

# **University School of Management Studies**

## **Study Scheme and Syllabus**

**Batch 2015 Onwards**

**Programme : Management Studies**  
**Level : Postgraduate**  
**Course : M.B.A.**

## Study Scheme for M.B.A

Semester: 1<sup>st</sup>

S. No	Subject code	Subject Name	L	T	P	Credits
1.	MB6101	Principles of Management	4	-	-	4
2.	MB6102	Organizational Behavior	4	-	-	4
3.	MB6103	Managerial Economics	4	-	-	4
4.	MA6104	Quantitative Methods for Managers	4	-	-	4
5.	MB6105	Accounting for Managers	4	-	-	4
6.	FS6106	Business Communication	3	-	2	4
7.	CA6107	Workshop on Computer Applications in Management	1	-	2	2
8.	FS6108	Finishing School-I	-	-	2	1
9.	IE6109	Industry Interface- I	-	-	-	1
<b>Total</b>			<b>24</b>	<b>-</b>	<b>6</b>	<b>28</b>

Semester: 2<sup>nd</sup>

S. No	Subject code	Subject Name	L	T	P	Credits
1.	MB6201	Business Laws	4	-	-	4
2.	MB6202	Financial Management	4	-	-	4
3.	MB6203	Human Resource Management	4	-	-	4
4.	MB6204	Marketing Management	4	-	-	4
5.	MB6205	Business Environment	4	-	-	4
6.	MB6206	Production and Operations Management	4	-	-	4
7.	MB6207	Seminar on Research Methodology	1	-	2	2
8.	FS6208	Finishing School –II	-	-	2	1
9.	IE6209	Industry Interface-II	-	-	-	1
<b>Total</b>			<b>25</b>	<b>-</b>	<b>4</b>	<b>28</b>

### 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 for six to eight weeks. 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: 3<sup>rd</sup>

S. No	Subject code	Subject Name	L	T	P	Credits
1.	MB7301	Management Science	4	-	-	4
2.	MB7302	Elective – I	4	-	-	4
3.	MB7303	Elective – II	4	-	-	4
4.	MB7304	Elective – III	4	-	-	4
5.	MB7305	Elective – IV	4	-	-	4
6.	MB7306	Seminar on Business Ethics and Corporate Governance	1	-	2	2
7.	MB7307	Summer Training Report	-	-	4	2
8.	FS7308	Finishing School-III	-	-	2	1
9.	IE7309	Industry Interface-III	-	-	-	1
<b>Total</b>			<b>21</b>	<b>-</b>	<b>8</b>	<b>26</b>

### Semester: 4<sup>th</sup>

S. No	Subject code	Subject Name	L	T	P	Credits
1.	MB7401	Strategic Management	4	-	-	4
2.	MB7402	Elective – V	4	-	-	4
3.	MB7403	Elective – VI	4	-	-	4
4.	MB7404	Elective – VII	4	-	-	4
5.	MB7405	Elective – VIII	4	-	-	4
6.	MB7406	Seminar on Entrepreneurial Development and New Enterprise Management	1	-	2	2
7.	MB7407	Research Project		-	4	2
8.	FS7408	Finishing School-IV	-	-	2	1
9.	IE7409	Industry Interface-IV	-	-	-	1
<b>Total</b>			<b>21</b>	<b>-</b>	<b>8</b>	<b>26</b>

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**

<b>Human Resource</b>						
<b>S. No</b>	<b>Subject code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1.	MB101	Training and Development	4	-	-	4
2.	MB102	Organizational Development and Change	4	-	-	4
3.	MB103	Industrial Relations and Labor Legislation	4	-	-	4
4.	MB104	Performance and Compensation Management	4	-	-	4
5.	MB105	Human Resource Planning and Development	4	-	-	4
6.	MB106	Cross Cultural and Global Management	4	-	-	4
<b>Finance</b>						
<b>S. No</b>	<b>Subject code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1.	MB121	Security Analysis and Portfolio Management	4	-	-	4
2.	MB122	Management of Financial Services	4	-	-	4
3.	MB123	Financial Derivatives and Risk Management	4	-	-	4
4.	MB124	Banking and Insurance Legislation	4	-	-	4
5.	MB125	Project Planning, Analysis and Management	4	-	-	4
6.	MB126	International Financial Management	4	-	-	4
<b>Marketing</b>						
<b>S. No</b>	<b>Subject code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1.	MB141	Advertising and Sales Management	4	-	-	4
2.	MB142	Marketing Research and Consumer Behaviour	4	-	-	4
3.	MB143	Product and Brand Management	4	-	-	4
4.	MB144	Marketing of Services Management	4	-	-	4
5.	MB145	Retail and Logistics Management	4	-	-	4
6.	MB146	International Marketing	4	-	-	4
<b>Production and Operations</b>						
<b>S. No</b>	<b>Subject code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1.	MB161	Production Planning and Control	4	-	-	4
2.	MB162	Total Quality management	4	-	-	4
3.	MB163	Purchasing and Material Management	4	-	-	4
4.	MB164	Decision Models and Optimization	4	-	-	4
5.	MB165	Project Management	4	-	-	4
6.	MB166	Service Operation Management	4	-	-	4
<b>Information Technology</b>						
<b>S. No</b>	<b>Subject code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1.	MB181	SAD	4	-	-	4
2.	MB182	Information Security and Cyber Laws	4	-	-	4
3.	MB183	Business Process Re-engineering	4	-	-	4
4.	MB184	RDBMS and SQL	4	-	-	4
5.	MB185	E- Commerce	4	-	-	4
6.	MB186	Management Support System	4	-	-	4

# **MBA**

# **SEMESTER I**

### M.B.A. I Semester Syllabus

Sub code	Subject Name	L	T	P	C
MB6101	Principles of Management	4	0	0	4

#### Unit I

Definition, nature, purpose and scope of management. Functions of a manager, Is managing a science or art? Managerial Ethics and Social responsibility.

