15	40	60	100	4	3 Hrs.
OP- 309C	Human Resource Planning & Development	45	15	40	60	100	4	3 Hrs.

MBA III Semester**Specialisation: Human Resource Management****Elective Code: OP-305C Management of Industrial Relations****Course contents****Unit I**

Introduction to industrial relation , nature, scope importance , aspects of industrial relation ,perspective / Approaches to industrial relation , evaluation of industrial revolution objective of I.R, forms and theories of I.R .

Unit II

Industrial dispute, conflict resolution, collective bargaining, negotiation for win dispute resolution, management of discipline, causes and settlement of industrial disputes. Machinery for solving industrial dispute under industrial dispute Act 1947.

Unit III

Globalization and industrial relation , emerging Social economic scenario , Legal framework of I.R Trade union , emerging trends on Trade union, features of trade union , functions and responsibilities of trade union in I.R . Structure of trade union in India. International labour relation , WTO, labour and environment ,WTO and industrial policy.

Unit IV

Grievance management, grievance handling, building positive employee relations, participative management, empowerment, equality circles and workers participation, quality of work life [Q.W.L] workers participation in management [W.P.M] gain shaving, strike and lockout, layoff retrenchment.

Unit V

Role of Judiciary in I.R, labour court, industrial Tribunal, Negotiation and conflict VS settlement productivity bargaining and disputes, mediation , arbitration , works committee, board of conciliation court of enquiry, labour and employee welfare and industrial safety-types of industrial safety system-hazard management in work environment , occupational health safety and industrial relation .

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Dynamics of Industrial Relation - Mamoria,Gankar, [Himalaya, Publication].
2. Industrial Relations Emerging Paradigms - B.D Singh [Excel Books].
3. Industrial Relations and Labour Laws - B.D Singh [Excel Books].
4. Industrial Relations -Venkatratnam C.S [Oxford University 2007].
5. Industrial Relation Trade union and Labour Registration - Sinha [Pearson Education].

MBA III Semester**Specialisation: Human Resource Management****Elective Code: OP-306C Personnel Administration application and Procedure****Course contents****Unit I**

Personnel Administration – Introduction , importance in HRM , Nature, Scope and functions Objectives Personnel Department, Administration Vs Management in HRM, Challenges of Modern Personnel Manager .

Unit II

Personnel Policy – Definition, Scope, Process, Objectives, Contents of Personnel file & Personnel audit, Personnel Department Structure, proper Environment around factory.

Wage & Salary Administration – General consideration in wage & Salary administration – Objectives & principles, Time keeping, Attendance, statutory returns ,TDS Professional Tax , Form 16(A)PF and CSI returns.

Unit III

General Communication in organization- meaning of communication – definition –principles of communication –process of communication – communication in organization –types of organization communication –purpose objectives of communication – Drafting of various types of letters - orders, Interview Letters, Promotion, Transfer & Appreciation Letters , Notices & Circulars .

Disciplinary Action Communication – Suspension Orders, show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal

Unit IV

Calculation for superannuation, gratuity & bonus, changing concept of personnel management employee fringe benefit and social security , welfare provisions , health provision , safety Provision

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. R.S Dawar ,Personnel Management and industrial relation,Vikas Publishing House Pvt Ltd
2. Mamoria and Gankar , Personnel Management , Himalaya Publishing House
3. Rudrabasvaraj M N Dynamic Personnel administration , Himalaya publishing house 2008
4. Chandra bose, Principles of Management and administration , Prentice hall of India 2007

MBA III Semester**Specialisation: Human Resource Management****Elective Code: OP-307C****Training & Development****Course Contents****Unit I**

Introduction to Training Concept: Definition, Meaning, Need for Training, Importance of Training, Objectives of Training, Choice and Development for inter personnel skills, Facilitation of Learning–Facilitation of Transfer. Training and HRD- management development

Unit II

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 - requirement analysis). Trainers skills and styles-power and influence of trainers-do's and don'ts for trainers

Unit III

Assessment of Training Needs, Methods and Process of Needs Assessment, 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 IV

Evaluation of Training Program: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training, Learning: Principles of Learning, Theories of Learning, components of learning process, and conditions of transfer of learning - Reinforcement Theory, Social Learning Theory, Andragogy, and Resistance to Training. Performance discrepancies.

Unit V

Technology in Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning- career development program – counseling evaluation of programs

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Raymond Andrew Noe, Employee Training & Development, McGraw Hill, 4thEdition 2009.
2. R.K. Shau, Training for Development, Excel Books, 2007.
3. DR. B. Rathan Reddy, Effective Human resource Training &Development strategy, Himalaya Publishing, 1st Edition 2008.
4. P.L Rao, Training & Development, Excel Books, 1st Edition 2008.
5. MunishVohra, Management training & Development, Anmol Publication 1st Edition 2006.
6. Leslie Rao, How to plan & Design Training Programmes, Infinity Books 1st Edition 2003.
7. Training & Development: Indian Text Edition,Dr. B. JanakiramanDreamtech Press, 01-Jan-2007

MBA III Semester**Specialisation: Human Resource Management****Elective Code: OP-308C****Organizational Change & Development****Course Contents****Unit I**

Concept of change, Factors affecting change, Types of Change ,change process ,Barriers to change, Resistance to change & overcoming resistance to change, Evolution of OD, characteristics & assumptions of O.D, organization development process, Role of change agent /O.D consultant

Unit II

Models of change: system Model of change, Force Field Analysis, Change and Transition Management, Organization Growth Model, Organization Diagnosis: Process, Diagnostic Models, Diagnostic skills, Weisboard's model for organizational diagnosis, methods of obtaining diagnostic information, Action Research as process, Ethics in O.D.

Unit III

O.D Interventions, selecting O.D interventions, Team Interventions: Gestalt Approach, Process consultation Intervention, Structural Interventions: Quality of work life (QWL) , Quality circles(QC), MBO & appraisal, socio technical system & collateral organization, Parallel learning structures.

Unit IV

Comprehensive intervention : Confrontation meeting ,Grid O.D Programme, system 4 management, learning organization, Re-engineering, Third party Intervention: organization Mirror, Third party peacemaking Intervention, OD Future.

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Organization changes and Intervention strategies by Manish kumar/Nidhi Singh, 2013,ISBN-8218-038-4 Galgotia Publishing Company.
2. Organization change theme & Issues by Jim Grieves ,2012 oxford University Press 9780199599189-paperrback.
3. Managing change: Text & cases 2nd edition by Todd Jick& M auryPeiperl, 2003ISBN: 9780256264586(USE) ISBN-9780071122207(IE)McGraw Hill Publication.
4. Organizational change ,3/e by Senior ,2011 ISBN-97813727980 Pearson Education Ltd.
5. Managing Change by Thomhill 2011, ISBN-9788177582444 Pearson Education Ltd.
6. Organization Development & Transformation (Managing Effective Change) 6th edition 2005, by Wendell French and cencil Bell ISBN-9780072481679(USE) ISBN-9780071112666(UE) McGraw Hill Publication.

MBA III Semester**Specialisation: Human Resource Management****Elective Code: OP-309C****Human Resource Planning & Development****Course Contents****Unit I**

Philosophy of Human Resource Planning, Importance, Definition, Needs, Objectives, Scope & Benefits of HRP, Human Resource Planning Process, Factor affecting HRP, HRP Tools, Strategic HR planning, objectives of strategic HR planning, Return on Investment(ROI) in HRP, Approaches in measuring effectiveness of HRP programmes.

UnitII

Macro and Micro Level Human Resource Planning, Manpower planning Models: Markov Model, Renewal Model, Simulation, Manpower Demand forecasting, Manpower supply Analysis, Different methods of Wastage Analysis, Employee Re- deployment & Employee Retention Strategies, Exit Strategies.

UnitIII

Career Planning & Development: Definition, importance, objectives of career development, career planning & development process, Succession planning, issues in career development process.

Human Resource Information System (HRIS) : concept, objectives of HRIS , Types of HRIS, steps in implementing HRIS.

UnitIV

Human Resource Accounting and Audit: Scope, Benefits & objectives of Human Resource Audit, steps in HR Audit, Various methods of Valuation of Human Resources, HR Research and its significance.

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Dr.L.M Prasad, Human Resource Management, Sultan Chand & Sons, 2nd Edition Reprint 2009.
2. Dr.P.C Tripathi, Human Resource Development, Sultan Chand & Sons 5th Revised Edition Reprint 2009.
3. Dr.C.B Gupta, Human Resource Management, Sultan Chand & Son's, 2009.
4. H. John Bernardin, Florida Atlantic, U-boca Raton, Human Resource Management, McGraw Hill, 2001.
5. Dipak Kumar Bhattacharya, Human Resource Planning, Exel Books, 2007.
6. Biswanath Ghosh, Human Resource development & Management, Vikas Publication 2008.

Elective

Production and Operation Management

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits	Duration of Exam
			Int	Ext			
OP 305 D	Production Planning And Control	60	40	60	100	04	3 Hrs.
OP 306 D	Purchasing And Materials Management	60	40	60	100	04	3 Hrs.
OP 307 D	Total Quality Management	60	40	60	100	04	3 Hrs.
OP 308 D	Applied Operations Research	60	40	60	100	04	3 Hrs.
OP 309 D	Logistics Management	60	40	60	100	04	3 Hrs.

