

COURSE STRUCTURE & SYLLABUS
FOR
MASTER OF BUSINESS ADMINISTRATION
PROGRAM

(Effective from Session 2012-2013)

(Approved in 83rd Academic Council Meeting held on 26.05.2012)



Department of Management Studies
Indian School of Mines
Dhanbad – 826 004.

M.B.A. Program Outline

1. The program is of two years duration divided over four semesters.
2. The program consists of twelve core courses along with two laboratory classes in communication, one personality development and one software lab during the first two semesters. At the end of the second semester, the student will undergo Summer Training of six weeks duration in a Professional Organization. After completion of the training the student will present a report.
3. The Third Semester comprises of two core courses and four electives.
4. Each student has to select two electives each from any two of the following functional areas:
 - a) Financial Management
 - b) Operations and Systems Management
 - c) Marketing Management
 - d) Human Resource Management
5. The Fourth Semester comprises of two core courses, one term paper and four elective papers.
6. Each student has to select two electives each from the two functional areas as chosen in the Third Semester.
7. At the end of Second and Fourth Semesters there will be a viva-voce.
8. The total number of courses over the four semesters will be 32.
9. The total number of credit hours in each semester are as follows:

a) Semester I	48
b) Semester II	48
c) Semester III	46
d) Semester IV	48
10. The students will be evaluated on the basis of Mid semester exam, Home assignments, Class Participation which will carry 40% weightage and End Semester Examination which will carry 60% weightage.

COURSE STRUCTURE FOR MBA PROGRAM

Semester	Course No.	Name of the Course	L T P	Credit Hours
Semester I	MSC 41101	Accounting for Managers	3 1 0	7
	MSC 41102	Principles of Management	3 1 0	7
	MSC 41103	Business Statistics	3 1 0	7
	MSC 41104	Decision Sciences	3 1 0	7
	MSC 41105	Managerial Economics	3 1 0	7
	MSC 41106	Information Systems for Managing Business	3 1 0	7
	MSC 41201	Business Communication Lab -I	0 0 2	2
	MSC41202	Software Lab.	0 0 4	4
		Total Credit Hours		48
Semester II	MSC 42101	Corporate Finance	3 1 0	7
	MSC 42102	Organizational Behaviour	3 1 0	7
	MSC 42103	Operations Management	3 1 0	7
	MSC 42104	Marketing Management	3 1 0	7
	MSC 42105	Business Research Methods	3 1 0	7
	MSC 42106	Human Resources Management	3 1 0	7
	MSC 42201	Business Communication Lab - II	0 0 2	2
	MSC 42202	Personality Development Lab.	0 0 2	2
	MSC 42501	Viva Voce	0 0 0	2
	**Summer Training of minimum 6 weeks			
		Total Credit Hours		48
Semester III	MSC 43101	Entrepreneurship Management	3 1 0	7
	MSC 43102	Strategic Management	3 1 0	7
	MSE 43...	Elective	3 1 0	7
	MSE 43...	Elective	3 1 0	7
	MSE 43...	Elective	3 1 0	7
	MSE 43...	Elective	3 1 0	7
	MSC 43001	**Summer Training Evaluation	0 0 0	4
		Total Credit Hours		46
Semester IV	MSC 44101	International Business	3 1 0	7
	MSC 44102	Project Management	3 1 0	7
	MSE 44...	Elective	3 1 0	7
	MSE 44...	Elective	3 1 0	7
	MSE 44...	Elective	3 1 0	7
	MSE 44...	Elective	3 1 0	7
	MSC 44001	Term Paper	0 0 0	4
	MSC 44501	Comprehensive Viva Voce	0 0 0	2
		Total Credit Hours		48