Evolution of management thought. Contribution of Classical approach(Taylor, Gantt, Gilbreth,andFayol) Behavioural approach(Elton Mayo,Chester Bernard, Maslow, Herzberg, Likert and McGergor) and Management Science approach(Management Science, Operations Research/Mathematical School/ Decision Theory approach. Systems Approach: Key concepts in systems Closed system vs. open system. Subsystems, System Boundary.McKinsey's 7-S Approach.

#### 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 v) Techniques of Control - Brief review of Traditional Techniques & Modern Techniques of Control. Comparative study: Comparative study of main features of Japanese Management and Z-culture of American Companies. Most advanced companies of the world and their management philosophy: GE, Toyota, IBM, Microsoft, Apple.

#### References

##### Text books & Reference Books

1. Heinz Wehrich, Cannice & Koontz, *Management (A Global Perspective)*, Tata McGraw Hill
2. Griffin, *Management: Principle & Applications*, Cengage Learning
3. Stephen Robbins & Coulter Mary, *Management*, Pearsons Education
4. V S P Rao & V H Krishna, *Management*, Excel Books
5. P.Subba Rao, *Principles of Management*, Himalaya Publishing
6. Dubrin, *Management: Concepts & Cases*, Cengage Learning

Sub code	Subject Name	L	T	P	C
MB6102	Organisational Behaviour	4	0	0	4

**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**

Motivation: Concept, Traditional and Contemporary theories

Job Satisfaction- concept, factors and effects

Foundations of Group Behavior: **Foundations of Group Behavior:** Nature & Concept of Group Formation, Stages of Group Formation, Theories of Group Formation. **Teams,** Difference between Group & Team.

**Group Decision Making:** Meaning & Nature; Decision making in groups; Decision making process; Steps in Decision making; Decision Making Styles; Advantages & disadvantages of Decision Making; Techniques of Decision Making; Group Size & Decision Making; Consensus Decision Making in Groups.

**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**

1. Robbins, Judge and Sanghi *Organization Behaviour*, Pearson
2. L.M. Prasad, *Organization Behaviour*, Sultan Chand
3. John R. Schermerhorn, J, *Management and Organizational Behaviour Essential*
4. Singh, B.P.andChabra, T.N. *Organization Theory and Behaviour*,
5. Davis, K. *Human Behaviour at Work* Tata Mcgraw Hill.

<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB6103	Managerial Economics	4	0	0	4

**Unit I**

Managerial Economics: Meaning, Nature, Scope, Fundamental business concepts: Incremental concept, Opportunity cost concept, Time perspective, Discounting principle. Utility Analysis and Indifference Curve Analysis

Demand: Meaning, Determinants, Kinds of Demand, Law of Demand - concept, assumptions, applications and exceptions. Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand

**Unit II**

Production Function: Meaning, Types: Short Run and Long Run Production Function; Economies and Diseconomies of Scale. Theory of Costs: Types of Costs, Traditional and Modern Theory. Price Determination Under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium under perfect competition, monopoly & discriminating monopoly, monopolistic competition and oligopoly.

**Unit III**

Managerial Theories: Profit maximization and Sales Maximization. National Income: Concept, Methods of measuring National Income; difficulties in measuring National Income.

**Unit IV**

Keynesian's Theory of income and employment Consumption and Investment function Business Cycles: Meaning, Causes, Phases, Theories of Business cycles Inflation: Meaning, types; Inflation in terms of demand-pull and cost-push factors; Effects and control of inflation; WPI, CPI

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

1. Koutsoyiannis, A., *Modern Microeconomics*, Macmillan
2. Dwivedi, D.N., *"Managerial Economics"*, Vikas Publication.
3. Ahuja, H. L., *"Modern Micro Economics"*, Sultan Chand and Co.
4. R.L. Varshney & K.L. Maheshwari, *Managerial Economics*-Sultan Chand & Sons, New Delhi.
5. Deepashree, *"Principles of Micro Economics"*, Ane Books Pvt. Ltd.
6. Mithani, D.M., *"Managerial Economics"*, Himalaya Publishing House, New Delhi



Sub code	Subject Name	L	T	P	C
MB6104	Quantitative Methods for Managers	4	0	0	4

**Unit I**

**Frequency distribution:** Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, skewness-meaning and coefficient of skewness. Kurtosis.

**Index Numbers:** Meaning, types and uses; Methods of constructing price and quality indices (simple and aggregate); Test of adequacy; Chain base index numbers; Base shifting, splicing and deflating; Problems in constructing index numbers; Consumer price index.

**Unit II**

**Time Series Analysis:** Components of a time series, Models of time series analysis- additive and multiplicative; Methods of constructing seasonal index; Adjusting time series data for seasonal variations, Estimation of seasonal variations.

**Correlation analysis-** meaning & types of correlation, Karl Pearson's coefficient of correlation and Spearman's rank correlation, regression analysis-meaning and two lines of regression, relationship between correlation and regression co-efficient, Partial and Multiple correlation and Regression analysis.

**Unit III**

**Probability Theory:** Probability—classical, relative, and subjective probability; Addition and multiplication probability models.

**Probability Distributions:** Binomial, Poisson, and normal distributions; Their characteristics and applications.

**Unit IV**

**Hypotheses:** Null and Alternative hypotheses, Type I and Type II errors; Sample distribution and concept of standard error;

**Parametric tests:** Z- test, t- test, F- test; ANOVA

**Non- Parametric tests:** Chi Square, Mann Whitney and Kruskal Wallis test.

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

1. Gupta & Gupta, *An Introduction to Statistical Methods*, Vikas Publications
2. Levin & Rubin, *Statistics for Management*, Prentice Hall
3. S P Gupta, *Statistical Methods*, Sultan Chand
4. Beri, *Business Statistics*, Tata Mc Graw Hill
5. Croucher, *Statistics: Making Business Decisions*, Tata McGraw Hill
6. C.R. Reddy, *Quantitative Techniques for Management Decisions*, Himalaya Publishing

Sub code	Subject Name	L	T	P	C
MB6105	Accounting for Managers	4	0	0	4

**Unit I**

Management Accounting – Nature and Functions; Financial vs. Management Accounting; Role of Management Accountant. Accounting Concepts and Conventions and Principles, Types of Accounts, Journal Entries, Ledger Preparation, Trial Balance and Preparation of Final Accounts-Trading Account Profit and loss account and balance sheet.