MBA Semester III**Specialization: - Production & Operation Management****Elective OP 305 D: Production Planning And Control****Course Contents**

Production Planning and Control Function; Material Requirement Planning; Production-inventory Systems; Forecasting for Inventory and Production Control; Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers; ERP.

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Chary, Production and Operations Management, Tata McGraw Hill Edition, 9780070091535.
2. Burbidge, John L. Principles of Production Control. London, Donald and Evans, 1981.
3. Caubang, Ted C. Readings on Production Planning and Control. Geneva. ILO.
4. Greene, James H. Production and Inventory Control Handbook. New York, McGraw Hill, 1987.
5. McLeavey, Dennis W and Narasimhan, S.L. Production and Inventory Control. Boston, Allyn and Bacon. 1985.

MBA Semester III**Specialization: - Production & Operation Management****Elective OP 306 D: Purchasing And Materials Management****Course Contents**

Role of Purchasing and Material Management – Objectives, Organization and Interrelationship, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT; Determination and Description of Material Quality – Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost-Reduction Techniques – Standardisation, Simplification & Variety Reduction; Value Analysis and Engineering, Make or Buy Decision, Purchasing Research, Sources of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development; Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing-Procedures and Documentation; Purchasing of Capital Equipment – Appraisal Methods, Evaluating Suppliers Efficiency, Stores Layout, Classification and Codification; Material Logistics – Warehousing Management, Material handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare Parts, Materials Information System.

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Ansari A and Modarress B. JIT Purchasing. New York, Free Press, 1990.
2. Baily P Etc. Purchasing Principles and Management. London, Pitman, 1994.
3. Burt, David N. Proactive Procurement. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1994.
4. Dobler, D W. etc. Purchasing and Material Management, New York, McGraw Hill, 1990.

Elective OP 307 D: Total Quality Management**Course Contents**

Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Control; Process Capability Studies; Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 Tools; Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with reliability and Maintainability / Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); quality Audits; Lead Assessment and ISO-9000 Standards; Marketing Aspect of T.Q; Total Quality of Services; Total Quality and Safety; Six Sigma.

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles; Integrating design Assurance & Quality Assurance. New York McGraw Hill, 1991.
2. Grant, Eu-gene L and Leavenworth, Richards. Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson, W G. and Coombas, C P. hand book of reliability Engineering & Management, New York, McGraw Hill, 1988.

MBA Semester III**Specialization: - Production & Operation Management****Elective OP 308 D: Applied Operations Research**

Course Contents

Parametric and Sensitivity Analysis; Inventory Control Models Under Uncertainty; Applied Queuing Models; Networks Models; Non-linear Optimization Techniques – Quadratic Programming; Portfolio Management Problem; Replacement Models and Policies; Dynamic Programming; Reliability Models.

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Ahuja A.K. etc. Network Flows. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993.
2. Gould, F J. etc. Introduction to Management Science. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993.
3. Gupta, M P and Sharma J K. Operations Research for Management New Delhi, National, 1997.
4. Mathur, K and Solow D. Management Science. Englewood Cliffs New Jersey, Prentice Hall Inc. 1994.
5. Sharma S. J K. Operations Research: Theory and Applications. New Delhi, Macmillian India. 2001.

MBA Semester III**Specialization: - Production & Operation Management****Elective OP 309 D:****Logistics Management**

Course Contents

Introduction to Logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics; Logistic System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation Systems; Facilities and Services; Dispatch and Routing Decisions and Models; Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling, International Logistics Management; Logistics Future Directions.

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Bowersox, Supply Chain Logistic Management, Tata McGraw Hill Edition, 9780070667037
2. Ballau, Renald H. Business Logistics Management. Englewood Cliffs New York, Prentice Hall Inc. 1992.
3. Beal K. A Management Guide to Logistics Engineering. U.S.A. Institute of Production Engineering, 1990.
4. Benjamin S. B. Logistics Engineering and Management. Englewood Cliffs, New York, Prentice Hall Inc., 1996.
5. Bowersox, D J and Closs, D J. Logistics Management: A System Integration of Physical Distribution, New York, MacMillan, 1986.

MBA III Semester**Elective**

INFORMATION TECHNOLOGY / SYSTEMS

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits	Duration of Exam
			Int	Ext			
OP 305 E	Business Process Re-Engineering	60	40	60	100	04	3 Hrs.
OP 306 E	System Analysis And Design	60	40	60	100	04	3 Hrs.
OP 307 E	Strategic Management Of Information Technology	60	40	60	100	04	3 Hrs.
OP 308 E	Data Base Management Systems	60	40	60	100	04	3 Hrs.
OP 309 E	Telecommunications For Business	60	40	60	100	04	3 Hrs.

MBA Semester III

Specialization: - I. T. / Systems

Elective OP305E: Business Process Re-Engineering

Course Contents

Unit I

Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR;

Unit II

Process Improvement and Process Redesign; BPR Experience in Indian Industry; Process Identification and Mapping; Role/Activity diagrams; process Visioning and Benchmarking.

Unit III

Business Process Improvement. Business Process Redesign;

Unit IV

Man Management for BPR Implementation; Re-organizing People and Managing Change.

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. By A.w. Scheer, Business Process Engineering, Springer (Paperback - 1998)
2. Carr, D K and Johansson, H J. Best Practices in Re-engineering, New York, McGraw Hill,
3. Champy, James, Re-Engineering Management; The Mandate for New Leadership, London, Harper Collins,
4. Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality, London, Kogan Page
5. Davenport, T H. Process Innovation: Re-engineering Work Through Information Technology, Boston, Harvard Business School Press, 1993.
6. Hammer, Michael. Re-engineering the Corporation: A Manifesto for Business Revaluation, London, Nicholas Brealey, 1993.
7. Jayaraman M.S. etc. Business Process Re-engineering, New Delhi, Tata McGraw Hill, 1994. 8. Pepppard, J and Rowland P.

MBA Semester III

Specialization: - I. T. / Systems

Elective OP306E : System Analysis And Design

Course Contents

Unit I

Business Systems Concept, Characteristics of Systems, Business Information Systems, Categories of Information Systems, Scope of Information Systems, Successful Information System: A Joint Effort, Systems and Subsystems.

Unit II

Overview of System Analysis & Design, Feasibility Study, Role of System Analyst, Changes in System Analyst's Responsibilities, Who are the Users? Classical Systems Development Life Cycle, Structured Analysis Development Method, Systems Prototype Method, Reasons for Prototyping, Methods for Prototype Development, Tools for Systems Development, Which Development Method is the Right One?

Unit III

Requirement Determination, Its Activities, Fact Finding Techniques – Interviews, Questionnaire, Record Review, Observation. Tools for Documenting Procedures and Decisions – Decision Trees, Decision Tables, Structured English.

Unit IV

Role of Tools, Benefits of Using Tools, Categories of Automated Tools – Front End Tools, Back End Tools, Integrated Tools. CASE Tools, CASE Components, Benefits of CASE, Weaknesses of CASE.

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Senn, J. A., Analysis & Design of Information Systems, Second Edition, Tata McGraw Hill, 2009.
2. Whitten, Jeffrey L, Introduction to Systems Analysis and Design, Tata McGraw Hill 2008
3. Kendall & Kendall, Systems Analysis and Design, 5th ed., New Delhi Prentice Hall of India, 2006
4. Whitten, Jeffrey L, Systems Analysis and Design, Tata McGrill 2006.
5. Murthy, C.S.U, Systems Analysis and Design, Himalaya Publication 2001.

MBA Semester III

Specialization: - I. T. / Systems

Elective OP307E : Strategic Management Of Information Technology

Course Contents

Unit I

Key Issues in Information Systems Management and the Role of the CIO; Analytical Framework for Strategic IT Initiatives;

Unit II

Sustaining Competitive Advantages by use of IT; Creativity, Learning Organisation and Role of Information Technology in Business Transformation. Information Partnership;

Unit III

I.T Infrastructure Management, National Information Infrastructure and IT Policy at the National Level; Planning for Strategic IT Resources; Managing the IT Function: Outsourcing IT Function.

Unit IV

Software as a service, Office Automation Software and their management related to files, storage, retrieval and maintenance.

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Behl, Information Technology for Management, Tata McGraw Hill Edition,
2. By Applegate, Austin & McFarlan, Corporate information strategy and management text and cases 7th edition Tata McGrill 2006.
3. Dr.L.M.Prasad, Strategic management 5th edition, sultan chand and sons 2008.
4. Dr.P.K.Ghosh, Strategic Planning and Management, Sultan Chand And Sons 2008.
5. Galliers, R.D. Strategic Information Management: Challenges and Strategies in Managing
6. Information Systems. Oxford, Butterworth- Heinemann, 1994.
7. McKenneey , James L. Waves of Change: Business Evolution through Information Technology, Boston HBS Press, 1995. :

MBA Semester III

Specialization: - I. T. / Systems

Elective OP308E: Data Base Management Systems

Course Contents

Unit I

Introduction to Databases; Database Management System Concepts, Database System Applications; Purpose of Database System; Various data Base Management Models;

Unit II

Database Languages, Data View; Database Users, Need for Database Environment for Business System; Advanced features of a Database system.

Unit III

Relational Databases, Database Schema, keys, Database Design & E-R Data Model, E-R Diagram; Study of a Relational Database Management Systems for Successful Implementation in a Business Organization.

Unit IV

Introduction of Structured Query Language; SQL Data Definition Language, Structure of SQL, Relational Operators used in SQL; On-Line Data Bases: Object Oriented Data Bases. Managerial Issues Related to Data Base Management.