List of Electives

III Semester	IV Semester
FINANCE	
MSE 43101 Microfinance	MSE 44101 Valuation and Corporate Restructuring
MSE 43102 Security Analysis and Portfolio Management	MSE 44102 Merchant Banking and Financial Services
MSE 43103 Commercial Bank Management	MSE 44103 International Finance
MSE 43104 Financial Engineering	MSE 44104 Risk Management & Derivatives
OPERATIONS & SYSTEMS MANAGEMENT	
MSE 43105 Management of Technology	MSE 44105 Supply Chain Management and Logistics
MSE 43106 Materials Management	MSE 44106 Advanced Decision Modeling
MSE 43107 Operations Strategy	MSE 44107 Quality Management
MSE 43108 Globalization in Operations Management	MSE 44109 Enterprise Resource Planning
MSE 43109 Decision Support System	MSE 44110 System Dynamics
MSE 43110 Database Management Systems	
MARKETING MANAGEMENT	
MSE 43111 Sales and Distribution Management	MSE 44111 Consumer Behavior
MSE 43112 Rural Marketing	MSE 44112 Industrial Marketing
MSE 43113 Services Marketing	MSE 44113 Retail Marketing Management
MSE 43114 Advertising and Promotion Management	MSE 44114 International Marketing
HUMAN RESOURCE MANAGEMENT	
MSE 43115 Human Resources Development	MSE 44115 Management of Self in Organizations
MSE 43116 Group Dynamics and Industrial Psychology	MSE 44116 Management of Excellence & Innovation in Organizations
MSE 43117 Personnel Management and Industrial Relations	MSE 44117 International Human Resource Management
MSE 43118 Organizational Development & Change Management	MSE 44118 Management of Human Capital
	MSE 44119 Commercial & Business Laws

SEMESTER – I

MSC 41101 - Accounting for Managers

Introduction to accounting; Accounting equation; Preparation of financial statements; Accounting Standards – US GAAP, Indian GAAP, IFRS; Accounting Cycle; Journal; Ledger; Trial Balance; Final Accounts; Introduction to Accounting for Inventories; Accounting for Receivables, Fixed Assets; Depreciation and Amortization, Accounting for Liabilities; Accounting for Shareholder Equity. Statement of Cash Flows; Analysis of Financial Statements; Comparative Statements; Common Size Statements; Ratio Analysis, Du-Pont Analysis; Introduction to Cost and Management Accounting; Cost concepts: Absorption & Marginal Costing, CVP Analysis, Standard Costing and Variance analysis. Cost Allocation; Activity Based Costing; Balanced Scorecard; Recent Developments in Cost and Management Accounting; Target Costing; Life Cycle Costing; Strategic Cost Management.

MSC 41102 - Principles of Management

Management: Definition, The Evolution of Management Thought, Recent Contributors to Management Thought; Task & Responsibilities of a Professional Manager; the Functions of a Manager; Management Style; Managerial Decision Making; Corporate Social Responsibility; Introduction to corporate governance; Ethics in Management. Organizational Theory: Definition; Dimensions of Organizational Structure; Types; Determinants; Organizational Design: Issues.

MSC 41103 - Business Statistics

Concepts, Purpose; Frequency Distribution; Presentation of Data; Measures of Central Tendency; Measures of Dispersion, Skewness, Kurtosis and Moments; Correlation and Regression; Probability Distributions – Binomial, Poisson, Normal; Sampling and Estimation; Hypotheses testing – t test, z test; Chi-square test; Analysis of Variance; Case discussion;

MSC 41104 - Decision Sciences

Management Decision making process; Classification of Decision making situations: Pay-off matrix, Opportunity Cost Matrix, Decision Making under risk and uncertainty;; Application of Operations Research Models in Management Decision problems; Linear Programming Model and its applications; Solution methods, Duality theory and applications, Post-Optimality Analysis, Transportation and Assignment Problems-solutions Methods; Non-Linear programming models and applications, Classification of solution methodologies for non-linear programming; Concepts and principles of Network Analysis; Concept of Game Theory; Replacement Analysis.

MSC 41105 - Managerial Economics

Fundamentals of Microeconomics and Macroeconomics; Demand and Supply Analysis; Utility Analysis; Production Analysis and Cost Analysis; Market Analysis; Public Goods and Externalities; Asymmetric Information; Measurement of Macroeconomic Variables; Income and Employment Determination; National Income Accounting; Aggregate Demand and Aggregate Supply; Demand for Money and Supply of Money; Inflation and Deflation, Monetary and Fiscal Policies; Investment Analysis; Foreign Trade and Balance of Payments, Foreign Exchange and Foreign Direct Investment;

MSC 41106 - Information Systems for Managing Business

Introduction to information systems; Concepts of systems, information and decision making; Structure of IS; Humans as information processors; Information based support systems; Information Systems Plan; Developing and implementing Application Systems. Introduction to

DSS; Basics of DBMS; Introduction to ERP, Objectives, Benefits and Challenges, Strategic issues and Applications of ERP; Introduction to Data warehousing and data mining.