**Unit II**

Ratio analysis- Meaning of ratios, interpretation of ratios, significance limitations and classification, analysis of short term, long term financial position and profitability analysis.

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**

Cost Accounting-Meaning, Scope and Classification of costs, Absorption costing, Marginal costing. Introduction to Break Even Analysis, Use of Cost-data in managerial Decisionmaking with special reference to pricing and make or buy decisions. Introduction to Standard Costing including Variance Analysis – materials and labour variances. Cost Control Techniques-Preparation of budgets and their control, Zero base budgeting

**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. Charles Horgren, Walter Harrison, M. Oliver *Financial & Managerial Accounting*, Pearson
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, *Introduction to Management Accounting*, Prentice Hall of India,
3. Drury Colin, *Management and Cost Accounting*, Thomson Learning,
4. Garison R.H. and E.W. Noreeb, *Managerial Accounting*, McGraw Hill,
5. Ronald W. Hilton, *Managerial Accounting*, McGraw Hill Education.
6. JawaharLal, *Advanced Management Accounting*, Text, Problems and Cases, S. Chand & Co., New Delhi.
7. Mukherjee, Hanif: *Financial Accounting*, Tata McGraw Hill.

Sub code	Subject Name	L	T	P	C
FS6106	Business Communication	3	0	2	4

**Unit I**

**COMMUNICATION IN BUSINESS:** Importance of Communication Forms of Communication, Communication Network of the Organization; Process of Communication: Different Stages, Difference Between Oral and Written Communication

**Unit II**

**ORAL COMMUNICATION:** Fundamentals of Oral Communication: Introduction, Barriers and Gateways in Communication, Listening, Feedback, Telephonic Messages, Public Speaking, and Presentation of Reports, Power point presentation, body language, non-verbal, facial expressions, communication and emotional intelligence, creativity in oral communication, persuasive communication, communication through organizing various events like conferences, committee meeting, press meets, seminars, fests and the like.

**Unit III**

**REPORT WRITING:** Writing an Effective Report: Stages of Writing, Composing Business Messages, Style and Tone; Five Ws and one H of Report Writing, Planning and Types of Reports, Divisions, Numbering and use of Visual Aids, creativity in written communication, use of picture, diagram in written communication.

**Unit IV**

**BUSINESS COMMUNICATION:** Writing Commercial Letters: Business Letter Format, Types of Letter – Routine Business Letters, Sales Letters, Resume and Job Applications, Business Memos, E- Mail Messages, Proposals, Technical Articles, Telegrams, Telex Message, Facsimiles, Electronic Mail, Handling a Mail, Maintaining a Diary, Legal Aspects of Business Communication, Negotiation Skills. Circulars, notices.

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

1. Scot Ober, *Contemporary Business Communication*, Biztantra
2. Bovee, Thill and Schatzman, *Business Communication Today*, Pearson
3. Nageshwar Rao and Rajendra Das, *Business Skills*, HPH
4. Mary ellen Guffy, *Business Communication*, Thomson
5. M Ashraf Rizvi, *Effective Technical Communication*, TMH
6. Meenakshi Raman and Sangeeta Sharma, *Technical Communication*, Oxford
7. Micheal Osborn and Suzanne Osborn, *Public Speaking*, Biztantra
8. John Seely, *Oxford Writing and Speaking*, Oxford
9. Parag Diwan, *Business Communication*, EB

<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
CA6107	Workshop on Computer Applications in Management	1	0	2	2

**Unit-I**

Overview of computer applications in public services, business and industry; Microsoft word – mail merge, hyperlinks and bookmark; Microsoft excel – mathematical calculation, sorting, filtering, pivoting, chart, macro, using financial accounting and statistical formulae; introduction to database and operational level of any one corporate database viz. prowess

**Unit-II**

Network: services and its classification; knowledge management using internet; search engines, techniques to use search engine effectively; use of on-line databases (RBI/world bank/IMF etc.) in terms of data extraction and report generation; html – basic html tags, Networking-Concept, Advantages, Disadvantages.  
Introduction to world wide web –Internet operations-Online marketing-Advantages and disadvantages-Problems in online transactions -Indian Scenario

**Unit III**

Ethical and security issues in information technology  
Need for security, security techniques – firewalls, encrypting, cyber terrorism and other measures preventing misuse of IT.

**Unit IV****Practicals:****Software Packages**

- 2.1 Microsoft Word – Mail merge (2)
- 2.2 Microsoft Excel – Formulas, Graphs, Basis statistical formulae. (4)
- 2.3 Microsoft Power Point – Creating effective presentations (4)
- 2.4 Microsoft Access - Introduction to DBMS concepts, Creating a database, Basic queries. (6)
- 2.5 Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet (6)

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

1. Basandra, S. K., *Computers Today*, Galgotia Books.
2. Meredith, J. R. and Mantel, S. J., *Project Management a Managerial Approach*, John Wiley and Sons.
3. Powell, T.A., *The Complete Reference to HTML*, McGraw-Hill Osborne Media
4. Rajaraman, V., *Fundamentals of Computers*, Prentice-Hall.
5. Ram, B., *Computer Fundamentals*, New Age Publications.
6. Sinha, P.K. and Sinha, P., *Foundation of Computing*, BPB Publications, New Delhi.
7. Taxali, R., *PC Software Made Simple*, Tata Mcgraw Hill.