Unit V

Implementation and Maintenance Issues of a Database; Database Administration; Normalization and Logical Design; Query Languages for Relational Database Management Systems;

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. S. Sudarshan, Korth, Silberschatz, Concepts of Database Management System, sixth edition Tata Mcgraw Hill.
2. Leon, *Fundamentals of DBMS*, Tata McGrill 2006
3. By Gerald Post, *DBMS Design and Building Business*, Tata McGrill 2005.
4. Narang, *DBMS*, Prentice hall 2007.
5. Salemi, Joe. *Client/Server Data Bases*. Emeryville, Ziff-Davis Press, 1993.
6. Coad, Peter and Edward, Yourdon. *Object-Oriented Analysis, 2nd ed.*, Englewood Cliffs, New Jersey, Yourdon Press, 1991

MBA Semester III

Specialization: - I. T. / Systems

Elective OP309E: TELECOMMUNICATIONS FOR BUSINESS

Course Contents

Unit I

Computers and Communications; The Information Technology; The Concept of Global Village; On-line Information Services;

Unit II

Electronic Bulletin Board Systems; The Internet; Interactive Video; Communications Channels;

Unit III

Communications Networks; Local Networks; Managerial Issues Related to Telecommunications.

Unit IV

Client/Server Computing; Communication Servers; Digital Networks; Electronics Data Interchange and its Applications; Inter Organizational Information Systems;

Unit V

Wireless Networks, Managing in the Marketplace; Applications of Internet, Intranet and Extranet in Business Organizations;

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. By Deepak Pareek, Business Intelligence For Telecommunications 2006, Auerbach Publications
2. By In Lee, ,Handbook Of Research On Telecommunications Planning And Management For Business 2009), Information Science Publishing
3. By Raymond R. Panko, Business Data Networks And Telecommunications 2008, Prentice Hall
4. Derfler, Frank J. *Guide to Linking LANs*. Emeryville, California, Ziff-Davis, Press, 1992.

MBA IV Semester

Elective

Compulsory Subjects

Elective Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits	Duration of Exam
		Lect.	Tutorial	Int	Ext			
CP 401	Entrepreneurship & Small Business Development	45	15	40	60	100	4	3 Hrs.
CP 402	Project Study	-	-	50	50	100	4	-
CP 403	Business Legislation	45	15	40	60	100	4	3 Hrs.

Course Code: CP- 401 Entrepreneurship & Small Business Development**Course content:****UNIT I: Introduction- An Entrepreneur**

Concepts, Functions, Need and Importance, Myths about Entrepreneurship, Pros and Cons of Entrepreneurship, Process of Entrepreneurship, Types of Entrepreneurs, Competencies and Characteristics; Ethical Entrepreneurship, Values, Attitudes and Motivation, Mind-set of an Entrepreneur.

UNIT II: Entrepreneurial Journey

Self-Assessment of Qualities, Skills, Resources and Dreams, Generation of Ideas, Feasibility Study, Opportunity Assessment, Business Plan Preparation & Execution, Role of Society and Family in the growth of an entrepreneur, Challenges faced by women in Entrepreneurship.

Unit III: Entrepreneurship as Innovation and Problem Solving

Problems: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty, Govt. Policies for SSIs, Sick industries, Reasons & Remedies for Sickness. As problem solvers, Social Entrepreneurship-Concept and Importance, types of business risks, The role of technology in creating new forms of firms, organizations, networks and cooperative clusters, Barriers to Entrepreneurship, Support structure for promoting entrepreneurship (various government schemes)

Unit IV: Concept of Market

Market- Traditional and E-commerce- Concept and Role, Types of Business: Manufacturing, Trading and Services, Market Forces: Sellers, consumers and competitors, Expanding Markets: Local to global, Strategies needed, Marketing Mix: Concept and Elements, Pricing and Factors affecting pricing, Market Survey: Concept, Importance and Process.

Unit V: Business Finance and Arithmetic

Simplified Cash Register and Record Keeping, Unit of Sale, Unit Price and Unit Cost – for single product or service, Types of Costs – Start up, Variable and Fixed, Income Statement, Cash flow Projections, Break Even Analysis, Taxes.

Unit VI: Resource Mobilization & role of Government Agencies-

Resources – Human, Capital and other Resources, Selection and utilization of human resources and professionals like Accountants, Lawyers, Auditors, Board Members, etc., Estimating Financial Resources required, Methods of meeting the financial requirements, Various sources of Information, Role of DIC, SISI, EDII, NIESBUD, NEDB.

Books Recommended:

Small Scale Industries and Entrepreneurship, by Vasant Desai, 6th Edition reprint 2002.

Nagendra, Entrepreneurship & Management, 1e, Pearson

Shankar, Raj: Entrepreneurship", Tata McGraw Hill Education Private Limited

Khanka S. S., Entrepreneur Development, S. Chand Publications 2010

Entrepreneurship: Successfully Launching New Ventures, by Bruce R. Barringer and R. Duane Ireland, 3rd Edition.

Entrepreneurship, by Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, 6th Edition.

Taneja, Gupta, Entrepreneur Development New Venture Creation,: 2nd ed. Galgotia Publishing Company

Patel, V.G., The Seven Business Crises and How to Beat Them, Tata-Mcgraw, New Delhi, 1995.

Vesper, Karl H., New Venture Strategies, [Revised Edition], New Jersey, Prentice

Course content:

Unit-I: Contract

- The contract act 1872
- Nature and Classification of Contracts
- Offer and Acceptance
- Consideration
- Capacity to Contract
- Free Consent
- Legality of Object
- Void Agreements
- Contingent Contracts
- Performance of Contracts
- Discharge of Contracts
- Remedies for Breach of Contracts
- Indemnity and Guarantee.

Unit-II: Sale of Goods

- Sale of Goods Act 1930
- Nature of Contract of Sale
- Conditions and Warranties
- Transfer of Ownership
- Performance of Contract of sale
- Rights of Unpaid Seller
- Remedies for Breach of Contract of sale

Unit-III: Negotiable Instruments

- Negotiable Instruments Act 1881
- Nature of Negotiable Instruments
- Promissory notes, Bills of Exchange and Cheques
- Parties to Negotiable instruments and their Capacity
- Holder and Holder in due course
- Presentment, dishonor of Negotiable Instruments
- Liability of parties

Unit-IV: Companies Act 1956

- Definition, Meaning of Company
- Features and Types of Companies

- Incorporation of Company
- Memorandum of Association
- Article of Association
- Prospectus
- Share Capital

Unit-V: Consumer Protection

- The consumer Protection Act 1986
- Introduction and Definition
- Consumer Dispute Redressal Agencies
- Complaint and Procedure of Redressal
- Unfair Trade Practices

Unit-VI: Industry and Factory Laws

- Industrial Dispute Act, 1947
- Factories Act, 1948

Recommended Books:-

1. N.D. Kapoor, *The Elements of Mercantile Law, 26th Edition*
2. P.P.S. Googna, *A Textbook of Mercantile Law, 5th Edition*
3. Maheshwari and Maheshwari, *A manual of Business laws, 2008*
4. C.L. Bansal, *Business and Corporate laws 2007*

Elective

Financial Management

Elective Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits	Duration of Exam
		Lect.	Tutorial	Int	Ext			
OP- 404A	International Financial Management	45	15	40	60	100	4	3 Hrs.
OP- 405A	Indirect Taxation	45	15	40	60	100	4	3 Hrs.
OP- 406A	Value Investing and Equity Research	45	15	40	60	100	4	3 Hrs.
OP- 407A	Financial Derivatives :Theory & Practices	45	15	40	60	100	4	3 Hrs.
OP- 408A	Operations of Banking	45	15	40	60	100	4	3 Hrs.

MBA IV Semester**Specialisation: Finance****Elective Code: OP- 404A International Financial Management****Course content:****Unit I**

- Multinational Financial Management – An overview;
- Evolution of the International Monetary and Financial System, Gold standard, Bretten woods system, Purchasing Power Parity Theory
- Managing Short-term assets and liabilities and Long-run Investment Decisions
- International credit rating agencies and rating Criteria.

Unit II

- The Foreign Investment Decision
- Political Risk Management, Dividend Policy of the Multinational Firm
- Taxation of the Multinational Firm; Country Risk Analysis
- Fixed and Flexible Exchange rate,
- European monetary system and Euro Market

Unit III

- Concepts, functions , structure of foreign exchange market,
- Foreign Exchange Markets and market participants
- Foreign Exchange Transactions, Foreign Exchange rates and economic forces in Foreign Exchange
- Geographical Arbitrage, Interest Arbitrage, The Dealer's book

Unit IV

- Foreign exchange quotations: Direct and indirect. Convertibility of Rupee,
- Current account convertibility and capital account convertibility
- Exchange rate: meaning, Spread, official and free market rates, cross currency rates, forward rates.

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Recommended Books :-

- 1) International Financial Management by V.K.BHalla. Anmol Publication Pvt. Ltd.
- 2) International Financial Management by Cheol S. Eun and Bruce G. Resnick.
Special Indian Edition
- 3) Foreign Trade and Foreign Exchange by O.P. Agrawal and B.K. Chaudhari.
Himalaya Publication.