MSC 41201 - Business Communication Lab - I

Concept, Significance and Practice of Business Communication; Types & Elements of Communication; Channels of Organizational Communication; Oral and Written Communication; Barriers to Communication; Role Play

MSC 41202 - Software Lab

Spreadsheet based applications using built-in functions and analysis tools; Application of Statistical Tools and Techniques; Financial models involving Time value of money – basis functions like NPV, IRR, MIRR, YTM, Annuity functions, Mortgage, Pension, Financial statements, Models of Valuation; Operations Research Models, Sensitivity Analysis, Monte Carlo Simulation; RDBMS based applications; Use of Application packages like SPSS, MINITAB, LINDO and LINGO. Introduction to ERP packages; Introduction to Project Management Software; Introduction to Accounting related packages.

SEMESTER II

MSC 42101 - Corporate Finance

Introduction to Financial Management; Time Value of Money; Risk and Return, The Cost of Capital, CAPM; Basics of Capital Budgeting, Cash flow estimation and Risk Analysis; Leverage; Preparation of Budget and Budgetary control; Management of Working Capital; Cash Management and Receivables Management; Capital Structure; Sources of Finance, Dividend policy.

MSC 42102 - Organizational Behaviour

Definition, Individual Processes in Organizations: Foundations of Individual Behavior, Perception, Values, Attitudes, Motivation, Job Satisfaction; Group Processes in Organizations; Leadership, development of the concept, Managerial Effectiveness, Conflict, Negotiation; Culture – meaning, contemporary models of culture, organizational culture;

MSC 42103 - Operations Management

Introduction to Operations Management; Operations Strategy; Product Design; Process Design; Facility Layout; Facility Location; Quality Management; Forecasting Models; Production Planning and Control – Aggregate and Operations Planning, Job Shop Scheduling and sequencing; Inventory management and Techniques – EOQ models, MRP, ERP, JIT systems; Introduction to BPR;

MSC 42104 - Marketing Management

Marketing Concepts – Approaches to Marketing/ Marketing Mix –Functions of Marketing- Marketing Environment– The changing marketing environment – Analyzing needs and trends in Macro Environment and Micro Environment - The Marketing Process - Market Segmentation , Market Targeting and positioning strategies, B2B and B2 C marketing, New Product Development, Packaging – Purpose, Types and New Trends in packaging, Product Life Cycle, Physical Distribution – Importance and role of distribution in marketing, Introduction to the various channels of distribution –Promotion Tools – Sales Promotion, Advertising, Personal Selling, Direct Marketing and Online Marketing, Pricing Integrated Marketing Communication, Branding and Packaging, Recent Trends in Marketing.

MSC 42105 - Business Research Methods

Research Process; Types of Research; Problem identification & Hypotheses formulation; Research Design: General Designs of Research, Randomized and Correlated Groups Design; Sampling Design; Measurement and Scaling; Methods of Data Collection; Reliability & Validity; Data Presentation and Report Preparation; Introduction to Qualitative Research Methods. Multivariate Techniques – Multiple Regression; Multiple Discriminant Analysis; Factor Analysis; Cluster Analysis; Conjoint Analysis; Multiple Dimensional Scaling.

MSC 42106- Human Resources Management

Definition and Concept; Challenges of HRM; HR as a factor of Competitive Advantage; HR Profession: The changing nature; Human Resource Planning; Job Analysis, Recruitment and Selection; Performance Appraisal; Implementing 360 degree; Compensation & benefits - Evaluation and implementing performance related schemes, Indirect Compensation; Maintenance & Separation; Training & Development; Gender Issues; Workplaces of the future.

MSC 42201 - Business Communication Lab. – II

The practical classes accompanied with theoretical inputs will be conducted in the following areas of Advanced Business Communication:

- a) Communication as a skill: Negotiation Skill, Presentation Skill, Group Discussion, Personal Interview, Etiquette & Mannerism, Assertiveness Skill
- b) Issues in Communication: Loaded, Gender free & Cross Cultural Communication.

MSC 42202 – Personality Development Lab.

Concept of Personality, Understanding Personality: nature and Nurture Debate, Personality and human behavior, approaches Personality Development, normal vs. abnormal personality, measuring personality: projective and subjective tests, psychometric techniques, behavioral modification techniques for Personality Development: anxiety, stress and cognitive appraisal, communication, inter-personal skills and emotional intelligence, Personality Development and Managerial Effectiveness.

MSC 42501 - Viva Voce

On completion of this semester Summer Training of minimum 6 weeks follows.