# **MBA**

# **SEMESTER II**

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

Sub code	Subject Name	L	T	P	C
MB6201	Business Laws	4	0	0	4

#### Unit I

**Law of Contract:** Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract.

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

#### Unit II

Negotiable instruments –characteristics, presumptions, promissory notes, bills of Exchange. Cheque and Rules Regarding the Crossing of Cheques. Dishonour of cheques and liability of banker and drawer.

Sale of Goods Act, 1930 – Classification of goods, Conditions & Warranties, Passing of Property, Rights of an unpaid seller.

#### 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. M.C Shukla *Mercantile Law*, Sultan Chand
2. P.Tulsian, *Business Law*, Tata McgrawHill
3. P. P. S. Gogna, *A Textbook of Business Law*, S. Chand & Co.
4. S. S. Gulshan & G. K. Kapoor, *Business Law*, New Age International.
5. M. S. Pandit & S. Pandit, *Business Law*, Himalaya Publishing.
6. K. R. Bulchandani, *Business Law*, Himalaya Publishing.
7. N. D. Kapoor, *Mercantile Law including Industrial Law*, Sultan Chand

Sub code	Subject Name	L	T	P	C
MB6202	Financial Management	4	0	0	4

**Unit I**

Evolution of Financial-management, scope and objectives of financial management, agency problem. Time Value of Money: meaning and concept (excluding numericals), Source of Long Term funds: Equity shares, Preference share, Debentures, public deposits, factors affecting long term funds requirements.

**Unit II**

Capital Budgeting: Capital Budgeting process, Project Selection. Estimation of project cash flows,

Capital Budgeting Techniques: Payback Period Methods, Average rate of return, Net Present Value methods, IRR, Benefit-Cost ratio, Capital rationing. **Cost of Capital:** Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.

**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**

1. I.M. Pandey, *Financial Management*, Vikas Publishers
2. Khan & Jain, *Financial Management*, Tata McGraw Hill
3. Prasanna Chandra, *Financial Management (Theory & Practice)*, Tata McGraw Hill
4. Brigham, *Financial Management : Text & Cases*, Cengage Learning
5. Brealy & Myres, *Principles of Corporate Finance*, Tata McGraw Hill
6. John J., *Financial Decision Making: Concept, Problem & Cases*, Prentice Hall
7. G.S. Reddy, *Financial Management: Principles and Practice*, Himalaya Publishing .

Sub code	Subject Name	L	T	P	C
MB6203	Human Resource Management	4	0	0	4

**Unit I**

**Human Resource Management:** Introduction to HRM, Growing Importance of Human Resources, Important Environmental Influences on HRM. Functions of Personnel Management, Challenges to Personnel Management, Approaches to Personnel Management, Importance of Human Relations in Modern Organizations, Recent Changes and Development of Personnel Management, Organizing the Personnel and Human Resource Department, Responsibilities of a Personnel Managers, Personnel Management and Professionalization.

**Unit II****Human Resource Planning:**

Importance of Human Resource Planning, Contemporary Challenges in Human Resource Planning, HRP Process, Approaches to HRP, Evaluating Effectiveness of HRP, Methods of HRP, Recruitment, Selection and Placement, Interview and Promotion Socializing the new employees.

**Unit III****Training And Development:**

Training, Methods of Training, Evaluating Training Effectiveness, Organization of a Training Programme Management Development Process, Methods for developing managers, Performance Appraisal Approaches the Performance Appraisal.

**Unit IV****Wages And Salary Administration:**

Economic Background and employee compensation, Factors Affecting Wages & Salary Policy of the Organization, Laws and Rules Governing employees wages and Salary Administration in India. Rewards Methods of Wage determination.

**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**

1. VSP Rao, *Human Resource Management*, EB
2. Wayne F Cascio, *Managing Human Resources*, TMH
3. Fisher, Schoenfeldt and James Shaw, *Human Resource Management*, Biztantra
4. Raymond, John, Barry and Patrick, *Human Resources Management*, TMH
5. Robert Mathis and John Jackson, *Human Resource Management*, Thomson
6. Gary Dessler, *Human Resource Management*, Pearson
7. Jyothi and Venkatesh, *Human Resource Management*, Oxford
8. Angelo DeNisi and Ricky Griffin, *Human resource Management*, Biztantra
9. Wayne Mondy and Robert Noe, *Human Resource Management*, Pearson



<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB6204	Marketing Management	4	0	0	4

**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**

1. Kotler & Koshy, *Marketing Management*, Pearson's Education
2. Ramaswamy & Namakumari, *Marketing Management*, McMillan
3. Etzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGrawHill,
4. Kurtz & Boone, *Principles of Marketing*, Cengage Learning
5. Kotler & Armstrong, *Principles of Marketing*, Prentice Hall
6. Biplab S. Bose, *Marketing Management*, Himalaya Publications
7. Subhash c. Jain, *Marketing Management*, Cengage Learning
8. Rajan Saxena., *Marketing Management*, Tata McGraw Hill.

Sub code	Subject Name	L	T	P	C
MB6205	Business Environment	4	0	0	4

### Unit I

Introduction, definition, components and overview of Business Environment. Complexity and Diversity of Business Environment in the 21st century. Concept of Business Cycle. Need to scan the business environment and techniques of scanning the business environment.

**Political Environment:** Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy. Rationale and extent of state intervention.

### Unit II

**Economic Environment:** Concept of Economic systems, objectives, strategies and evaluation of current five year plan. New Industrial policy and industrial licensing. New economic policies, Emerging Economies. Effect of recession on Business and remedies for that.

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

### Unit III

**Public Sector in India:** Concepts, philosophy and objectives, performance, problems and constraints. Divestment and Privatization. Joint sector and cooperative sector in India.

**Social Environment:** Social responsibility of business, consumer movement & Consumer Protection Act 1986, Business Ethics, Cross-Cultural Business Environment, The Environment Protection Act 1986,.

