University School of Management Studies

Study Scheme and Syllabus

Batch 2014 -16

Programme : Management Studies
Level : Postgraduate
Course : M.B.A.
## Study Scheme for M.B.A

### Semester: 1\(^{st}\)

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### Summer Training

At the completion of the first two semesters of the first year and before the commencement of the third semester in the second year the student is required to undergo summer training in an organization. A report based on the summer training shall be submitted within four weeks from the commencement of the third semester.
# Study Scheme for M.B.A.

**Semester: 3rd**

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## Study Scheme for M.B.A.

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University School of Management Studies offers dual specialization in MBA Programme. Students have the option to choose two subjects of each of the specialization in semester 3 and semester 4. The elective papers will be offered in the functional areas of management such as Marketing, Finance, Human Resource, Production and Operations and Information Technology.
## ELECTIVE SUBJECTS- MBA PROGRAM

### Human Resource

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### Finance

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### Marketing

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### Production and Operations

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MBA
SEMESTER I
M.B.A. I Semester Syllabus

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Unit I


Unit II

Planning: Types of plans, steps in planning process. Concept and process of Managing by Objectives (MBO). Nature and purpose of strategies and policies. Strategic planning process. SWOT analysis, Portfolio matrix, premising and forecasting. Decision-Making: Importance and steps in Decision Making; Difference between Traditional approaches and Modern approach to decision-making; Decision making under certainty and uncertainty, decision tree; group-aided decisions; Brain storming; Creativity - creative problem solving.

Unit III

Organizing: Concept of organization, process of organizing, bases of departmentation, Authority & power - concept & distinction. Line & Staff concept; problems of use of staff & ways to avoid line-staff conflict. Delegation - concept of delegation; elements of delegation - authority, responsibility, accountability. Reasons for failure of delegation & how to make delegation effective. Decentralization - concept, reasons for decentralization and types (or methods) of decentralization. Span of Management - factors determining effective span-situational approach. Coordination - Concept and importance of coordination; factors which make coordination difficult; techniques or methods to ensure effective coordination.

Unit IV

Control: Concept, planning-control relationship, process of control - setting objectives, establishing standards, measuring performance, correcting deviations. Dimensions or Types of Control - (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control (d) Techniques of Control - Brief review of Traditional Techniques & Modern Techniques of Control.

References

Text books & Reference Books

2. Griffin, Management: Principle & Applications, Cengage Learning
3. Stephen Robbins & Coulter Mary, Management, Pearson Education
5. P. Subba Rao, Principles of Management, Himalaya Publishing
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**Unit I**

**Communication:** its types and significance, elements of effective writing, Scientific, technical writing.

**Unit II**

**Speaking skills:** speech mechanism, organs of speech. Production and classification of speech sounds, phonetic transcription.

**Unit III**

**Speaking skills:** speech mechanism, organs of speech. Production and classification of speech sounds, phonetic transcription.

**Unit IV**

**Business correspondence:** business letters and reports.

**References**

**Text books & Reference Books**

Unit I

The economic background to management: Economics as discipline, the economic problems, the circular flow of economic activities, functions of economic system and the role of price mechanism. The business firm and its objective: The economic background to management: Economics as discipline, the economic problems, the circular flow of economic activities, functions of economic system and the role of price mechanism. The business firm and its objective Concept and Techniques, Nature of business decision making, marginal analysis, utility. Consume behaviour-theory of demand, Indifference curve and revealed preference, income effect and price effects and demand forecasts.

Unit II


Unit III

Market Structure –Prefect competition, monopoly, monopolistic, oligopoly, Pricing of goods and services, Pricing in various markets,

Unit IV

Price determination , methods of pricing ; cost plus pricing , target pricing , differential pricing , bid pricing , product line pricing, psychological aspects of pricing. Recent developments and applications in Indian Industry. Core Competencies of firms, centralization and decentralization, role of management, globalization and liberalization.

References

Text books & Reference Books

1. Managerial Economics, T.L Kaushal&o.p. khanna
2. Micro-Economics, H.L. Ahuja, S.Chand
3. K.K .Dewett, Modern Economic Theory, S. Chand Publication
4. D.M.Mithani, Managerial Economics Theory and Applications, Himalaya Publication
5. Craig Peterson & W Cris Lewis: Managerial Economics
6. Walter Nicholson: Microeconomics & its Applications
Unit I


Unit II

**Human Resource Planning:**

Unit III

**Training And Development:**

Unit IV

**Wages And Salary Administration:**

**Maintenance And Disciplining The Employees:**
Maintenance and Disciplining the employees. Discipline meaning and importance. Employees grievance handling mechanism and procedure. Disciplinary action dismissal and retrenchment. Recent Trends in maintaining health and safety of employees in the organization.