SEMESTER III

MSC 43101 - Entrepreneurship Management

Concept and Evolution of Entrepreneurship, Classification and type of entrepreneurs, nature and importance of Entrepreneurs; Opportunity Assessment in Entrepreneurship: Feasibility Plan Outline; Environmental Assessment in Entrepreneurship, Entrepreneurial Ventures and Financial Analysis, Writing an Effective Business Plan; Financial Sources for Entrepreneurial Ventures: Venture Capital financing, Angel investors and others; Entrepreneurial issues in various cultural context;

MSC 43102 - Strategic Management

Introduction to corporate strategy, The strategic management process, Environmental appraisal - socio-political and legal, Organizational Appraisal, Competitive Advantage, Corporate level strategies, Strategic Analysis and choice, Strategy Implementation, Tailoring

strategy to fit specific industry and company situations, Changing nature of Strategies in the New Millennium; Strategies in international business.

Note: *The students have to take two core courses and four elective courses, two each from the first area and second area of their specialization.*

MSC 43001 – Summer Training Evaluation

SEMESTER IV

MSC 44101 - International Business

Introduction; International Business Environment: International Trade and Investment Theory, The International Monetary Systems and Balance of Payments; Foreign Exchange and Trade Policies; WTO & Global Liberalization; Managing in the International Environment: International Strategic Management; Strategies for Analyzing and Entering Foreign Markets; International Strategic Alliances; Operations of International Business: Global Operations Management and Sourcing Strategies; International Marketing; International Investment & Finance; International Human Resources Management and Labour Relations.

MSC 44102 - Project Management

Project Management – an Overview; Market and Demand Analysis; Technical Analysis; Economic and Financial Analysis; Concept of Social Cost-Benefit Analysis; Detailed Project Report.

Project Planning and Scheduling: Planning Time Scales, Project Planning using Network techniques, Scheduling of Project with Limited Resources, Implementation and Control; Project Organization, Project Management Information Systems, Project Evaluation, Basics of software Project Management.

MSC 44001 - Term Paper

MSC 44501 - Comprehensive Viva Voce

Note: *The students have to take two compulsory courses and four elective courses, two from the first area and two from the second area of their specialization.*

ELECTIVE COURSES

FINANCE

MSE 43101 - Microfinance

Overview of Microfinance and its Evolution; Principles of Microfinance, Institutional Structures and Delivery Mechanisms; Products and Services: Lending and Saving Products; Microfinance in India; Existing Microfinance Models; Regulatory issues in Microfinance; Measuring Performance, Impact Assessment, Managing viability.

MSE 43102 - Security Analysis and Portfolio Management

Investment scenario; Financial Markets: Capital and Money Market, Primary and Secondary Market; Financial Institutions; Bond Valuation; Equity Valuation; Fundamental Analysis, Technical Analysis; Risk and Return of Individual Assets and Portfolio, Portfolio Selection Models: Markowitz Theory; Sharpe's Single Index Model; Efficient Market Hypothesis; CAPM; APT; Portfolio concepts; Markowitz's Mean-Variance Analysis; Portfolio Construction and Optimization; Portfolio Performance and Revision.

MSE 43103 - Commercial Bank Management

Evolution of Commercial Banking, Banking Sector reforms and contemporary issues in Commercial Banking. Bank Balance sheet: An Analysis. Capital Planning and Capital Adequacy of Banks, Cost of Funds and Transfer pricing. Credit Management: Loan Policy of Banks and Exposure norms, Credit Management: Credit Appraisal, Assessment of Credit Requirements Credit Rating, and Pricing of Loans. Loan Delivery and Monitoring of Accounts, Management of Guarantees and other Fee based business. Management of NPAs: Legal and Non-legal Measures, Credit Risk Models and Credit Derivatives. Investment Management in Banks: Management of SLR and non-SLR securities, Asset-Liability Management, Risk Management in Banks.

MSE 43104 - Financial Engineering

Models for Financial Valuation, Building a financial model; Financial Modeling for Leasing; Portfolio Modeling ; Value-at-Risk, Modeling Variance –Covariance Matrix, Estimation of VaR for single asset and portfolio VaR, Historical Simulation and Monte Carlo Simulation; Bootstrapping Option-Pricing Modeling, Estimation of Basic Payoff pattern, Option Strategies and Portfolio Payoff, Binomial Option Pricing Model, Black-Scholes Model.