MBA IV Semester**Specialisation: Finance****Elective Code: OP- 405A Indirect Taxation****Course content:****Unit I**

- Definitions of Goods, Manufacture, Deemed Manufacturer, Excisable goods.
- Central Excise, Nature and Contemporary Legislation for the same
- Liability for the central excise, Classification of Goods, Determination of Tariff Headings
- Valuation of Goods, Transaction Value(Numericals) , Administrative Structure of Excise Departments

Unit II

- Various Procedures:- Legislation, Self Removable under Invoice, Manner and Payment of Duty and letter of Undertaking, Show Cause Notice
- Adjudication, Interest, Penalty, Confiscation, Seizure, Duty Payment under protest, Refunds
- Appeals, Excise Audit, Concessions for SSI Units and Job workers.

Unit III

- Service Tax: Definitions-Charge of Service Tax, Valuation of Taxable Services for Service Tax
- Commencement and Application, , Valuation of Taxable Services for Changing Tax
- Payment of Service Tax, Registration- Furnishing of Returns

Unit IV

- Value Added Tax (VAT): Definitions- Agriculture, Business, Capital asset, Dealer, Non-resident dealer
- Goods, Place of business, Purchase price, Sale price, Resale
- Turnover of purchase and turnover of sales
- Rate of VAT tax on goods

Unit V

- Registration under VAT, procedure, Fresh registration
- Information to be furnished regarding change of business, Declaration of name of manager and PAN,
- Returns and self assessments, Payment of Tax, Tax audit under VAT

Books Recommended:-

1. Indirect Taxes- Law & Practices- V.S. Datey
2. VAT Ready Reacnor- Saxena
3. Indirect Taxes- Jakotiya
4. Indirect Taxes-Snowwhite Publications.

MBA IV Semester**Specialisation: Finance****Elective Code: OP- 406A****Value Investing and Equity Research****Course content:****Unit-I**

- Introduction to value investing
- Why does value investing work?
- Introduction to valuation
- Need of Advance Equity Research-An Over View

Unit-II

- Valuation (asset value, earning power)
- Utilizing Data Source like Prowess or Capitaline.
- Critical Analysis of Financials.
- Analyzing Strengths of Companies.
- Analyzing Weaknesses of Companies.

Unit-III

- Valuation (value of growth)
- Strategic analysis/competitive advantage
- Application of Multiple Regression, Discriminant Analysis, LogisticRegression in identifying potential stocks.
- Application of Neural Networks in identifying potential stocks

Unit-IV

- Dividend Growth Model- Analyzing Present Value of Growth Opportunities.
- Capital Asset Pricing Model- Cost of Capital.
- Limitations of Dividend Growth Model
- P-E Multiplier Approach: Limitations and Applications.
- Some Thumb Rules for P-E Multiplier Approach

Unit-V

- Discounted Free Cash Flow Method- Its Application.
- Market Value Analysis & Economic Value Added Analysis.
- PBV-ROE index; Growth-Duration Matrix; Expected Risk Index.

Unit VI

- Value Investing and the Interpretation of Financial Statements
- Margin of Safety

Unit VII

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Recommended Books:-

- Bruce Greenwald et al., *Value Investing: From Graham to Buffett and Beyond*
- Lawrence Cunningham, *The Essays of Warren Buffett: Lessons for Corporate America*
- Benjamin Graham, *The Interpretation of Financial Statements*
- Seth Klarman, *Margin of Safety*
- Philip Fisher, *Common Stocks and Uncommon Profits*
- Damodaran on Valuation, ADamodaran, 2nd Edition, Wiley India Pvt Limited.
- Investments, William F Sharpe, Gordon J Alexander, Jeffery V Bailey.
- Investments, ZviBodie, Alex Kane, Alan J Marcus, PitbasMohanty; 6th Edition, Tata McGraw Hill Publishing Company Limited.
- Fundamentals of Investment Management, Hirt& Block; 8th Edition; Tata McGraw Hill Publishing Company Limited.
- Valuation, Sheridan Titman, John D Martin, V Ravi Anshuman; 2007, Pearson.
- Security Analysis and Portfolio Management, Donald E Fischer & Ronald J Jordan; 6th Edition; Pearson.
- Investment Analysis and Portfolio Management, Prasanna Chandra; 3rd Edition; Tata McGraw Hill Publishing Company Limited.
- Valuation of Financial Assets, A S Ramasastrri; 2006, Response Books.
- Investment Science, David G Luenberger; 1998; Oxford University Press.
- Risk and Rewards of Equity Investments, M S Tarun& B S Bodla; 2004, Excel Books.
- Financial Statement Analysis and Security Valuation, Stephen H Penman; 3rd Edition; Tata McGraw Hill.
- Stock Market Integration and Efficiency, R K Mishra, K N Mukherjee; 2007, Excel Books.
- Financial Statement Analysis, George Foster, 2nd Edition; Pearson.
- Investment Analysis and Portfolio Management, Reilly & Brown; 8th Edition; Thomson.

- Investment Analysis and Portfolio Management, M Ranganatham& R Madhumathi; 2009; Pearson.
- Security Analysis and Portfolio Management, V AAvadhani; 10th Edition; Himalaya Publishing House.
- Security Analysis and Portfolio Management, SudhidraBhat; 2008; Excel Books.
- Security Analysis and Portfolio Management, S Kevin; 2008; Printice Hall of India.
- Security Analysis and Portfolio Management, PunithavathyPandian; 2008; Vikas Publishing House.

MBA IV Semester

Specialisation: Finance

Elective Code: OP- 407A Financial Derivatives: Theory and Practice

Course Contents:

Unit-I

Introduction to Derivatives

- What is a Derivative?
- Derivatives in Practice.
- Overview of the Indian Derivatives Market.
- Types of Traders- Hedgers, Speculators and Arbitrageurs.

Unit-II

Financial Derivatives-I:

- Forward Rate Agreements.
- Pricing of Forward Rates.
- Future Contracts-Basics.
- Pricing of Future Contracts.
- Markets of Future Contracts.
- Swap Contracts basics
- Futures on Stock, Stock Indices, Commodities and Currencies.
- Option Contracts- Basics.

Unit-III

Financial Derivatives-II

- Equity Derivatives Basics
- Foreign Exchange Derivatives Basics
- Credit Default Swaps Basics

Unit-IV

Option Pricing Models & Hedging

- Risk Neutral Method of Pricing of Option Contracts.
- Black and Scholes Option Pricing Model.
- Market Simulation and Trading
- Hedging and Delta hedging Basics

Unit-V**Trading Strategies**

- The Greek Letters
- The Straddle
- The Strangle
- Option Spreads
- Butterfly Strategies
- The Binomial Tree

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Recommended Books:-

1. John C. Hull: Options, Futures and Other Derivatives, 8th Edition.
2. Robert W. Kolb and James A. Overdahl: Financial Derivatives Pricing and Risk Management.
3. Robert L. McDonald: Derivatives Market 2nd Edition.
4. MondherBellalah: Derivatives Risk Management and Value.
5. Derivatives, David A Dubofsky & Thomas W. Miller, Jr. 2003, Oxford University Press.
6. Derivatives and Risk Management, Jayanth Rama Varma, 2009, Tata McGraw-Hill Publishing Company Limited.
7. Financial Derivatives, S.S.S. Kumar, 2007, Printice Hall of India.
8. Financial Engineering: Derivatives and Risk Management by Cuthbertson, Keith and Nitzsche, Dirk; John Wiley & Sons

MBA IV Semester**Specialisation: Finance****Elective Code: OP- 408A Operations of Banking****Course content:****Unit - I**

Indian Banking System; Types of Banks; market structure and financial innovation, Regulatory Authorities :-RBI, SEBI, IRDA etc., their major functions Role and Functions of Banks - Regulatory provisions / enactments governing banks - Whole sale banking - Retail banking - international banking-Interest free banking, Role and Functions of Capital Markets, Mutual Funds, Insurance companies, Bancassurance - Importance of Risk management in banks - types of risk - impact and management Factoring & Forfaiting - Alliances / Mergers / Consolidation -, ADR, GDR Off-balance sheet items, Participatory notes, CIBIL, Banking Codes, Banking Codes and Standard Boards.

Unit - II

Functions of Bank: Banker-Customer Relations, KYC guidelines - Different deposit products - Mandate and Power of Attorney, Banker's Lien, right of set off - garnishee order, attachment order etc. - Payment of collection of cheque - duties and responsibilities of paying and collecting banker - protection available to them under NI Act - Endorsements, forged instruments - bouncing of cheques and their implications. Opening of accounts for various types of customers - Principles of Lending - various credit products / facilities - working capital and term loans - credit appraisal techniques - approach to lending - credit management, credit monitoring, NPA management

Unit – III

NPA Management–Definition, concept of NPA- Gross NPA and Net NPA. Different causes of NPA. Guidelines for classification of an Asset: Basic Consideration. RBI guidelines for NPA.Narasimham Committee on NPA.Role of Debt Recovery Tribunal (DRT), provisioning norms.Recovery Procedure, Precautions for better recovery.

Unit - IV

Banking Technology - E-Banking - Core Banking - Electronic products - Electronic payment system - Online Banking - Electronic fund transfer system: RTGS, NEFT & SWIFT etc.- Information Technology - Current trends - Global developments in banking technology - Computer audit - information system audit - Information system security and Disaster Management.