**References**

**Text books & Reference Books**

5. Goswami, P. R. Statistical Information Systyem and Libraries, New Delhi, Ammol Pub., 1996.
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**Unit I**


**Unit II**

Probability distributions – Binomial, Poisson and normal distributions – Characteristics and Applications.

**Unit III**

Procedure of Testing Hypothesis - T-test, Ki square test, Z test.

**Unit IV**

Linear Programming Concepts and Graphical Solution upto 3 Variables, Assignment Problems, Transportation Problems – Basic Solution and Its Optimization.

**References**

**Text books & Reference Books**

<table>
<thead>
<tr>
<th>Sub code</th>
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<tr>
<td>MB6106</td>
<td>Management Accounting</td>
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</tbody>
</table>

**Unit I**

**Unit II**
Fund Flow Analysis- Meaning significance, limitations, procedure for preparing fund flow statement, schedule showing change in working capital, adjusted profit & loss account, statement of sources and applications of funds and treatments of adjustment.
Cash Flow Analysis- Meaning (as per AS-3) classification of cash flows comparison and difference between cash flow and fund flow statements, preparation of cash flow statement and treatment of adjustments.

**Unit III**

**Unit IV**
Concept of Price Level Accounting: Meaning, Advantages, Disadvantages; Social Accounting: Concept of Social Cost Benefit Analysis; Meaning of Social Accounting; Need; Human Resource Accounting: Meaning; Need; Objections Against Human Resource Accounting.
Responsibility Accounting: Meaning; Steps involved in Responsibility Accounting; Responsibility Centre; Advantages of Responsibility Accounting.

**References**

**Text books & Reference Books**

1. Financial & Managerial Accounting, Charles Horgren, Walter Harrison, M. Oliver 3rd edition, Pearson
Sub code      Subject Name                                      L  T  P  C
CA6101  Workshop on Computer Applications and Management   2  0  2  4

Unit I

Unit II
MS office and its components- its applications in various managerial decisions.

Unit III
Computer Networks And Internet: Goals and Objectives of Computer Networks, Topologies, applications, email and effective use of social media websites.

Unit IV
Operating Systems: WINDOWS
MS Excel and Power Point presentation.

References

Text books & Reference Books
2. Donald H. - Sanclers Computers Today, Mcgraw Hill
3. Alexus Leon & Mathews Leon - Internet In A Nutshell
6. Fundamentals Of Electronic Data Processing Rcc, Booklet
MBA

SEMESTER II
# M.B.A. II Semester Syllabus

<table>
<thead>
<tr>
<th>Sub code</th>
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## Unit I
Introduction to Research: Definition, Scope, Limitations, and Types.
Objectives of Research, Research Process, Defining a research problem, Research Designs: Qualitative and Quantitative Research; Exploratory, Descriptive and Experimental designs.

## Unit II
Types of Data: Primary and Secondary Data; Methods of Data Collection.
Primary Scales of Measurement: Nominal, Ordinal, Interval and Ratio; Types of Scales: Ranking and Rating Scales.

## Unit III
Designing Questionnaire
Sampling: Basic Concepts, Techniques and Determination of Sample Size
Preparation of Data for Analysis: Editing, Coding, Tabulating.

## Unit IV
Theory of Estimation, Formulation and Testing of Hypothesis
Small & Large Sample Tests, Tests of Significance based on t, F, Z test and Chi-Square test.
Use of Software Packages for Data Analysis.
Research Report Writing: Contents of Report, Executive Summary, Bibliography format.
Presentation of Report.

## References
**Text books & Reference Books**
MB6202  Financial Management  4  0  0  4

Unit I


Unit II


Unit III

Capital Structure: Determinants of Capital Structure, Capital structure theories, Leverage Analysis: Meaning; Types; Estimation of Financial; Operating and Combined Leverage; Management of Retained Earnings: Retained earnings & Dividend policy, Consideration in dividend policy, Forms of Dividends theories, Bonus Shares.

Unit IV

Working Capital: Concept factors affecting working capital requirements, determining working capital requirements , Sources of working capital. Receivables Management, Inventory Management, and Cash Management. Introduction to concepts of EVA, MVA and CAPM.