MSE 44101 - Valuation and Corporate Restructuring

Corporate Valuation; Discounted Cash Flow Approach; Relative Valuation Approach; Asset based valuation; Theory of Firm; Introduction to Mergers, Acquisitions, Amalgamations, Spin Offs and demergers; Determination of Swap Ratios; Cross Border M&A; Legal Procedures; Joint Ventures; LBOs and MBOs; Takeover Defenses; Corporate Control; Financial Distress – Prediction and Prevention.

MSE 44102 - Merchant Banking and Financial Services

Merchant Banking Activities; Capital Issue Management: Pre and Post Issue Management; Role of NBFCs; Financial Services Industry in India-An Overview; Role of SEBI, RBI in Financial Sector; Leasing: Lease Evaluation and Accounting; Hire Purchase and its Evaluation; Factoring and Bill Discounting; Consumer Finance; Insurance; Mutual Funds; Venture capital; Credit Rating.

MSE 44103 - International Finance

International Financial Management – An overview; International Flow of Funds – The Balance of Payments; International Monetary Systems; Foreign Exchange Market; Exchange rate Determination- PPP & IRP; Various Approaches to Exchange rate forecasting; Exchange rate quotation, Inter-bank Forex Market, Merchant Rates, Forward and Discount rates; Managing Exposure to Exchange rate Fluctuations, Transaction, Economic & Translation Exposure; Currency derivatives; International financial markets & instruments.

MSE 44104 - Risk Management & Derivatives

Risk Assessment: Risk identification and measurement, pooling arrangements and diversification of risks; Introduction to Forwards, Futures, Options and other derivative instruments; Pricing Forward Contracts; The Carry Cost Model; Pricing Option Contracts; Black-Scholes Model; Binomial Pricing Models; Volatility Estimation Techniques; ARCH family of models; Measuring Option Price Sensitivity; Hedging strategies using Derivative products; Credit Risk and Credit Derivative Products, Value at Risk and its Application.

OPERATIONS AND SYSTEMS MANAGEMENT

MSE 43105 - Management of Technology

Technology Management – Basic Concepts, Aspects and Issues; Implications of Change; Technology Environment – Science and Technology in India; Policies and Linkages; Technology Forecasting; Technology Support Systems – Financing, Information Systems; Organizing for Technology at Enterprises; Generation and Development; Technology Transfer; R & D Management.

MSE 43106 - Materials Management

Materials Management – Functions & Objectives; Systems approach to Materials Management; Inventory management and techniques; Purchasing policy and sourcing strategies; Supplier Rating, Selection and Development; Stores Management Principles and Practices; Learning Curve; MRP I, MRP II & ERP; JIT systems; Materials Accounting and Information Systems.

MSE 43107 - Operations Strategy

Competing through Operations; Strategic Location Choices; Manufacturing Strategies – FMS, Concurrent Engineering, Agile manufacturing system; Outsourcing and Networking; Planning and Scheduling – PULL based Systems; Process Choices; Product Design.

MSE 43108 - Globalization in Operations Management

Globalization in Operations Management – meaning and background; Key driving forces for globalization; Strategies for meeting international challenges; Modes of entry into international markets – equity and non-equity-based modes; Globalized Operations Strategies – prime issues and concerns for effective decision making; Performance dimensions in Globalized Operations Management, coordination and structural issues; Facility Location Decision in globalized environment; Quality Management issues in managing globalized operations – TQM and quality assurance certifications, meeting the demand for environment-friendly operations; Relevant inventory management and suppliers management issues.

MSE 43109 Decision Support Systems

Management support framework for computers; Fundamentals of decision theory and decision modeling; Humans and information processors and information systems as decision systems;

Human decision styles; Models, heuristics, and simulation; Overview of DSS database; User interface; DSS development methodology and tools; Need for expertise in decision models and expert systems; Expert systems fundamentals; Knowledge engineering, knowledge representation and inferencing; Integrating expert systems and DSSs; Strategies for implementing and maintaining management support systems. Case studies.

MSE 43110 Database Management Systems

Decision Process and Database Management; Evolution of Databases; Schemas and subschemas; Global view of data; Data structures; File organization, criteria for database design; Canonical databases, normal forms, relational data model; Relational algebra and calculus; Query languages; SQL; Security, integrity and protection; Role of database administrator; Concurrent operations, distributed databases; Industrial applications.

MSE 44105 - Supply Chain Management and Logistics

Supply Chain Management – genesis, definitions and basic structure; Value Chain concept; Relevant issues in supply chain; Strategy formulation; Product type- Supply Chain Matrix; Strategic sourcing and management of supply, Suppliers evaluation and development, Outsourcing strategy.