### 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
2. S.K. Mishra, and V.K Puri, *Economic Environment of Business*, Himalaya Publishing
3. Paul Justice, *Business Environment- Text and Cases*, Tata McGraw Hill.
4. Aswathappa, *Essential of Business Environment*, Himalaya Publishing
5. Aggarwal & Diwan, *Business Environment*, ExcelBooks

Sub code	Subject Name	L	T	P	C
MB6206	Production and Operations Management	4	0	0	4

### Unit I

**Operations management:** concept, functions. transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of henryford, deming, crossby, taguchi. **Facility Location** – importance, factors in location analysis, location analysis techniques. **Product Design and development** – product design and its characteristics, product development process (technical), product development techniques. **Process selection-** project, job, batch, mass and process types of production systems. operations management in corporate profitability and competitiveness

### Unit II

Importance & Factors affecting the Plant Location, Single and Multi facility location Techniques (Centroid and Minimax method), Plant Layout & its classification, Relationship Diagram & Block Diagramming, Assembly Line of Balancing, Inventory Control: Relevant Costs, P & Q Systems of Inventory, Basic EOQ Model, and Model with Quantity discount, Economic Batch Quantity. Safety Stock, Reorder Point, ABC Analysis, Material Requirement Planning, **Productivity:** Method study; Method study Procedure, Principles of Motion Economy, Stop Watch Time Study Procedure, Importance of Rating & Allowances in Time Study, Pre-determined Time Standard (MTM) Work measurement. **Capacity Planning** – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

### Unit III

**Quality Management:** Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. **Acceptance Sampling** – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

### Unit- IV

#### Value Engineering

**JIT and Lean Production System:** JIT Approach, Implementation requirements, Services, Kanban System. **Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising. **Purchasing Management** – Objectives, Functions, Methods, **Procedure, and Value Analysis:** Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

### References

#### Text books & Reference Books

1. Mahadevan B, *Operations Management: Theory And Practice*, Pearson Education
2. Krajewski & Ritzman, *Operations Management*, Pearson Education
3. Buffa & Sarin, *Modern Production/Operations Management*, John Wiley
4. Chary, *Production and Operations Management*, Tata McGraw-Hill
5. Johnston R et al – *Cases in Operations Management*, Pitman
6. McGregor D – *Operations Management*, McGraw-Hill
7. Nair, *Production & Operations Management* Tata McGraw
8. Adam and Eben, *Production & Operations Management*, Prentice Hall.

Sub code	Subject Name	L	T	P	C
MB6207	Seminar on Research Methodology	1	0	2	2

**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**

1. Wiilam Zikmund, *Business Research Methods*, Thomson
2. Donald Cooper and Pamela Schindler, *Business Research Methods*, TMH
3. OR Krishnaswami & Rangantham, *Methodology of Research*, HPH
4. Dipak Kumar Bhattacharyya, *Research Methodology*, EB
5. KN Krishnaswamy, Sivakumar and Mathirajan, *Management Research Methodology*, Pearson
6. Andrews, F. M. and S. B. Witey *Social Indicators of Well Being*, Plenum Press, NY
7. Bemnet, Roger: *Management Research*, H. O.

# **MBA**

# **SEMESTER III**

### M.B.A. III Semester Syllabus

Sub code	Subject Name	L	T	P	C
MB7301	Management Science	4	0	0	4

#### Unit I

Introduction to Management Science, Its role in decision making. **Linear programming**, Introduction to LP, Problem formulation, product mix and various managerial applications and Graphical method of problem solving, Alternate solution of LP, Duality in LP, Formulation of dual problems, advantages, its economics interpretation, Sensitivity analysis **Transportation models** Nature and scope of transportation and allocation models, Methods of allocation, different methods for finding initial solution – VAM, N-W Corner Rule, and other methods, degeneracy. Finding optimal solution, Tests for optimality, Imbalance in total availability and total allocation – impossible shipments, Alternate methods of solutions, and maximization as objective Scope of transportation models.

#### 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

1. Hillier, *Introduction to Management Science*, McGraw Hill Publications
2. Tulsian & Pandey, *Quantitative Techniques*, Pearson.
3. Hillier & Lieberman, *Introduction to Operations Research*, Tata McGraw Hill
4. Hira Gupta, *Operations Research*, HPH
5. Taha Hamdy, *Operations Research- An Introduction*, Prentice-Hall
6. J K Sharma, *Operations Research*, Pearson Learning
7. Peter C Bell- *Management Science/ Operations Research*, Vikas Publications.
8. Anand Sharma, *Operations Research*, Himalaya Publications
9. Prasad '*Operations Research*' Cengage Learning

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

**Unit I**

Introduction to Business Ethics, importance, nature, scope, objectives, Characteristics of Business Ethics and factors influencing business ethics. Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). Unethical behavior- Roots and Issues. Importance and need for business ethics in Indian context.

**Unit II**

Ethical Issues in Functional Areas of Business. **Marketing:** Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). **Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parchate. **HR:** Workers Right and Duties: Work place safety, sexual harassment, whistle blowing. Corporate social responsibility of business.

Case discussions: 1. The Enron Fiasco 2. TVS Group of companies.

**Unit III**

Meaning, Role & Importance of Corporate Governance, relationship between Corporate Governance and Corporate Strategy.. Factors influencing quality of Governance. Principles of Corporate Governance. Benefits of corporate governance to companies and the society.

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

# **MBA**

# **SEMESTER IV**



### MBA Semester IV syllabus

Sub code	Subject Name	L	T	P	C
MB7401	Strategic Management	4	0	0	4

#### 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

Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Mergers & Acquisitions. Corporate Restructuring. Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence. Strategic Analysis and choice—Corporate level analysis (BCG, GE Ninecell, Hofer's product market evolution and Shell Directional policy Matrix).

#### Unit IV

Industry level analysis ; Porters's five forces model. Qualitative factors in strategic choice. Strategy implementation: Resource allocation, Projects and Procedural issues. Organistion structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategic control and operational Control. Organistional systems and Techniques of strategic evaluation.