References

Text books & Reference Books

University School of Management Studies MBA Syllabus

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</table>

**Unit I**

Organizational Behavior: What managers do, Definition of OB, contributing disciplines to OB, challenges and opportunities for OB. Foundations of Individual behavior - biographical characteristics, Learning- theories Attitudes Personality- types and determinants Perception

**Unit II**


**Unit III**

Interpersonal Skill- Transactional analysis, Life Positions, Johari Window. Leadership: Concept, theories styles and their application. Power and Politics in Organization

**Unit IV**

**Conflict Management**: Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict; Conflict Management; Negotiations-Meaning & definition; Negotiations Process; Issues in Negotiations. **Stress Management**: Meaning and Concept of Stress, Stress in Organization, Management of Stress. **Learning Organization**: Meaning & Definition, Creating a Learning Organization. **Organizational Culture**: Meaning & Concept, Cultural Differences

**References**

**Text books & Reference Books**

2. Organization Behaviour, L.M. Prasad, Sultan Chand
UNIT-I
Marketing and its core concepts; needs, wants, demands, exchange etc. Marketing management and its tasks in different situations, different philosophies of marketing management; the marketing environment; marketing information system and marketing research.

UNIT-II
Concepts and components of marketing mix; target marketing; marketing segmentation; positioning; consumer buying behaviour; consumer buying decision process. Basic concepts of a product; Concept of customer satisfaction, loyalty, retention and delight, Product mix and product line decisions; branding, brand equity and packaging decisions; new product development process.

UNIT-III
Product life cycle (PLC) and related strategies; meaning and significance of price; factors influencing pricing; general pricing approaches; pricing practice and strategies. Buyers requirements, unique sales proposition (USP), introduction to services marketing, seven Ps

UNIT-IV
Marketing channels and functions; designing a marketing channel; concepts and elements of marketing mix. Integrated marketing communications, organizing and implementing marketing in the Organization. Evaluation and control of marketing efforts. Buzz/ Viral marketing, Introduction to e-commerce.

References

Text books & Reference Books

UNIT-I


UNIT-II

Legal Environment: Company regulatory legislations in India, FEMA, Latest EXIM policy. Competition Law.

UNIT-III


UNIT-IV
Technological Environment: Impact of technology on business. Technological policy, import of technology, appropriate technology, problems in technology transfer.

International Environment: Emergence of globalisation. Control of foreign direct investment, benefits and problems from MNCs. WTO, its role and functions, implications for India. Trading Blocks.

References

Text books & Reference Books

1. Dr. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
4. Aswathappa, Essential of Business Environment, Himalaya Publishing
5. Aggarwal & Diwan, Business Environment, ExcelBooks
7. Economic Survey, Government of India (Latest)
Unit I

Introduction to the concept of agent and different types of mercantile agents Bailment and Pledge.

Unit II


Unit III

**Company Law** Incorporation of companies Memorandum of Association and Articles of Association Membership of a company Prospectus, Issue of capital, Meetings, Accounts and Auditors, Amalgamation, reconstructions, arrangements and compromises Provision with respect to appointment and removal of Director, Meeting, Winding up by court

Unit IV

**Law of Insurance:** Fundamentals Elements of Insurance. **Taxation:** Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, Customs, Central, state sales tax and VAT.

References

**Text books & Reference Books**

1. Mercantile Law by M.C Shukla, Sultan Chand
2. Business Law by P.Tulsian, Tata McgrawHill
7. Mercantile Law including Industrial Law, N. D. Kapoor, Sultan Chand
Sub code | Subject Name                                      | L | T | P | C
--------|--------------------------------------------------|---|---|---|---
MB6207   | Business Ethics and Corporate Governance         | 4 | 0 | 0 | 4

Unit I


Unit II


Unit III


Unit IV

**Corporate Governance Mechanism:** Anglo-American Model, German Model, Japanese Model, Indian Model, OECD. Relationship between ethics and corporate governance. Case studies: 1. Infosys Technologies 2. Tata Steel

References

**Text books & Reference Books**

1. A.C. Fernando, Corporate Governance, Pearson ( Also Refer for Cases)
   C.S.V. Murthy, Business Ethics, Text and Cases, HPH
2. Hartman, Perspectives in Business Ethics, TMH
3. Business Ethics - An Indian Perspective, Ronald D. Francis & Mukti Mishra, TMH
4. Crane, Business Ethics, Oxford
5. Mallin, Corporate Governance, Oxford
6. Kesho Prasad, Corporate Governance, PHI
7. Dr S. Singh –Corporate Governance, Global Concept, Excel Books.
MBA

SEMESTER III
University School of Management Studies MBA Syllabus

M.B.A. III Semester Syllabus

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</table>

Unit I

Unit II
**Assignment Problems** Traveling salesman problem, Row Minimum, Column Minimum, Iteration, Balanced, Unbalanced, Infeasible, Maximization. **Queuing theory** (waiting line), Single server/Single Queue, Essential features of queuing system, Single Queue, Operating characteristics of queuing system, Probability distribution in queuing system, Multi server, description of other queuing models (only description)

**Sequencing Problems** Processing 'n' jobs through 2 machines, Processing ‘n’ jobs through 3 machines, No 2 jobs on ‘n’ machines