Unit - V

Support services – Marketing of Banking services products - Marketing management - Marketing of services - Product Life cycle, New Product development - Diversification - Pricing of bank products - Factors influencing - direct and indirect channels of bank products - Promotion - Promotion mix and role of promotion mix marketing - Marketing information system - Role of DSA /DMA in Bank marketing - Channel Management - selling function in a bank - Portfolio and wealth management - Tele marketing / Mobile phone banking

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Recommended Books:-

1. Principles & Practices of Banking - By Indian Institute of Banking & Finance - Macmillan Publication.
2. Financial Services Information Systems - Jessica Keyes Auerbach publication; 2nd edition (March 24, 2000)(Text Book)
3. Kaptan S S&Choubey N S., "E-Indian Banking in Electronic Era", Sarup& Sons, New Delhi, 2003
4. Vasudeva, "E - Banking", Common Wealth Publishers, New Delhi, 2005
5. Banking Technology - Indian Institute of Bankers Publication

MBA IV Semester Elective

Marketing Management

Elective Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits	Duration of Exam
		Lect.	Tutorial	Int	Ext			
OP- 404B	International Marketing	45	15	40	60	100	4	3 Hrs.
OP- 405B	Marketing Research	45	15	40	60	100	4	3 Hrs.
OP- 406B	Agriculture & Rural Marketing	45	15	40	60	100	4	3 Hrs.
OP- 407B	Sales & Distribution Management	45	15	40	60	100	4	3 Hrs.
OP- 408B	Retail Management	45	15	40	60	100	4	3 Hrs.

MBA IV Semester

Specialization: Marketing Management

Elective Code: OP- 404B

International Marketing

Course contents

Unit I

Introduction to International Marketing - Nature, scope, Challenges and opportunities in International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade,

Unit II

International marketing environment: Economic Environment, Socio-cultural Environment, Legal Environment, Technological Environment & Political Environment

Unit III

Entry Strategies in International Markets: Exporting, Licensing & Franchising, Contract Manufacturing, Joint Ventures, Turnkey Projects, Fully owned manufacturing facilities, Assembly operations, Mergers & Acquisitions

Unit IV

Marketing Information Systems and Research: Marketing Information Systems- Elements of Information System, Sources of information, Selecting Information Sources-Primary Vs Secondary Data; International marketing information system and marketing research, Problems in International Marketing Research

Unit V

International Marketing Mix Elements: International Marketing Mix (Product, Price, Promotion, Place), Product decisions, Promotional decisions, International Branding, Marketing channel and place decisions

Unit VI

International Marketing of Services: Characteristics of Services and their Implications for International Marketing, Challenges in Marketing Services Globally

Unit VII

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. International Marketing Management An Indian Perspective 23e-Varshney
Publisher: Sultan Chand 2010
2. Rakesh Mohan Joshi, International Marketing, Oxford Publishing
3. Francis Cherunilam, International Marketing, Himalaya Publishing House, 2010
4. Cateora, International Marketing, SIE, Tata Mc Graw Hill
5. Paul Justin, International Marketing: Text and Cases, Tata Mc Graw Hill
6. Keegan, Global Marketing Management. 7/e, Pearson
7. Onkvisit and Shaw, J J. International Marketing: Analysis and Strategy. Prentice Hall of India 2009
8. Principles Of Marketing: A South Asian Perspective 13 Edition- Philip Kotler, Prafulla Y Agnihotri, Ehsan Ul Haque - Pearson, 2010

MBA IV Semester**Specialization: Marketing Management****Elective Code: OP- 405B:****Marketing Research****Course Contents****Unit I**

Marketing Research – Definition, Scope, Significance, Limitations, Ethics in marketing research. Marketing Intelligence system, Research process, Management dilemma, research problem, hypothesis statement, characteristics of a good hypothesis, drafting the research proposal

Sources of market Information, Methods of collecting Market Information
Secondary data – sources, Primary data sources – Observation method - Web based primary data collection, Questionnaire design, Attitude measurement – scaling techniques

Unit II

Exploratory designs – Descriptive designs - Longitudinal and cross-sectional analysis, Qualitative research techniques – a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation, Causal research – Basic experimental designs – internal and external validity of experiments

Sampling – sampling methods, sampling and non sampling errors, population, sample size, large and small samples, practical considerations in determining sample size

Unit III

Marketing research techniques: Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods

Marketing Mix Research: Concept testing, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Advertising Research – Readership surveys and viewership surveys, Ad tracking, viral marketing research, Marketing effectiveness and analytics research: Customer Satisfaction Measurement

Unit IV

Data analysis – Univariate analysis – Bivariate analysis – Multivariate analysis
Simple and cross tabulation, simple and multiple regression, Factor analysis.

Hypothesis testing – Types of tests and test selection, One sample test, Two-Independent Sample tests. Chi-square test, tests for large and small samples.

Report writing – forms of report – fundamentals of a good report

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. S.K. Gupta, Marketing Research, Excel Books, 2007
2. Ramanny Majumdar, Marketing Research: Text Application and Case Studies, New Age International Publication, 1st Reprint 2005
3. D.D. Sharma, Marketing Research, S. Chand & Co. 2nd Edition reprint 2008
4. Nair, Suja, Marketing Research, Himalaya Publishing House, 2007
5. Rajendra Nargundkar, Marketing Research Text & Cases, TataMcGraw Hill, 2008
6. Luck & Rubin, Marketing Research, Prentice Hall 7th Edition 2008
7. Malhotra, Marketing Research: An Applied Orientation, 6e, Pearson

MBA IV Semester

Specialization: Marketing Management

Elective Code: OP- 406B:

Agriculture & Rural Marketing

Course contents

Unit – I

Introduction to Rural Marketing: Definition and Concept of rural marketing, characteristics of rural marketing, need and significance of rural markets, Environmental factors affecting rural marketing, Indian scenario of rural marketing.

Unit – II

Aspects of Rural Marketing: Difference between rural markets and urban markets, Problems and opportunities in rural marketing, marketing mix in rural marketing (4 A's of rural marketing), profile of a typical rural consumer (rural consumer behavior)

Unit – III

Marketing of Goods & services – Features and strategies of marketing of FMCG, Durable goods & Services (Banking& other financial services) in rural markets, marketing of agricultural inputs, marketing of rural artisan products

Rural marketing strategies – Rural marketing strategies related to product, pricing, promotion, packaging, distribution and segmentation

Unit – IV

Agriculture Marketing - Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Its Economic importance, Agricultural Produces and their market, Export potential for agricultural products.

Unit – V

Rural Retailing – Development & Growth of organized retailing, types of retail outlets & role of retailers, problems of rural retailers, rural malls & e-rural marketing (Innovative practices in rural retailing in India like Hariyali kisaan bazaar, ITC's e-choupal initiative, HUL's project Shakti, Triveni Khushali Bazaar and Godrej Aadhar)

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Badi & Badi, Rural Marketing, Himalaya Publishing House, 2014
2. TP. Gopalswamy , Rural Marketing : Environment, Problems and Strategies Vidya Vikas 2011
3. K.S. Habiburahaman, Rural Marketing in Indian, Himalaya Publication, 2003
4. Krishnamacharyullu& Ramakrishnan, Rural Marketing : Text & Cases , Pearson, 2/e, 2012
5. Dogra & Ghuman, Rural Marketing – Concepts & Practices, Tata McGraw Hill, 2011
6. Bir Singh, Rural Marketing, Anmol Publications
7. Pradeep Kashyap, Rural Marketing, 2e, Pearson, 2012

MBA IV Semester

Specialization: Marketing Management

Elective Code OP- 407B:

Sales and Distribution Management

Course contents

Unit I

Sales Management – Objectives, Sales Planning - Strategic role of sales management. Organizing the sales force - Recruitment, selection and training the sales force. Personal selling process - Sales knowledge - Knowledge about the product, customers and technology - Relationship Selling Process

Unit II

Planning sales calls - Building long term partnership by selling - Sales Aids - Use of technology in sales-Field Sales Planning - Compensation and Evaluation of Sales Force. Sales Quotas and Targets - Sales Control-Specialized techniques in selling - Tele Marketing - Online Marketing – Multi Level Marketing

Unit III

Developing the Sales Force for Industrial Customers and Consumer products-Sales Meetings and Field Sales Control- Value added selling- Network Marketing – Mail order selling- sales audit.

Unit IV

Marketing Channels: Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management, Wholesaling: Concept, Importance, Functions –Wholesaler Marketing Decisions – Trends in Wholesaling

Unit V

Introduction to Supply Chain Management: Concept – significance – components, Channel selection - Channel Conflicts & its Resolution- Channel Performance Evaluation, Technology in distribution: Bar-coding – RFID – Electronic payment Systems.

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Havaladar, Sales and Distribution Management: Text and Cases, Tata McGraw Hill Edition
2. Prof. Sarwade W. K, Supply Chain Management, ALP Books, New Delhi 2010
3. Chunawala S A, Sales Management, Himalaya Publications, 2007
4. S.L. Gupta , Sales and Distributions Management , Excel Books, 2007
5. P.K. Sahir Kishor C Raut, Sales and distribution management, VidyaVikas 2008
6. Krishna Hawaldar V M Kaule, Sales and distribution management, Tata McGraw Hill 2006
7. Bhat K. S, Sales & Distribution Management, Himalaya Publications, 2014
8. Tanner, Sales Management , 1e, Pearson

MBA IV Semester**Specialization: Marketing Management****Elective OP- 408B****Retail Management****Course contents****Unit – I**

Retailing: Concept, Importance, Functions of retailing, Indian Vs Global Scenario, Store & Non Store Retailing, Franchising, Unconventional channels. Retail Strategies, Differentiation strategies, Growth strategies, Expansion Strategies, Pricing strategies
Retail Marketing mix - Retail consumer buying behavior, factors influencing buying behavior, Segmentation, positioning.