#### References

##### Text books & Reference Books

1. Hunger & Wheelen, *Essentials of Strategic Management*, Prentice Hall of India
2. Hitt & Hoskisson, *Strategic Management : Competitiveness and Globalization*, South Western Thomson
3. Hill and Jones, *Strategic Management*, Dreamtech Press India, Indian Adaptation
4. Porter, *Competitive Advantage*, The Free Press, New York.
5. Thompson, Strickland & Gamble, *Strategic Management : Concepts and Cases*, Tata McGraw Hill.
6. Ghosh, P.K., *Strategic Planning and Management*, Sultan Chand & Sons, New Delhi.
7. McCarthy, Minichiello & Curran, *Business Policy and Strategy—Concepts and Readings*, AITBS Publishers & Distributors (Regd.), Delhi.
8. Gupta, Gollakota and Srinivasan, *Business Policy and Strategic Management—Concepts and Application*, Prentice Hall of India.

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

1. Desai, V., *Small – Scale Industries and Entrepreneurship*, Himalaya Publishing House.
2. Deshpande M. V., *Entrepreneurship of Small Industries*, Deep and Deep publications, New Delhi.
3. Holt, D.H., *Entrepreneurship – New venture Creation*, Prentice Hall.
4. Kaulgud, A., *Entrepreneurship Management*, Vikas Publishing House, New Delhi.
5. Otes, D., *A Guide to Entrepreneurship*, Jaico Books Publishing House, New Delhi.
6. Theduri, B., *Entrepreneurship Development: An Analytical Study*, Akansha Publishing House, New Delhi

# **MBA**

# **SPECIALISATIONS**

**ELECTIVE SUBJECTS  
HUMAN RESOURCE**

Sub code	Subject Name	L	T	P	C
MB101	Training and Development	4	0	0	4

**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.

**Process of Training:** Steps In Training, Identification of Job Competencies, Criteria For Identifying Training Needs(Person Analysis, Task Analysis, Organization Analysis), Assessment of Training Needs, Methods And Process of Needs Assessment.

**Unit II**

**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**

1. Ricky W Griffin – *Human Resource Management* – Biztantra.
2. Richard Regis – *Strategic Human Resource Management* – Excel books
3. Cynthia and Fisher- *Human Resource Management* Biztantra
4. D.K Bhattacharya – *Human Resource Planning* – Excel Books
5. G. Pandu Naik - *Training and Development* –Excel Books
6. Dr Janikiraman- *Training and Development* -Biztantra
7. Thomess Kutti - *Training for Development* – HPH
8. R.K Sahu – *Training for Development* – Excel Books

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.

Historical background: various stages, second-generation OD and extent of application, values, assumptions and beliefs in OD. Foundations of OD; Models and theories of planned change, Systems theory, Participation and empowerment, Teams and teamwork, Parallel learning structures, A normative-reductive strategy of changing, Applied behavioral science, Action research Managing OD Process: Diagnosis, The Six-Box Model, Third Wave Consulting, Nature of OD intervention, Analysis of discrepancies, Phases of OD program, Model of Managing change, creating parallel learning structures.

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 and Change

Cross Cultural Experiences, forms of 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*
6. Burke W.W. *Organisation Development principles & Practices*
7. Sprucing up the organisation .Indian Management Vol. 36, Dec, 1997

Sub code	Subject Name	L	T	P	C
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**

Legal regulation of employment conditions in India : Law of master and servant, The concept of social justice. Guiding principles of industrial adjudication, Industrial Disputes Act, 1947. Trade Union Act, 1926, Industrial Employment (Standing Orders) Act, 1946. Contract Labour (Regulation and Abolition) Act, 1970.

**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**

1. Venkataratnam, C. S. *Industrial Relations: Text and Cases*. Delhi. Oxford University Press.
2. Michael Salamon, *Industrial Relations—Theory & Practice*. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
4. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
5. Edwards, P. *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.
6. Kaufman, B. *The global evolution of industrial relations: events idea and the IIRA*. Geneva: International Labour Office.
7. Singh, P., & Kumar, N. *Employee Relations Management*. New Delhi: Pearson Education India.
8. Ramaswamy, E.A. *The Rayon Spinners —Strategic Management of Industrial Relations*, New Delhi. Oxford University Press.
9. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India*. Mumbai. Himalaya Publishing House.

Sub code	Subject Name	L	T	P	C
MB104	Performance and Compensation Management	4	0	0	4

### 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

1. Armstrong, M. & Baron, A., *Performance management and development*, Jaico Publishing House, Mumbai.
2. Armstrong, M., *Performance management: Key strategies and practical guidelines*, Kogan Page, London.
3. Bagchi, S. N., *Performance management*, Cengage Learning India.
4. Bhattacharyya, D.K., *Performance management systems and strategies*, Pearson Education.
5. Robert B., *Performance management*, McGraw-Hill Education India.
6. Belchor, David W. “*Compensation Administration*”, Prentice Hall, Englewood Cliffs. NT.
7. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education

Sub code	Subject Name	L	T	P	C
MB105	Human Resource Planning and Management	4	0	0	4

**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**

1. Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
2. Nadler, L., *Corporate human resources development*, Van Nostrand Reinhold.
3. Mankin, D., *Human resource development*, Oxford University Press India.
4. Haldar, U. K., *Human resource development*, Oxford University Press India.
5. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
6. Rao, T.V., *HRD Score Card 2500: Based on HRD audit*, Response Books, SAGE Publications.
7. Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.



<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB106	Cross Cultural and Global Management	4	0	0	4

**Unit I**

International Cultural Environment: The Concept of Culture, Comparison of Cross-cultural Behaviour, Self-reference Criterion and Ethnocentrism: Major Obstacles in International Business Decisions, Cultural Orientation in International Business, Emic vs. Etic Dilemma: Cultural Uniqueness vs. Panculturalism.