Logistic Management – functions and basic issues, Indian Scenario; Areas of logistical decision making, Design of transportation network; Warehousing; Introduction to e-commerce; Performance measurement of Supply Chain Management.

MSE 44106 - Advanced Decision Modeling

Integer Programming and its application in Decision Making, Solution Methodologies, Zero-one programming; Dynamic Programming; Principle of Optimality, Concepts of State and Stage, Solution of Discrete and Continuous Dynamic Programming Problems; Introduction to Markov Process; Queuing Theory: Definitions & Classification, Applications; Discrete-event Simulation and its applications; Concept of Multi Criteria Decision Making; Stochastic Decision Making Models: Decision Tree, Introduction to Stochastic Programming Model; Soft Optimization Methods: Genetic Algorithm, Simulated Annealing, Neural Network and Heuristic Programming Methods.

MSE 44107 - Quality Management

Quality Management- Evolution; Contributions of Juran, Deming, and Crosby; Quality Systems: Six Sigma, TQM, ISO Certification.

Statistical Quality Control: Process variations and causes, statistical basis for quality control, Quality characteristics variables and attributes, SPC problem-solving tools; Control charts for mean and standard deviation; Process capability analysis.

MSE 44109 Enterprise Resource Planning

Introduction to ERP, Objectives, Benefits and Challenges; Strategic issues and Applications of ERP; Architecture of Integrated Information System (ARIS); Business processes, Workflows, Process models and modeling languages; Business process management through applications of IT; Supply Chain Management (SCM) and other enterprise-wide systems applications- SRM, CRM, PDM; E-Business and ERP; ERP Implementation; Business Process Reengineering (BPR); Understanding ERP functioning through a standard ERP package e.g. SAP. Overview of SAP and working of its various modules like FI, CO, MM, SD etc; Pre and Post implementation;

MSE 44110 System Dynamics

Systems Concept and System Dynamics, Evolution of System Dynamics as a System Enquiry Methodology.

Physical and information flows; causality and its interpretation; Causal loop diagramming, Flow diagramming; Level and rate configurations; Principles of modeling; Behavioural characteristics of low order systems; Smoothing of information, Exponential delays, Response characteristics of smoothing and delay functions.

Model formulation, Simulation of system dynamics models, Software packages for System Dynamics Simulation, Model validation, Policy design.

Some applications of system dynamics methodology to policy design problems in industrial, economic, social, environmental, and technological systems, etc.

MARKETING MANAGEMENT

MSE 43111 - Sales and Distribution Management

Module 1: Sales Management : Definition and meaning, Objectives, Sales Research, Sales Forecasting, Sales Forecasting methods, Sales Planning and control, Sales Organization : Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, Specific Characteristics of a successful salesman, Recruiting, Selection and Training of Sales force, Sales Training, motivating the Sales Team : Motivation Programs - Sales Meetings, Sales Contests, Sales Compensation, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package, Supervising, Evaluating Sales Force Performance and Controlling, Personal Selling: Basics, role of relationship marketing in personal selling, tools for personal selling, Value added selling

Module 2: Physical distribution - Definition, Importance – participants in physical distribution process, Different forms of channels, Functions of Marketing Channels, Integrated Marketing Channels – Horizontal, Vertical, Multi channel marketing Systems, Wholesaling – Importance & Types - Functions of Wholesaler – Wholesaler Marketing Decisions – Trends in Wholesaling, Channel Management - Channel Selection Process & criteria - Performance appraisal of Channel Members -- Channel Conflicts & Techniques to resolve channel conflicts

MSE 43112 – Rural Marketing

Introduction, Profile of rural market in India. Main problem areas in rural marketing, channel Management, Marketing communication, Market Segmentation and Marketing of Products, Strategies for Rural Marketing, Social and sustainability aspects of rural marketing.

MSE 43113 – Services Marketing

Understanding Services: Factors influencing the Growth of the Service sector at the Global Level, Nature of Service Marketing; Service Marketing Mix; The customer experience: Customer Expectation and Satisfaction; managing customer portfolio, demand management, service delivery process, Strategic Issues in Service Marketing: operating strategy; productivity; Marketing Services in Specific Industries services marketing: Tourism Industry, Financial Sector, Information Technology and ITes Services, Entertainment Industry, Health Care Services; Challenges for future.