Unit – II

Retail Location: Selecting the store location, market area analysis, factors affecting attractiveness of market areas and trade areas, estimating sales potential, trade area analysis, measurement and definition of trade area, Site evaluation and selection

Unit – III

Store Design: Store layout, Types of layouts, Factors affecting store layout, creating a store image & buying environment, The Exterior: marquee, entrance, door types, walk ways, display windows, colors and materials. Store Interiors, Merchandise presentation techniques, visual merchandising Store security
Store Administration: Floor space management, Managing store inventories and display

Unit – IV

Merchandising & Retail Communication Mix: Concept, Importance, Functions, Steps in merchandising planning, Category management Concept, Assortment planning process: need for trade-off between variety, assortment and product availability, Assortment plan, Introduction to Private label brands, Planning retail communication, Managing in-store promotions and events

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Prof. Sarwade W.K., Retail Management, ALP Books, New Delhi 2010
2. Swapna Pradhan, Retailing Management, Tata McGraw Hill, 2006
3. Retail Management – Gibson Vedamani, Jaico Publishing House
4. Berman & Evens, Retail Management : A Strategic Management, Prentice Hall New Edition 2007
5. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; Oxford University Press; New Delhi.
6. Cox, Retailing: An Introduction, 5e, Pearson
7. Arif Sheikh & Kaneez Fatima, Retail Management, Himalaya Publishing 2011
8. Harjit Singh, Retail Management - A Global Perspective, S. Chand & Company 2011
9. Suja Nair, Retail Management, Himalaya Publishing 2007

MBA IV Semester Elective

Human Resource Management

Elective Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits	Duration of Exam
		Lect	Tutorial	Int	Ext			
OP- 404C	Labour Laws	45	15	40	60	100	4	3 Hrs
OP- 405C	Performance Management System	45	15	40	60	100	4	3 Hrs
OP- 406C	Compensation Management	45	15	40	60	100	4	3 Hrs
OP- 407C	Human Resource Development : Strategies & System	45	15	40	60	100	4	3 Hrs
OP- 408C	Cross Cultural & Global Human Resource Management	45	15	40	60	100	4	3 Hrs

MBA IV Semester**Specialisation: Human Resource Management****Elective Code: OP-404C Labour Laws****Course contents****Unit I**

The factories act 1943, approval licensing and Registration- Inspecting staff-health – welfare- working hours- annual Leave with wages- periodical Returns-registers and records.

The Contract Labour-(Regulation and Abolition) act 1970 advisory boards Registration of establishments- licensing of Contractors-welfare and health of contracts Labour – Registers and other records to be maintained

Unit II

The Bombay Shops and establishments act 1948.Registration of Establishment-Licensing of shops and commercial establishment-residential Hotels, Restaurants and eating houses-amusement or entertainment- Leave with Pay and payment of wages – health and safety- Maintenance of registration – records and annual reports

Unit III

The Minimum Wages act 1948 , fixing of Minimum rates of Wages – Procedure for fixing and revising minimum wages advisory boards and committees-wages in kind – wages for workers. who work for less than normal working day – wages for two or more classes of work – Minimum time rate wages for piece rate work – Maintenance of registers and records.

The Payment of wages act 1936 Fixation of Large periods- Time of payment of wages –deduction which may be made from wages- Maintenance of registration and records

Unit IV

The Payment of bonus act 1965 computation of gross profit and available surplus eligibility and disqualification for labour payment of minimum and maximum bonus – calculation of bonus with respect to certain employee – Proportionate deduction in bonus in certain cases – computation of number of working days-time limit for payment of bonus

The payment of gratuity act 1972 entire act

The workers compensation act 1923 entire act

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. ND Kapoor, elements of mercantile law , Sultan Chand and sons- 29th Revised edition 2008
2. S.C Shrivastava , Industrial relation and labour Laws, Publishing house-2008
3. Padhi Labour and Industrial laws Printice Hall of India Vikas 1st edition 2007

**MBA IV Semester
Management**

Specialisation: Human Resource

Elective Code: OP-405C Performance Management System

Course content:

Unit I

Introduction of Performance Management System, Defining Performance Management System - Performance Planning, Performance Coaching and Performance Appraisal Performance Management System and other workforce processes like Career Planning, Compensation Management and Separation Planning, Performance Planning, Linking individual and team goals to organizational goals, Goal Setting Procedure. **Performance Improvement for Teams-Building a High Performance Team. Performance Ethics**

Unit II

Performance Appraisal, Definition and Objectives of Performance Appraisal, Process of Performance Appraisal - Self Assessment and its importance Methods of Performance Appraisal Traditional and Modern, Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Behaviorally Anchored Rating Scale- Pitfalls of the Performance Management Process.**Understanding Poor Performance-Common Reasons for Poor Performance, Attitude Problems.**

Unit III

Management by Objectives - Process and Importance, Why Performance Appraisal fails, - Halo Effect, Cultural issues in Performance Appraisal, Managing Expectations, Role of communication in process, How to minimize the effect of causes for failure of Performance Appraisal, Performance Coaching, Performance Appraisal as a Training Need Assessment, Counseling for better performance, Feedback Mechanisms in organizations – Important Elements of Career

Unit IV

Training the superiors to give constructive feedback, Current Trends in Performance Management Systems, Emphasis on Continuous Feedback, 360 Degree - A Debate, Assessment Centers, Use of Technology, Challenges ahead in Performance Management Systems, Potential Appraisal, Assessment Center, System of Pay for Performance, Adhering to Business Plan- Performance Improvement Through Innovation and Creativity. International Performance Management

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. R.K. Sahu, Performance Management system, Excel Books, 2007.
2. T.V. Kao, Appraising & Developing Managerial Performance, Excel Books, 2007.
3. G.K.Suri, C.S. VenkataRatnam, N.K. Gupta, Performance Measurement and Management, Excel Book, 2007.
4. Sarma A.M., Performanc Management systems, Himalaya Publication House, 2008.
5. Kandula, Performance Management, straltgies, interventions, Drivers, Printice Hall of India, 2007.
6. Cardy, Performance Management concepts skills & exercise, prentice Hall of India 2007.
7. Performance Management (2nd Edition) Herman Aguinis 2008
8. Performance Management and Appraisal Systems: Hr Tools for Global Competitiveness First Edition, Response Books (2004)
9. Performance Management Systems and Strategies, Dipak Bhattacharyya Pearson Education India

**MBA IV Semester
Management****Specialisation: Human Resource****Elective Code OP- 406C: Compensation Management****Course content:****Unit I**

Wages and Salaries determination - Difference between salary and wages - Basis for compensation fixation - Preparation of Pay Roll- Role of Compensation in creating high performing organizations.

Unit II

Components of wages - Basic Wages - Overtime Wages - Dearness Allowance - Basis for calculation - Time Rate Wages and Efficiency Based Wages - Incentive Schemes - Individual Bonus Schemes - Halsey, Halsey Weir, Rowan - Group Bonus Schemes - Effect of various labor laws on wages

Unit III

Components of salary - Effect of various industrial laws on salary -Other Benefits - Subsidized Transport - Subsidized food in canteen, Non-monetary Incentives- Calculation of Income Tax implications while calculating the income of an individual - Cost to the Company. Pay for Performance: The Evidence -Pay for Performance Plans- Relationship of Compensation to Other Functions- Performance Appraisals

Unit IV

Valuation of Perquisites - Taxability of various components of salary and wages like Allowances, Gratuity, Leave Encashment, Receipts on Voluntary Retirement Scheme, Leave Travel Assistance, Medical Reimbursement, Employees' Stock Option Scheme.Union Role in Wage and Salary Administration

Unit V

Fixation of Tax Liability - Tax deduction at source - Deductions and Tax Rebates to be considered while deciding tax deducted at source - Tax Deduction Certificates- Compensation Management in Multi-National organizations- International Pay Systems-Government and Legal Issues in Compensation- Budgets and Administration

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Milkovich, Compensation, SIE, Tata McGraw Hill Edition, 9780070151581
2. George Mikovich, Compensation, McGraw Hill 9th Edition 2008
3. B.D. Singh, Compensation, & Reward Management, Excel Books, 2007
4. Subhashesh Bhattacharya, Compensation management concept & current practices, ICFAI press 2008.
5. Barry Gernart& Sara Rynes, Compensation, Sage south Sage south Asia Publisher, 2008.
6. SoffiaDube, Compensation Management, Excellent Books, 2006.
7. Compensation Management, Dipak Kumar Bhattacharyya, OUP India, 2009
8. COMPENSATION MANAGEMENT: Rewarding Performance, S.S. UPADHYAY, Global India Publications, 2009
9. Compensation Management in a Knowledge-Based World (10th Edition), Richard I Henderson, 2005

**MBA IV Semester
Management****Specialisation: Human Resource****Elective Code OP- 407C: Human Resource Development : Strategies & Systems****Course content:****Unit I**

Human Resource Development: Concept, scope, objectives, significance, HRD policy, HRD system & Structure, HRD administration, Role of HRD managers, culture & climate of HRD in organization, HRD process. HRD needs assessment systems & processes, steps involved in HRD needs assessment, strategic Dimensions of HRD.