Unit III
**Replacement Models** Replacement of items deteriorating with time, Replacement of items that fail completely, **Network models**, Introduction to PERT, CPM techniques, Network components, precedence, events, activities, errors and dummies, Critical path analysis, float, Probabilities in PERT analysis, project time calculations, Project crashing, time cost considerations

Unit IV
**Inventory models**, Meaning and importance of inventory management, EOQ formula, economic lot size, Problems based in EOQ formula, Types of Inventory control methods **Theory of games** – introduction, two person zero - sum games, Saddle point, Dominance theory, description of other models and their managerial application

References

Text books & Reference Books

Sub code | Subject Name | L | T | P | C
--- | --- | --- | --- | --- | ---
MB7306 | Seminar on Business Ethics and Corporate Governance | 1 | 0 | 2 | 2

**Unit I**

**Unit II**

**Unit III**

**Unit IV**
Corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD. Relationship between ethics and corporate governance. Case studies: 1. Infosys Technologies 2. Tata Steel

**References**
**Text books & Reference Books**

1. A.C. Fernando, *Corporate Governance*, Pearson ( Also Refer for Cases)
7. Kesho Prasad, *Corporate Governance*, PHI
8. Dr S. Singh –*Corporate Governance, Global Concept*, Excel Books.
MBA

SEMESTER IV
MBA Semester IV syllabus

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**Unit I**
Concept of strategy, Vision, Mission, Goal, Objective, Strategic Management Process, Corporate planning—an overview, SBU, Modes of strategic decision making, Strategic intent, Hierarchy of strategy.

**Unit II**
Environmental Scanning, SWOT analysis, Internal and External environmental analysis, Competition Analysis: Porter’s Five Forces Theory, Generic strategies, Competitive Advantage, Value chain analysis, Mckinesey’s 7s frame work, Balance Score card.

**Unit III**

**Unit IV**

**References**

**Text books & Reference Books**

**Sub code** | **Subject Name** | **L** | **T** | **P** | **C**
---|---|---|---|---|---
MB7406 | Seminar on Entrepreneurial Development and New Enterprise Management | 1 | 0 | 2 | 2

**Unit I**
Entrepreneurship: concept and definitions, entrepreneurship and economic development, classification and types of entrepreneurs, entrepreneurial competencies, factors affecting entrepreneurial growth: economic, non-economic factors, traits/qualities of entrepreneurs, intrapreneur, manager v/s entrepreneur.

**Unit II**
Elements for a programme, entrepreneurial training and development programmes, entrepreneurship orientation and awareness programme, evaluation of various EDP programmes, women entrepreneurs, steps taken by government, to promote EDP’s, institutional entrepreneurial environment in India.

**Unit III**
Definition of MSME (micro, small and medium enterprises), rationale, objective, scope, role of MSME in economic development of India, significant provisions of MSME act, 2006, mechanics of selling of new enterprise: size and location, optimum units: its meaning and determinants, size of industrial units in India, feasibility studies, technical, marketing and finance, managerial problems of new enterprises, production purchasing, financing, labour and marketing problems, facilities provided by different institutions and agencies in India, role of SMES in global environment.

**Unit IV**
Role of support institutions: of director of industries, DIC, SIDO, SIDBI, small industries. development corporation (SIDC), SISI, NSIC, NIESBUD, state financial corporation (SFCs).

**References**

**Text books & Reference Books**

MBA
SPECIALISATIONS
Unit I

**Introduction To Training Concept:** Definition, Meaning, Need For Training, Importance of Training, Objectives of Training, Concepts of Education, Training And Development, Overview of Training Functions, Types of Training.


Unit II

**Developing Effective Trainers,** Designing & Implementing Training Programs. Approaches to Management Development, Designing & Implementing Development Programmers, Team Building Exercises, Management Games, Simulations.

Unit III

**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, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance to Training.

**Technology In Training:** CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

**References**

**Text books & Reference Books**

6. Dr Janikiraman- *Training and Development* -Biztantra
7. Thomess Kutti - *Training for Development* – HPH
Sub code | Subject Name | L | T | P | C
--- | --- | --- | --- | --- | ---
MB102 | Organization Development and Change | 4 | 0 | 0 | 4

**Unit I**
Introduction to OD: Definitions & its distinguishing characteristics.
Action Research and OD
Action research: a process and an approach

**Unit II**
OD Interventions: An overview, team interventions, intergroup and third party peace making interventions, comprehensive interventions, structural interventions. Training Experience: T-groups, Behavioral Modeling and Career anchors. Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate interventions, depth of intervention, on being absorbed by the culture, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, implications of OD for the client.
Power, Politics and OD: Power defined and explored, theories about the sources of social power,
Organisational politics defined and explored, the role of power and politics in the practice of OD.