MSE 43114 - Advertising and Promotion Management

Advertising: Basic Concepts, Models, Situational Analysis; Role of Advertising in the Marketing Mix and Positioning Decisions; Advertising Opportunities for different Product Situations; Setting Advertising Objectives and Formulating Advertising Strategies; Advertising Budgets, Media Planning, Copy Decisions, Copy Testing, Evaluating Advertising Campaigns; Advertising Research Techniques; The Social and Economic effects of Advertising; Advertising Agencies, PR as an element of Marketing Mix, Various PR tools, Ethical issues in advertising.

MSE 44111 - Consumer Behavior

The Individual Perspective of Consumer Behavior; Learning, Perception, Motivation, personality and Psychographics; Social and Ethical Perspective of Consumer behavior – Family Influences, Social, Cultural and Developmental Influences; Models of Consumer Behavior, Consumer Response to Marketing – Innovation and the Product Life Cycle, Consumer Information Processing and Choice; Consumer Behavior and Strategy – Issues; Organizational Buying Behavior; Current Trends and Developments in Consumer Behavior: New Technology.

MSE 44112 - Industrial Marketing

Basics of Industrial Marketing, Industrial Markets and Environment, Industrial buyer behaviour, STP framework in industrial market, Product strategy and new product development, industrial distribution channels, Communications for Industrial market, Industrial pricing strategies and policies, International industrial marketing

MSE 44113 - Retail Marketing Management

Introduction to Retailing, Strategic Planning in Retailing, Retail Institutions, Consumer behavior in retail operations, management of service quality, Changing retail scene in India, Choosing store location, E-Retailing, Retail audit and globalization in retailing, Promotional Strategy. Customer Relationship Management in retail.

MSE 44114 - International Marketing

Globalization and the New economic order, liberalization and internationalization of the Business, The Global Market Place, Key Aspects of International Marketing, Macro and Micro Environment, Global Marketing Strategies, understanding cross-cultural consumer behavior, Global Market Segmentation, International marketing Mix, International product strategy, pricing, promotion, sales and distribution, E-commerce and international marketing, Export Management, contemporary issues in international marketing.

HUMAN RESOURCE MANAGEMENT

MSE 43115 - Human Resource Development

Definition & Background, Economic Development; HRD and Organizational Socialization; Development of Individual through Training; Designing Training Programs: On –the Job, Off-the Job, Methods, Other methods of HRD: Suggestion schemes; Counselling; career planning; talent management; Competency mapping, Strategic Interventions: HRD in Service and Information Technology Sectors, HRD for Women and Workers; Mentoring; HR Audit: Audit Methodology; Writing the HRD Report; Designing and using HRD Audit for Business Improvement; Training need analysis, HRD in India: Cases in PSUs and Private Sector Enterprises.

MSE 43116 - Group Dynamics and Industrial Psychology

Module 1: Dynamics of Groups and Teams:

Groups: Definition, Types & Roles of Groups in Organizations; Elements of Group Behavior and the Communication process, Group communication networks, Group communication and performance; Group Decision making: Anatomy, Group Think, Methods of Group Decision Making, Group Conflict: Sources, Process, Resolution, Groups and Change: Group as an agent of Change, Sources of Change in Groups, Team Building and Effectiveness, Recent development in Group Dynamics and Team Building

Module 2: Industrial Psychology:

Definition, scope, its uses and its relationship to other branches; Accidents and Safety; Fatigue and Monotony; Changing Context of Work: Telecommuting; Job Evaluation: Job Redign, Conditions of Work and Productivity; Psychological Tests and its uses.

MSE 43117 - Personnel Management and Industrial Relations**Module 1: Personnel Management**

Personnel Management: Nature & Evolution, Personnel Function: Personnel as a Specialist Function, Qualities of a Personnel Manager, Policies, Future of Personnel Management, Discipline & Grievance Procedure: Definition, Disciplinary Procedure Model, Other Procedures, Grievance Procedure & Interview Termination of Employment: Retirement, Resignation & Termination of Contract, Layoff & Exit Interview, Dealing with Human Aspects of Termination, Cases in Indian & International Context