Unit II

Strategic significance of HRD, Process of framing of HR strategies, Role of HRD strategies, levels of HRD strategies, process of integration of HRD strategies with business strategies, HRD interventions/ Techniques, Globalization, Technology & HRD issues, Managing Diversity for HRD, Employee development & Multi-skilling for HRD, Competency Development for HRD, HRD Challenges.

Unit III

Knowledge Management for HRD: Concept, importance and benefits of KM, Building Knowledge Organization, Strategic framework for Knowledge Mapping, Learning Organization, steps & strategies for developing learning organization.

Unit IV

Quality Management Practices and HRD: Quality & HRD linkages, Employee Empowerment & Quality of work life, HRD & Six-Sigma practices, Quality Circles & Total employee involvement for HRD, productivity & HR, Management of Change & HRD.

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. SubbaRao.P Human development,Himalaya publishing House,2007.
2. JohP.Wilson,Human resource Development ,Kogan page,2nd edition 2005.
3. Richard Regis ,Strategic Human Resource Management & Development ,Excel books, 1st edition 2009.
4. P.C Tripathi , Human Resource Development Sultan Chand & Son's 5th Revised edition
2002.
5. 2002.
6. LalithaSrividya ,HumanResource Development ,Himalaya Publishing House ,2009.
7. Dr.Bhattachrya ,HumanResource Development ,Himalaya Publishing House.

**MBA IV Semester
Management**

Specialisation: Human Resource

Elective Code OP- 408C: Cross Cultural & Global Human Resource Management

Course content:

Unit I

Concept of IHRM ,issues in IHRM, barriers to effective Global HRM , social & cultural context of IHRM, cultural sensitivity, social, religious & economic implications, Hofstede's Model of four cultural Dimensions, Workforce Diversity, strategies for managing workforce diversity

Unit II

Expatriation & repatriation, selection process of expatriate, expatriation adjustment process , expatriate failure, types of cross cultural training, culture shock, Repatriate training, International Human Resource Planning, issues in supply of International Human Resources.

Unit III

Understanding role of culture, communicating across culture: culture noise, cultural variables in communication process, managing cross cultural communication. Cross cultural Negotiation & Decision making: Negotiation process, understanding Negotiating Styles, managing negotiation, culture influence on decision making, cross cultural leadership.

Unit IV

Compensation Management in International Context: objectives & key components of international compensation, emerging issues in compensation management, Performance Management for expatriates, Issues & challenges in international performance management.

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. International Human Resource Management by Edwards ,2011,ISBN-9788131715222,Pearson Publication Ltd.
2. International Human Resource Management 2ndedition ,bychris Brewster ,Paul sparrow and Guy Vernon ISBN : 978143981596,Mc Graw Hill publication.
3. International Human Resource Management: Text and Cases by K. Ashwathappa ,2007,ISBN: 9780070656123,McGraw Hill publication.

MBA IV Semester

Elective

Production and Operation Management

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits	Duration of Exam
			Int	Ext			
OP 404 D	Goal Programming In Management	60	40	60	100	04	3 Hrs.
OP 405D	Transportation Management	60	40	60	100	04	3 Hrs.
OP 406D	Service Operations Management	60	40	60	100	04	3 Hrs.
OP 407D	World Class Manufacturing	60	40	60	100	04	3 Hrs.
OP 408D	Maintenance Management	60	40	60	100	04	3 Hrs.

MBA Semester IV Specialization: - Production & Operation Management**Elective OP 404 D: Goal Programming In Management****Course Contents**

Goal Programming, Basic Concept Model Formulation, Graphical and Simplex Method; Integer Goal Programming, Post-Optimal Sensitivity Analysis; Parametric Goal Programming; Goal Programming Under uncertainty; Application of Goal Programming in Functional Areas of Management; Implementation of Goal Programming; Introduction to some Application Software such as – QSB, Micro Manager and LIGO.

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Cook, Thomas M and Rursell, Robert A. Introduction to Management Science. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1985.
2. Eppen, G D. etc. Quantitative Concepts of Management. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1994.
3. Ignizio, J P. Goal Programming and Extensions. Lexington, Lexington Books, 1976
4. Ijier Y. Management Goals and Accounting for Control. Amsterdam, North Holland 1965.
5. Lee S M. Goal Programming for Decision Analysis, Philadelphia, Auerbach, 1971.

MBA Semester IV Specialization: - Production & Operation Management**Elective OP 405 D: Transportation Management****Course Contents**

Growth the Urbanization and Problems of Transportation; Transport-Challenges and Limitations; Government Activities in Transportation; Transportation System – Planning; Operation and Management; Trip Generation and Distribution; Load Planning; Transportation Modes and their Selection; Sequential Travel Demand Forecasting Models; Future Developments in Transportation; Motor Vehicle Act 1988 and its Impact on Urban Transport System; Emission Norms.

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Baerwald, J E. Transportation and Traffic Engineering Handbook, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.
2. Bell, G. etc. The Business of Transport. Plymouth, McDonald and Evans, 1984.
3. Dickey, J W. Metropolitan Transportation Planning. New Delhi, Tata McGraw Hill, 1980.
4. Grey G. E. and Hole. L.A. Public Transportation Planning: Operations and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1979.
5. Gupta, M P. Metropolitan Transportation System. New Delhi, National, 1983.
6. Papacostas, C S. Fundamentals of Transportations Engineering, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.

Elective OP 406 D: Service Operations Management**Course Contents**

Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and Layout for Services; Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards and work Measurement; Measurement and Control of quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting – Line analysis; Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services; Case Studies of Professional Services.

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Bowman David E. etc. Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing. San Francisco, Jossey Bass 1990.
2. Collier David A. Service Management: Operating Decisions. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
3. Fitzsimmons, James A and Sullivan, Robert S. Service Operations Management, New York, McGraw Hill 1982.
4. Heskett, James L etc. Service Breakthroughs - Changing the Rules of the Game. New York, Free Press, 1990.
5. Murdick, R G. etc. Service Operations Management. Boston, Allyn and Bacon, 1990.
6. Sharma, J K. Service Operations Management, Delhi, Anmol, 2001.

Elective OP 407 D: World Class Manufacturing**Course Contents**

World Class Manufacturing Environment; Imperatives for success – Technology, System Approach and change in the mindset; Strategic Decisions in Manufacturing Management; Choice of Technology, Capacity, Layout/Automation in Material handling Systems; Aggregate Planning and Master Production Scheduling-Materials Requirement Planning (MRP) – Software in Use, Manufacturing Resources Planning (MRP-11) Software in Use. Implementation Problems/Indian experience; Optimized Production; Technology Principles advocated by EliyahuGoldtratt; Just – in – Time System; JIT Manufacturing System, JIT Pull System – Use of Kanban, JIT Purchase – Source Development, Buyer – Seller relations; Supply Chain Management/Bench Marking;

Total Quality Management – TQM Philosophy, TQM Principles, TQM Tools including Circles, SQC/Acceptance Samplings, Quality through Design, QFD – Quality House, Failure Mode Effect analysis, Fault – tree analysis, Concurrent Engineering Principles Taguchis, Quality loss function and Robust Design Concept, Designing Products thro ‘Fuzzy’ Logic, Quality Management System and ISO9000 Standards; Total Employee Involvement and Small Group Activities; Customer – Driven Project Management (Integration of TQM, Project Management Systems with customer – Driven team Structure)/ Automation in Design and Manufacturing; Automated Material Handling equipments, Role of IT in World Class Manufacturing, Flexible Manufacturing System (FMS), Group Technology/Cellular Manufacturing System; Six Sigma.

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Buffa, Elwoods and et al Programmed learning at for Production and Operations Management – Illinois, Learning System Co. 1981.
2. Devitsiotis, Kostas N: Operations Management Auckland. McGraw Hill, 1981.
3. Hughes, Chris: Productions and Operations Management. London, Pan Books, 1985.
4. Schonberger, Richard J: Japanese Manufacturing Techniques. NY, Free Press, 1982.

MBA Semester IV Specialization: - Production & Operation Management**Elective OP 408 D: Maintenance Management****Course Contents**

Importance of maintenance – objectives of maintenance – structure of the plant – reasons for and nature of maintenance – production – maintenance systems.

Types of maintenance – maintenance systems – planned and unplanned maintenance – breakdown maintenance – corrective maintenance – opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – selection of maintenance systems.

Maintenance planning and scheduling – establishing a maintenance plan – items to be maintained. Maintenance organization – resource characteristics – resources structure – maintenance control – administrative structure – training of maintenance personnel

System operations and documentation – documenting maintenance operations – record keeping – data collection and analysis – failure statistics – planning and scheduling plant shutdowns

Depreciation & Machine Life, Replacement policies, spares and types of spares, spares planning, maintenance control, network techniques in maintenance activities, evaluation of maintenance performance

Total productive maintenance – development and scope – basic systems of TPM – procedures and steps – productivity circles – TPM as a part of TQM – benefits of TPM

Safety precautions – characteristics of items to be maintained – classification of items – maintenance procedure – guidelines for matching procedures to items – universal maintenance procedure – establishing a new maintenance schedule

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. Maintenance Planning and Control – Antony Kelly – East West Press Pvt. Ltd.