**Unit III**
Understanding Change, Types of Change, Factors Critical to Change
Organisational Culture ad Change
Cross Cultural Experiences, forms or organizational change-Mergers and Acquisitions
Turn Around Management
Process Based Change
Group Based Approaches to Change
Organisational Diagnosis – Issues and Concepts, Diagnostic Methodology – Quantitative and Qualitative

**Unit IV**
Key Roles in Managing Change
Skills for Managing Change
Managing Resistance to Change
Role of Leadership in Managing Change
Managing Transition

**References**

**Text books & Reference Books**
1. Richard Beckhard *Organisation Development Strategies & Models*
2. Wendell L. French *Organisation Development*
3. Cecil H. Bell Blake, Robert *Building a Dynamic Corporate through Grid OD*
4. Mounton Thomas H, Patten *Organisation Development through Team Building*
5. Edgar F. Huse *Organisation Development & Change*
7. Sprucing up the organisation .Indian Management Vol. 36, Dec, 1997
University School of Management Studies MBA Syllabus

Sub code | Subject Name | L  | T  | P  | C
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MB103 | Industrial Relations and Labor Legislation | 4 | 0 | 0 | 4

Unit I
Concept, Nature and models of IR- Unitarist, Pluralist, Dunlop’s and Marxist perspectives of IR; Industrial relations system in India: Structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.

Unit II
Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947- Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Powers and duties of authorities, Strikes, Lockouts, Layoff and retrenchments, unfair labour Practices, Penalties.; Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation; Dynamics of conflict and collaboration; Trends in industrial conflict; Nature, causes and types of industrial disputes-handling interest and rights disputes, Statutory and Non-statutory.

Unit III

Unit IV
Payment of Wages Act, 1936
Minimum Wages Act, 1948
Payment of Bonus Act, 1965
Factories Act, 1948
Mines Act, 1952

References
Text books & Reference Books
Unit I
Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

Unit II
Performance planning; Ongoing support and coaching; Performance measurement and evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Counselling, Identifying potential for development; Linking pay with performance.

Unit III
Implementing performance management system- Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations.

Unit IV
Compensation management process, Forms of pay, Financial and nonfinancial compensation. Compensation Strategies, Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure. Paying for performance, skills and competence. International pay systems: comparing costs and systems; Strategic market mind set; Expatriate pay. Concept and Rationale of Employees Welfare.

References
Text books & Reference Books

Unit I
Human Resource Planning- Objectives (Micro and Macro Levels)
HR Planning Linkage of HR Planning with Other HR Functions. Influencing Factors in Human Resource Planning. Manpower Planning: Tools, Methods and Techniques
Job Analysis, Job Description, Job Specification
Skills Analysis/Skill Inventory
Performance Appraisal
Manpower Inventory

Unit II
Use and Applicability of Statistical and Mathematical Models in Manpower Planning
Cohort Analysis
Census Analysis
Markov Models
Role Clarity Job Enrichment/Job Enlargement. Career Planning/Succession Planning
Manpower Planning Techniques and Formulation of Manpower for
Running Enterprises with No Major Expansion Plans
A Running Enterprise with Major Plans for Expansion, Modernisation, Diversification etc.
A New Enterprise about to be set up
Recent Trends in HR Planning

Unit III
Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.
HRD Process: Assessing need for HRD; Designing and developing effective HRD programs;
Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

Unit IV
HRD Activities: Employee development activities- Approaches to employee development,
leadership development, action learning, assessment and development centres;
Intellectual capital and HRD;
HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD;
Influence of motivation on development activities. Applications and Trends:
Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.

References
Text books & Reference Books
Sub code       | Subject Name                           | L | T | P | C |
-------------|----------------------------------------|---|---|---|---|
MB106        | Cross Cultural and Global Management   | 4 | 0 | 0 | 4 |

**Unit I**

**Unit II**
Global Business, Growth and Evolution: Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede’s Hermes Study; Structural Evolution of Global Organizations.

**Unit III**
Cross Cultural Leadership and Decision Making: Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles; Human Resource Management in Global Organizations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context.

**Unit IV**
Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation.

**References**

**Text books & Reference Books**

3. Mary O’Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*, Jossey Bass Publishers, San Francisco, USA,
Unit I
Risk and Return: Concept, types and measurement of risk and return.
Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

Unit II
Securities Valuation-Valuation models of equity shares. Investment Analysis; Fundamental analysis covering economic, industry and company analysis; Technical Analysis and chartist techniques; Efficient Market hypothesis; Form and tests, Random walk analysis.