Module 2: Industrial Relations

Industrial Relations: Definition, Approaches to IR, Parties to IR, Industrial Worker in India: Profile of Indian Workers in India, Problems of Industrial Workers: Absenteeism, Commitment, Work Ethics, Industrial Dispute: Causes, Types, Settlement of Disputes, Collective Bargaining: Prerequisites, Process, Growth of Collective Bargaining in India, Workers Participation in Management: Concept, Purpose, Workers Participation Scheme in India Trade Unions: Origin, Growth, Structure, Problems in India Labour Welfare: Concept, Purpose, Statutory & Non-Statutory Provisions: Contract Labour Act 1970, Laws related to Remuneration: Payment of Wages Act 1936, Minimum Wages Act 1948, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Laws related to Industrial Relations: Industrial Disputes Act 1946, Industrial Employment (Standing Orders) Act 1946, Trade Union Act 1926, Laws related to Social Security: Workmen Compensation Act 1926, Employee State Insurance Act 1948, Employee Provident Funds & Miscellaneous Provisions Act 1952, Maternity Benefit Act 1961, Payment of Gratuity Act 1972, Current Developments & Amendments in various Laws

MSE 43118 - Organizational Development & Change Management**Module 1: Organizational Development:**

Definition; Historical Development; Foundations of Organizational Development; Managing the Organizational Development Process; Diagnosing organizations: Collecting, Analyzing and Feeding Back data; Organizational Development Interventions: Types, Micro Organizational Development and Macro Organizational Development Interventions; The future of organizational Development.

Module 2: Change Management

Introduction, Nature, Types, Evaluating & Promoting Change. teamwork; motivating and enabling change: Organizations as learning entities; becoming an effective change leader; change management competencies and its development.

MSE 44115 - Management of Self in Organizations**Module 1: Individual and Interpersonal Behavior:**

Developing Self Awareness – concepts of secular & spiritual levels, Effective Problem Solving, Managing Stress, Assertiveness, Trust Building, Organizational Success Through Effective Team work, Getting along with People (co-workers, Boss); Managing Emotions at the work place; Emotional Intelligence; Developing good work habits; Developing self-confidence and becoming a leader.

Module 2: Self, Personality and Psychological Assessment:

Evolution, Theory and issues of Psychological Assessment; Assessment Centre, Use of Standardized Instruments in Various areas: Intelligence Testing, Attitude Testing, Personality Assessment, Self Report Inventory, Typological Tests, Summing Up and developing Personal Profile. Current developments in industry;

MSE 44116 - Management of Excellence & Innovation in Organizations

Module 1: Management of Excellence:

Individual level roots of excellence, Group-level roots of excellence, Management of Organizational Excellence, Organizational Excellence in the context of a developing country, Excellence through human values.

Module 2: Management of Innovation:

Innovation and the importance of Networking; Technological Innovation in Small and Medium Enterprises; Building Organizational Capacities for Production Innovation; Management of Technological Innovation; Technological Fusion and the new R&D; Structural Imperatives of Organizational Culture for Innovation; organization as a Laboratory for Learning.

MSE 44117 - International Human Resource Management

Introduction; Management World in the New Millennium; Differences between Domestic HRM and International HRM, Issues in Cultural Diversity at Work; Global Business Environment - Human & Cultural Variables; Cultural Differences & Managerial Implications; Motivation for IHRM; Cross Cultural Leadership; Cross Cultural Communication, Recruitment, Selection, Development and Retention in Global Context.

MSE 44118 - Management of Human Capital

Concept, Evolution, Significance and dimensions of Human Capital; Human Capital Formation and Need for a Change in Perspective; Changing Global Economy and Human Capital; Human Capital Formation Strategies; Impact of Human Capital Practices on ROI, Synchronizing Strategic Human Resource Management with Human Capital.

MSE 44119 - Commercial & Business Laws

The Indian Contract Act, 1872, Nature, offer and acceptance consideration, Agreement vis-à-vis contract, void agreement & void able contract; Capacity to contract, Free Consent, Legality of Object, Agreement not declared void, Contingent contracts; The Companies Act, 1956, Nature of Company, Registration & Incorporation, MOA, Articles of Association its relation with memorandum of Association; Prospectus, Membership, Kinds of Share Capital, Debentures, Directors-Position, Appointment, Removal, Power & Duties, Majority Powers and Minority Rights; Prevention of Oppression and Mis-management; Compromises Arrangements and Reconstructions and Winding Up; Laws of Partnership, Nature, Relations and Dissolutions; Industrial Law, Employee Provident Fund and Payment of Gratuity Act, 1972; The Consumer Protection Act, 1986, Definitions of Consumer, Person, Goods, Service, Trader, Manufacturer, Unfair and Restrictive Trade Practices; The Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records, Certifying Authorities.