**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**

1. Barlett, Christopher and Sumantra Ghoshal, *Managing Across Borders: The Transnational Solution*, Harvard Business School Press.
2. Leaptrott, Nan, *Rules of the Games: Global Business Protocol*, Thomson Executive Press
3. Mary O'Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*, Jossey Bass Publishers, San Francisco, USA,
4. Adler, N.J. *International Dimensions of Organisational Behaviour*. Boston, Kent.

		<b>FINANCE</b>			
<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB121	Security Analysis and Portfolio Management	4	0	0	4

**Unit I**

Introduction: Concepts of investment, Objectives of investment, various alternatives of investments, Investment vs speculation. Financial Markets: Primary Markets and secondary markets. Introduction to Primary Market, Primary Market Design and its Role, Types of Offers in the Primary Market, Major Eligibility Guidelines for the issuers in Primary Market, Contribution of Promoters, Issue of Sweat Equity

Secondary Market : Introduction, Major players, Trading and settlement Mechanism, Types of orders, Stop Loss, Trading on Margin and how margin works, Short Selling Price freeze, Market Wide Circuit breaker, Basis of Market Wide Circuit Breaker, Insider Trading, Odd lot Trading, Bulk Deals, Block Deals, Arbitrage Opportunity in the market.

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**

Derivatives: Introduction, Meaning of Future contracts, Forward Contracts, Difference,

Trading of Stock futures. Option Contracts: Introduction, types, Payoffs and option strategies.

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

1. Fischer Donald E., Jordan Ronald J., *Security Analysis and Portfolio Management*, Prentice hall of India, New Delhi.
2. V. A. Avadhani, *Investment Management*, Himalaya Publishing House, Mumbai, .
3. Francis, J .C., *Management of Investments*, McGraw-Hill Book Company, 2nd edition.
4. Marshall J.F. and Vipul K. Bansal, *Financial Engineering-- A Complete Guide to Financial Innovation*, Prentice-Hall of India Private Limited, New Delhi, Second edition, 1999.
5. Frank Reilly Keith Brown *Investment Analysis & Portfolio Management*, 7th Edition ,Shroff Publications

Sub code	Subject Name	L	T	P	C
MB122	Management of Financial Services	4	0	0	4

**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**

Merchant Banking - Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers. Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

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**

1. M.Y.Khan, *Financial Services*, Tata McGraw-Hill
2. Nalini Prava Tripathy, *Financial Services*, PHI Learning
3. Machiraju, *Indian Financial System*, Vikas Publishing House.
4. J.C.Verma, *A Manual of Merchant Banking*, Bharath Publishing House, New Delhi
5. Varshney P.N. & Mittal D.K., *Indian Financial System*, Sultan Chand & Sons, New Delhi.
6. Sasidharan, *Financial Services and System*, Tata McGraw Hill, New Delhi.
7. Website of SEBI

Sub code	Subject Name	L	T	P	C
MB123	Financial Derivatives and Risk Management	4	0	0	4

**Unit I**

Definition of Derivative Securities- Brief history of derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards, futures, options, swaps etc. Examples of more sophisticated derivatives: barrier options, compound options, options on futures, swaptions, Underlying assets: equities, currencies, commodities and interest rates. Reasons for trading: risk management, speculation and arbitrage.

**Unit II**

Market Characteristics- Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarizing with market quotes. Trading Strategies involving Options and Futures. Interest rate derivatives, Contractual specification: floating and fixed rate. Valuation of interest rate derivatives.

**Unit III**

Derivatives Pricing Theory- Option Pricing: Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles. Binomial models for option prices: definitions and terminology. Continuous-Time Models. Futures Pricing: Pricing by arbitrage: relationship between futures and spot price (cost of carry and reverse cost of carry), difference between futures and forward price, futures on dividend-paying assets.

**Unit IV**

Risk Analysis and Management- Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives.

Options and Futures Applications in India- Structure of Indian stock markets and the operational efficiency of options and futures, determination of the fair value of futures and options prices, Interactions between spot equity trading and trading in derivatives.

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

1. John C. Hull, *Options, Futures and Other Derivatives*, Pearson Prentice Hall, Fifth edition, 2006.
2. Robert A. Strong, *Derivatives- An Introduction*, Thomson South West publishers, 2002
3. Reily and Brown, *Investment Analysis and Portfolio Management*, Cengage, New Delhi
4. Bodie, Kane, Marcus and Mohanty, *Investments*, Tata McGraw Hill, New Delhi

Sub code	Subject Name	L	T	P	C
MB124	Banking and Insurance Legislation	4	0	0	4

**Unit I**

Indian Banking System- Banking Structure in India, Evaluation of the Banking System and Future Trends. Management of Banking Organisation - Loan Management, Investment Management, Liquidity Management, Profit and Growth Management, Asset Liability Management Using traditional GAP and Modern Techniques.

Bancassurance and Universal Banking

**Unit II**

Financial Innovations and Opportunities for Banks

International Banking- Organisational Structure, Activities and Regulation

Short Term-Emergence of Repo 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**

Over-view, Principles of Life Insurance and General Insurance, Financial Planning and Insurance, Life Insurance Products, Pensions and Annuities, Risk Assessment & Underwriting, Premium Setting. General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.

**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 -*
2. Avtar Singh *Law of Insurance* (Eastern Book Co, Delhi).
3. M.N.Srinivasan (*Principles of Insurance Law* ,Wadhwa & Co, Nagpur.
4. Insurance Law Manual (Taxmann, Delhi).
5. Law and Economics of Insurance – I.C.87 (Insurance Institute of India).

<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB125	Project Planning, Analysis and Management	4	0	0	4

**Unit I**

Project: Definition, characteristics, importance, types, steps in identification of projects, project life-cycle. Role of a Project Manager, The Planning Process, Work Breakdown Structure, Project management: meaning and scope.