Unit III
Portfolio Management: Concept, Objectives and Significance; Portfolio Theories: Markowitz model, Sharpe model, Capital Asset Pricing model, Arbitrage Pricing Theory; Portfolio selection and International diversification techniques. Portfolio revision: Scope and formula plans.

Unit IV

References
Text books & Reference Books

Unit I
Financial Services - Meaning, types and their importance. Depository - Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository systems in India, Dematerialization and Rematerialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.

Unit II
Mutual funds and AMCs - Concept, origin and growth of mutual funds, Constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. Recent trends in mutual funds in India.
Credit rating - the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects. Leasing - concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Tax aspect of leasing.

Unit III
Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

Unit IV
Debt Securitisation: Meaning, Features, Scope and process of securitisation.
Factoring - Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.
Plastic Money - Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organisations. Factors affecting utilisation of plastic money in India.
Stock broking services
Custodial services Short selling and securities buying and selling

References
Text books & Reference Books
2. Nalini Prava Tripathy, Financial Services, PHI Learning
7. Website of SEBI
Sub code | Subject Name | L | T | P | C
---|---|---|---|---|---
MB123 | Financial Derivatives and Risk Management | 4 | 0 | 0 | 4

**Unit I**

**Unit II**

**Unit III**

**Unit IV**

**References**
**Text books & Reference Books**

3. Reily and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
4. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
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**Unit I**
Bancassurance and Universal Banking

**Unit II**
Financial Innovations and Opportunities for Banks
International Banking- Organisational Structure, Activities and Regulation
Short Term-Emergence of Repose rate as the benchmarks
rate in the short term-Floating and fixed rates of interest-LIBOR, MIBOR and MIBID
Control of the Banking Sector by the RBI, CRR, SLR, CRAR and Income Recognition Norms, Provision for NPAs.

**Unit III**

**Unit IV**
IRDA Act 1999. Regulations framed by IRDA

**References**

**Text books & Reference Books**

1. Macmillan Publication- Legal & Regulatory Aspects of Banking - By Indian Institute of Banking & Finance -
5. Law and Economics of Insurance – I.C.87 (Insurance Institute of India).
<table>
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**Unit I**

**Unit II**

**Unit III**

**Unit IV**

**References**

**Text books & Reference Books**

Sub code | Subject Name | L | T | P | C
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MB126 | International Financial Management | 4 | 0 | 0 | 4

Unit I

Unit II
Multinational Firm: Its rationale goals, constraints; Financial operations of MNCs: Sources and Investment cannels, Cost of Capital and Capital Structure Decisions; Foreign Direct and Institutional Investment, Developments in Foreign Exchange markets; Factors affecting and determination of exchange rate, Foreign exchange risk and exposure; other risks exposures in International Investments, Managing various risks and exposures.

Unit III

Unit IV

References
Text books & Reference Books

UNIT I
Advertising, Its role in the marketing process; Legal, Ethical and Social aspects of advertising.
Communication - processes of communication; integrated marketing communications, Its evolution, reasons for its growth and its role in branding.

UNIT II
The promotional mix; segmentation, Targetting and positioning and their role in promotion. Promotional objectives, determination, types and approaches, DAGMAR approach, problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches.
Advertisement copy, Its components and types; The importance of creativity in advertising, creative strategy and process, implementation and evaluation.

UNIT III
Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning.
Measuring the effectiveness of the promotional program, Advertising Research, Market testing, Testing via internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

UNIT IV
Objectives and sales management , sales executive as a coordinator , sales management and control , sales organisation - it's purpose , setting up a sales organisation , types of sales organisation .
Objectives and theories of personal selling , analysing market potential, sales potential and sales forecasting method & evaluation , determining sales related marketing policies - product policies, distribution policies & pricing policies .
Sales budget , sales territories , sales Quata's , control of sales , sales meeting and sales contest, organizing display , showroom and exhibitions.

References
Text books & Reference Books

1. Aaker, David A. etc., Advertising Management, PHI
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
7. Still , Cundiff & Govani Sales management & Cases
8. McMurry & Arnold How to build a dynamic Sales Organisatio
Unit I

Unit II
Nature and Importance of CB, application of CB in Marketing. Individual Determinants of CB:
Perception: process, Consumer Imagery, perceived risk
Learning: principles, theories
Personality: nature, theories, self concept, psychographic and life style
Attitude: Structural model of attitude, attitude formation & change
Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories

Unit III
Group Determinants of CB:
· Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept.
· Family: functions of family, family decision making, family life cycle (FLC)
· Opinion Leadership and Personal influence
· Diffusion of Innovation: Adoption process., Diffusion process