Elective

INFORMATION TECHNOLOGY / SYSTEMS

Elective Code	Subject Title	Lectures	Distribution of Marks		Total Marks	Credits	Duration of Exam
			Int	Ext			
OP 404 E	Computer Ethics	60	40	60	100	04	3 Hrs.
OP 405 E	Cyber Law	60	40	60	100	04	3 Hrs.
OP 406 E	Information Systems Audit	60	40	60	100	04	3 Hrs.
OP 407 E	Multimedia Management	60	40	60	100	04	3 Hrs.
OP 408 E	Security And Control Information System	60	40	60	100	04	3 Hrs.

MBA Semester IV

Specialization: - I. T. / SYSTEMS

Elective OP404E : Computer Ethics

Course Contents

Unit I

History of Computers, Computer Ethics, Technology and Ethics, Computer Ethics and Morality, Ethical Decision Making in Computing, Distinction between Law and Ethics, Computer Crime, Computer Criminals, Computer Fraud, Hackers and Hacking, Computer Sabotage.

Unit II

Problem of Information Ownership, Intellectual Property Rights, Protecting Intellectual Property, Software Piracy, Free Software, Invasion and Right of Privacy, Methods of Privacy Violation, Protecting Privacy.

Unit III

Computer Reliability, Professional Responsibility, Solutions to Problems Related to Computer Reliability, Ethical Issues in Robotics, Disciplines involved in Robotics, Difficulties of Programming Robots for Ethics.

Unit IV

Phising, Pharming, Software Bombs, Music Sharing, Open Source Software, Identity Theft. ACM Code of Ethics and Professional Conduct, IEEE Code of Ethics.

Unit V

At least 10 Case Studies on Computer Ethics with respect to applications of computer and Information Technology. Following fields to be included Computers and Business-Computerized Workplaces, Telecommuting, Electronic Business, Computers and Health-Technostress, Medical Robots, Telemedicine, Computers and Education-Future Schools, School Surveillance, Electronic Learning, Computer and Politics-Internet Democracy, Electronic Government, Electronic Voting, Environmental Problem.

Books Recommended:-

1. Stamatellos G., "Computer Ethics: A Global Perspective", Jones and Bartlett Publishers, 2007.
2. Johnson D. G., "Computer Ethics", Third Edition, Pearson Education, 2007.
3. Ermann D., Shauf M. S., "Computers, Ethics, and Society", Oxford University Press, 2003.
4. Winston M., Edelbach R., "Society, Ethics, and Technology", Cengage Learning, 2013.
5. Barger R. N., "Computer Ethics A Case-based Approach", Cambridge University Press, 2008.

MBA Semester IV

Specialization: - I. T. / SYSTEMS

Elective OP405E: Cyber Law

Course Contents

Unit I

Basic Concepts, Overview of Criminal Law, Civil Law, Mens Rea/ Actus Rea, Hierarchy of Courts (Criminal / Civil), Concept of Seizure (Panchanama), Freezer, Forfeiture.

Unit II

Traditional Crime (Indian Penal Law) and Cyber Law, Jurisprudence of Cyber Law, General overview of Computers and Web Technology.

Unit III

Electronics Governance, E-commerce and Legal Issue, Secure Electronic Record and Secure Electronic Signatures, Electronic Signature Certificates, Use of Electronic Record and Digital Signature.

Unit IV

Use of Electronic Contract and Relevant Provisions in Information Technology Act, Cyber Law and Intellectual Property Issue, Overview of Law related to Intellectual Property in India.

Unit V

Law of Copy Right and Cyber Space, Law of Trade Mark and Cyber Space, Cyber Crime and Preventive measures,

Unit VI

Offences and Penalties under Information Technology Act, Cyber Law Appellate Tribunal, Guidelines for Cyber Café, Overview of Stationary in Electronic Service delivery.

Unit VII

Blocking of web sites, Digital Evidence and Evidence Law.

Unit VIII

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Book Recommended : -

1. Author Sood Vivek, **Cyber Law Simplified**, Publisher: TATA MCGRA 2004.
2. Author Ratanlal and Dhirajlal, **Law of Evidence**, LexiNexis Butterworth Wadhwa, 25th Edition.
3. Author Dr. Veena Maadhav Tonapi, 2 Edition, Publisher Universal Law (2013).
4. Indian Cyber Law,, Universal *Law Publishing* Co. Pvt. Ltd, 2001
5. Author : Kamlesh N Agarwala, Murli D Tiwari, **IT and The Indian Legal System**, Macmillan Publishers India, 2002

MBA Semester IV

Specialization: - I. T. / SYSTEMS

Elective OP406E: INFORMATION SYSTEMS AUDIT

Course Contents

Unit I

Auditing Concepts, ISA - Need, Concept, Standards, Performance, Steps, Techniques, Methodologies - Around and Through Computer Controls - Concept, Objectives, Types, Risk,

Unit II

Exposures IT Environment – Hardware, System Software, O.S., Infrastructure, Network, documentation -Review of Performance

Unit III

Network Concepts, LAN, WAN, Client-Server-Architecture, Internet, DEI, email, Encryption, Digital Signature - Review of Performance, procurement and other controls

Unit IV

Software Procurement and Development - SDLC - Meaning and IS Auditor's Role - Traditional, SSAD, OOM, Prototyping, 4GL –

Unit V

Project Management -Testing - Implementation Review IS Operations - Planning, Organizing, Scheduling, SCM, Problems Management, Record Maintenance, QA and QC, Review and Controls

Unit VI

Controls - Input, Process, Validation, Output, Logical Access, Physical Access, Database, Network, Environment, BCP Evidence collection, Evaluation and Reporting

Unit VII

Methodologies IS Strategies and Management - Organizational structures, Long Term and Short Term Plans, HR Policies, Segregation of duties.

Unit VIII

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. By Weber, Information: Control & Audit, Pearson edition 2008. 2. By Ron

Weber, EDP Auditing Conceptual Foundations and Practices, Tata McGrill

2nd edition 2001.

3. By - Mohan Bhatia , Auditing in a Computerized Environment Tata McGrill

2nd edition 2001.

4. By Jack J. Champlain, Auditing Information Systems

MBA Semester IV**Specialization: - I. T. / SYSTEMS****Elective OP407E:****Multimedia Management****Course Contents****Unit I**

Introduction to Multimedia, Stages in a Multimedia Project, Multimedia Hardware-Windows vs Macintosh, Memory and Storage Devices, I/O Devices, Multimedia Software-Text Editing and Word Processing Tools, OCR Software, Painting and Drawing Tools, Image Editing Tools, Sound Editing Tools, Basic Tools for Making Instant Multimedia, Authoring Tools.

Unit II

Multimedia Building Blocks – Text-Fonts, Designing Text, Font Editing and Design Tools, Hypermedia and Hypertext, Sound-Digital Audio, MIDI Audio, Audio File Formats, Vaughan's Laws of Multimedia Minimums, Adding Sound, Images-Bitmaps, Vector Drawing, 3D Drawing and Rendering, Animation-Principles of Animation, Video-Analog Video, Digital Video, Shooting and Editing Video.

Unit III

Internet History, Multimedia and Internet, Tools for the World Wide Web-Designing for World Wide Web, Web Servers, Web Browsers, Search Engines, Assembling and Delivering a Project-Testing, Delivering on the World Wide Web, , Planning and Costing, Scheduling, Estimating, Bid Proposals, Designing and Producing, Delivering.

Unit IV

Where to use Multimedia?, Multimedia in Education & Training, Multimedia in Business, Schools, Home, Public Places. Multimedia Applications – Hotel Management, Banking Information System, Tourist Information System.

Unit V

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. By B. Prabhakaran, Multimedia Database Management Systems (2007), Kluwer Academic Publishers.
2. By E. S. Al-shaer (Author), G. Pacifici (Author), Ehab S. Al-shaer Management of Multimedia On The Internet, Springer publisher 2008.
3. Vaughan, Tay: Multi-Media: Making it work, NY, McGraw-Hill 1997.

MBA Semester IV

Specialization: - I. T. / Systems

Elective OP408E : SECURITY AND CONTROL INFORMATION SYSTEM

Course Contents

Unit I

Introduction to Security: Need for Security and control, Risks to Information system data and resources, Definition of Information security, Computer crimes and virus, Internal control,

Unit II

Types of security, Physical Security: Threats to security, Physical access, Fire, and theft protection Environmental hazards; Logical Security: Threats to security,

Unit III

Access control-Identification, Authentication, Authorization, Password control and management Access control software; Data Security: Threats to security, Access controls, Back-up and recovery strategies, Data input/output control Data encryption;

Unit IV

Tele-Communication Security; Physical security, Logical Access security, Dial-in access security; Network management control, Authentication protocols, Internet/intranet/extranet security,

Unit V

Computer configuration and operation Security: Hardware/ Software security, Start up/Shut down procedures, Back-up/recovery strategies; Personal Security, Threats Security, protection from people, Protection of employees: Security Planning: Risk and Security policy, Security management, Security audit.

Unit VI

Analysis and solution of 10 case study related with above topics must be discussed in classroom.

Books Recommended:-

1. By Stephen Cobb, Cobb's, *Guide To Pc And Lan Security 2001*, backinprint.com
2. By Peter T. Davis, Barry D. Lewis, *Computer Security for Dummies 2006*, John Wiley & Sons Inc (Computers)
3. By Paul Buis, Chris Hare, Robert Kelley, *Internet Security*, New Riders Publishing; Bk&CD-Rom edition
4. By Joel Snyder, Chris Hare, Derek Atkins, *Internet Security: Professional Reference with Cdrom*, 2nd edition, New Riders Publishing Thousand Oaks, CA, USA 1997.

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