Unit IV
Environmental Influences on CB:
· Social class, Life style Profile of Social class, application to CB
· Culture: characteristics, cross cultural understanding
Consumer Decision making Process:
· Problem recognition
· Information Search Process and Evaluation
· Purchasing process
· Post purchase behaviour
· Models of CB- Nicosia, Howard & Sheth, Engel-Kollat Blackwell

References
Text books & Reference Books
1. Paul E. Green, Donald S. Tull Research for Marketing Decisions
2. Harper W. Boyd Jr ., Ralph Westfall Marketing Research- Text and Cases
3. Loudan, David L and Bitta, A.I. Della Consumer Behaviour
4. Schiffman LG and Kanuk LL Consumer Behaviour
5. Nair, Suja R, Consumer Behaviour in Indian Perspective
6. Bennet and Kasarjian Consumer Behaviour
7. Mowen, John Consumer Behaviour
Sub code | Subject Name | L | T | P | C
---|---|---|---|---|---
MB143 | Product and Brand Management | 4 | 0 | 0 | 4

Unit I
Introduction to Product & Brand Management, Emergence as a separate area of study, Product, Product Levels, Product Hierarchy, Classification of Product. Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.

Unit II

Unit III

Unit IV

References
Text books & Reference Books

4. Verma H ‘*Brand Management*’, Excel Books
5. Venugopal ‘*Product and Brand Management*’ Himalaya Publications
MB144  Marketing of Services Management  4 0 0 4

Unit I
Foundation of services marketing – Introduction - The services concept- Service Industry –Nature of Services, Characteristics of Services, Classification of Services – Importance of Services Marketing - The Growth in Services – Global & Indian Scenarios
Distinctive Characteristics of Services - Four I’s of services - Intangibility, Inconsistency, Inseparability and Inventory

Unit II

Unit III

Unit IV
E services – online Consumer Behaviour – Self service technologies
Marketing of Social Services of Non Profit Organizations
Marketing strategies in service sectors like financial, hospitality, wellness (health care), telecom, tourism, retail, NGOs and public utility services,

References
Text books & Reference Books

1. C. Bhattacharjee, Services Marketing, Excel Books
3. Dr.S.Sahajan – Services Marketing – HPH
4. Kenneth C Clow , David L. Krutz :- Services Marketing, Biztrantra
5. Christopher Lovelock, and Jochen Wirtz, “Services Marketing- People, technology, strategy”, Prentice Hall
Unit I

Unit II

Unit III

Unit IV

References
Text books & Reference Books

1. Barry Berman And Joel Evans Retail Management.
2. Piyush Kumar Sinha, Dwaraka Prasad Managing Retailing., Oxford Publications
3. C. Bhattacharjee, Retail Management, Excel Books
4. James Ogden, Denise Ogdden, Integrated Retail Management , Biztantra
5. S.L. Gupta, Sales & Distribution Management, Excel Books
6. Coughian, Anderson, Marketing Channels, PHI
7. Krishna Havalda And Cavale; Sales And Distribution Management; Tata Mcgraw-Hill
9. Burt, Dobbler, Starling, World Class Supply Management -TMGH.
10. Philippe - Pierre Dornier, Global operations & Logistics-John Wiley & sons Inc,
Sub code        Subject Name                  4  0  0  4
MB146            International Marketing

Unit I
Concept of International Marketing and its scope., Objectives of International Marketing Challenges and opportunities in International Marketing Underlying forces of International Marketing, Motives behind going International

Unit II
Global Marketing Environment—Economic Environment, Socio cultural Environment, Legal and statutory framework, Need for Environmental analysis, Country Risk Analysis
Global Marketing Research and information System, Challenges in International Marketing, Research Process of International Marketing, Research Significance of Desk Research(Secondary Data) in International Marketing Research

Unit III
Foreign Market Entry strategies; their merits and demerits. MNE and lifecycle of its products, Basic product strategies Global product designing-factors involved. International Pricing, Decisions and factors influencing these decisions Uniform pricing V/s Market by market pricing.

Unit IV

References
Text books & Reference Books

PRODUCTION AND OPERATIONS
Unit I
Objectives and benefits of planning and control-Functions of production control-
Types of production-job- batch and continuous-Product development and design-
Marketing aspect - Functional aspects-Operational aspect-Durability and dependability aspect aesthetic aspect.
Profit consideration-Standardization, Simplification & specialization- Break even analysis- Economics of a new design.

Unit II
Method study, basic procedure-Selection-Recording of process - Critical analysis, Development - Implementation - Micro motion and memo motion study – work measurement - Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data - Predetermined motion time standards.

Unit III
Product planning-Extending the original product information-Value analysis-
Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production-Machine capacity, balancing-Analysis of process capabilities in a multi product system.

Unit IV

References
Text books & Reference Books

1. Narsimhan, McLeavey and Billington ‘Production Planning and Inventory Control’ PHI Learnings.
2. Panneersenvam ‘Production and Operations Management’ PHI Learnings
University School of Management Studies MBA Syllabus

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<td>MB162</td>
<td>Total Quality Management</td>
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Unit I
Quality – vision, mission and policy statements. Customer Focus – customer perception of quality,

Unit II

Unit III
Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.
Process capability – meaning, significance and measurement – Six sigma - concepts of process capability.

Unit IV
Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Benchmarking and POKA YOKE.
Quality Management in services – the SERVQUAL Model

References

Text books & Reference Books

1. Dale H.Besterfield, Total Quality Management, Pearson Education
5. Poornima M. Charantimath, Total Quality Management, Pearson Education
6. Indian standard – quality management systems – Guidelines for performance improvement, Bureau of Indian standards, New Delhi
Sub code  | Subject Name                      | L | T | P | C
------- | ---------------------------------- |---|---|---|---
MB163   | Purchase and Materials Management | 4 | 0 | 0 | 4

**Unit I**
Inventory - Need of Inventory - Costs associated with Inventory - Types of Inventory - Basic
EOQ Model - EOQ with discounts - ABC Analysis - (Numericals expected on Basic EOQ, EOQ with discounts & ABC)

**Unit II**
Material Requirement Planning – Concept of MRP, MRP II, MPS, BOM ERP.
Purchasing Management - Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing

**Unit III**
Method of buying- under certainty, under risk, and under uncertainty.

**Unit IV**
Purchasing and Procurement Activities under Materials Management.
Supplier Quality Assurance Programme
Buyer Supplier Relationship
Self certified suppliers.
Elements of procurement cycle.

**References**

**Text books & Reference Books**

1. Purchasing and Supply Management - Dobler and Burt
2. Materials Management - Dutta
3. Purchasing and Materials Management - K S Menon
6. Introduction to Materials Management – Arnold
7. Logistics & Supply Chain Management – Martin Christopher
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<td>MB164</td>
<td>Decision Models and optimization</td>
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**Unit I**
Introduction to managerial decision models
Spreadsheet Modeling – formulating optimization problems, using solver and interpreting the solver table.

**Unit II**
Deterministic Models:
Linear Programming – formulating optimization problems, spreadsheet modeling, using Solver and SolverTable, sensitivity analysis, multi-period modeling.
Integer Programming – Integer and binary variables, logical relationships, project selection, facility location, crew scheduling.

**Unit III**
Network Optimization – Assignment problem, transportation problem, minimum-cost flow, funds-flow model, project management, currency exchange.
Non-linear Optimization – Portfolio optimization, demand estimation, pricing.
Probabilistic Models:
Stochastic Optimization – Newsvendor model.

**Unit IV**
Decision Trees – Formulation and solution by backward induction.
Simulation – Basic concepts, Crystal Ball software, option pricing, revenue management, project management.

**References**

**Text books & Reference Books**

1. Winston and Albright *Practical Management Science*.
2. Katta G. Murty, *Optimization Models For Decision Making*
Unit I
Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure.
Project Planning: Project Planning and Scheduling techniques: developing the project network USING CPM/PERT, constructing network diagram, AON basics, Forward Pass and backward pass, Limitations of CPM/PERT, Precedence Diagramming Method, constructing diagram and computations using precedence diagramming method, PERT/CPM simulation, reducing project duration.

Unit II
Project Quality Management: Concept of project quality, responsibility for quality in projects, quality management at different stages of project, tools and techniques, Quality Management Systems, TQM in projects.

Unit III
Project Closure/ Termination: Meaning of closure/ termination, project audit process, termination steps, final closure.

Unit IV
 Managing Project Teams: Team development process, team building process, stages in developing a high performance project team, project team pitfalls. IT in Projects: Overview of types of softwares for projects, major features of softwares like MS Project, criterion for software selection.
International Projects: Issues in managing international projects, Selection and training of employees, cross cultural considerations.

References
Text books & Reference Books

3. John M Nicholas “Project Management For Business And Technology” Prentice Hall Of India Pvt Ltd
### University School of Management Studies MBA Syllabus

**Sub code**

| MB166 | Service Operation Management | 4 | 0 | 0 | 4 |

**Unit I**

**Unit II**

**Unit III**
Technology & automation in services. Service encounter. Managing Human Resources In Services
Human resource planning & employee selection
Managing people in Services organization

**Unit IV**
Work measurement in Services
Defining Service Quality, Service Process Control, Service facility design and layout. Service facility location. Demand Management is services.

**References**

**Text books & Reference Books**

3. Heskett, J.L., "Lessons in the service sector" in *The Service Management Course: Cases & Reading*, Free Press, 47-64