**Unit II**

Project Appraisal: Technical Feasibility, Economic Feasibility, Financial Evaluation, Appraisal Under Risk and Uncertainty, Sensitivity Analysis, Social Cost Benefit Analysis: SCBA - meaning, rationale, approaches to SCBA SCBA by FI's : UNIDO approach, L-M approach, social appraisal of projects in developing countries with special reference to India. Rationale, Fundamentals of Shadow Pricing,

**Unit III**

Scheduling: Graphic representation of project activities, Network Analysis, Network Techniques: PERT and CPM. Resource Allocation, Overview of MS-Project 2000. Control of Projects: control systems, control of constraints – cost and time.

**Unit IV**

Implementation of projects: Project scheduling & control, problems of project implementation, role of project manager, project audit. Contract management: basic concept. Remedies for non-performance of contract.

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

1. Harvey Maylor, *Project Management*, Pearson Education, New Delhi, 2nd Edition.
2. Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation & Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 6th Edition.
3. United Nations Industrial Development Organisation, *Guide to Practical Project Appraisal – Social Benefit Cost Analysis in Developing Countries*, Oxford & IBH.
4. Jack R. Meredith, *Project Management: A Managerial Approach*, Wiley Publications, 1st Edition.

<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB126	International Financial Management	4	0	0	4

**Unit I**

International Finance: Concept and role of international finance manager in an MNC; International Financial Environment, International transaction and financial market, trade and capital flows; International Financial System: Role of IMF IBRD, Development Banks and Multinational Banks; International Capital and Money Market- Euro Dollar and Currency Market; Financial Market Instruments: GDR, ADR, Euro Issues, CP and ECBs.

**Unit II**

Multinational Firm: Its rationale goals, constraints; Financial operations of MNCs: Sources and Investment channels, 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**

Multinational Capital Budgeting–Significance and various techniques: Managing Multinational fund flows: International working capital Management and Foreign trade, International Cash Management, Management of International Account Receivables; International dimension of taxation.

**Unit IV**

Sources of international finance. Trade settlement methods. Export Finance. Buyers credit and supplier's credit. International receivables and cash management. ECB, FCCB, ADR, GDR, FDI. Syndication.

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

1. P.G. Apte, *International Financial Management*, Tata McGraw Hill, New Delhi, Fourth Edition, 2007.
2. Jeff Madura, *International Financial Management*, Cengage Learning India Private Limited, New Delhi, First Indian Reprint, 2009.
3. Alan C. Shapiro, *Multinational Financial Management*, Prentice-Hall of India Private Limited, New Delhi, Eighth Edition, 2006.

## MARKETING

Sub code	Subject Name	L	T	P	C
MB141	Advertising and Sales Management	4	0	0	4

### 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
3. Ogilvy David, *Ogilvy on Advertising*, London, Longman.
4. Jones, John Philip, *What's in a brand*, Tata McGraw Hill, New Delhi
5. Chunawalla, S.A., *Advertising, Sales and Promotion Management*, Himalaya Publishing House, Mumbai.
6. Mohan, Manendra; *Advertising Management*, Tata McGraw Hill, New Delhi
7. Still , Cundiff & Govani *Sales management & Cases*
8. McMurry & Arnold *How to build a dynamic Sales Organisation*
9. Anderson R *Professional Sales Management*



<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB142	Marketing Research and Consumer Behavior	4	0	0	4

**Unit I**

Marketing Research: Introduction, Management uses of marketing research, Problem Formulation & steps in decision Making Process. Research Design. Data Collection Methods, Development of questionnaire. Sample Design, Sample Plan, Probability & Non- Probability Sampling, Sample Size, etc., Attitude Measurement through different types of scales. Product Research, Advertising Research – Copy Testing – Test Marketing, Media Selection, Research Report

**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.J. 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*

<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**

Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, New product development. Product Mix - A strategic choice. Product Mix decisions, Product Line decision - strategic decision involving adding or pruning product lines. Product Launch Decisions. Concept of STP & strategies, Product Positioning, Developing Positioning Strategy, Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy.

**Unit III**

Brand & Brand Management: Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. Building Brand Equity, Brand Identity and Brand image. Brand Leveraging & Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement.

**Unit IV**

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing & Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.

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

1. Murthi YRL, *Brand Management*, Vikas Publications
2. Keller K. L., *Strategic Brand Management*, Pearson Education
3. Aaker, David, *Managing Brand Equity*, Prentice Hall of India.
4. Verma H 'Brand Management', Excel Books
5. Venugopal 'Product and Brand Management' Himalaya Publications
6. Sasikumar and Chandrasekar 'Brand Management Practices' Himalaya Publications.

Sub code	Subject Name	L	T	P	C
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**

Services Market Segmentation – Positioning and Differentiation of Services. Issues in Marketing of services – Extended Services Marketing Mix: Going Beyond the 4 Ps. (7 Ps of Services Marketing). Service Delivery Process – Service Blueprints – Service Mapping – Managing Employees for service orientation

**Unit III**

Distribution Strategies for Services – Challenges in Distribution of Services. Personal Selling – Advertising and Sales Promotion in Service Industry. Customer Satisfaction & Service Quality in Service Marketing – Service Encounter -Role of HR & Internal Marketing - Monitoring and Measuring customer satisfaction –SERVQUAL & GAP model - Handling complaints effectively - Service Failure – Recovery

**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
2. Valarie A Zeithamal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, “*Services Marketing*” Special Indian Edition, Tata Mc Graw Hill.
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
6. K Douglas I-offinan and John E.G Bateson, “*Essentials of Services Marketing: Concepts, Strategies and cases*”, Thomson.
7. Rajendra Nargundkar, “*Services Marketing — Text and cases*”,Tata Mc Graw Hill
8. Ravi Shankar, “*Services Marketing — The Indian Perspective,*” Excel Books
9. R. Srinivasan,” *Services Marketing — The Indian context*”, First Edition, Prentice Hall of India.

Sub code	Subject Name	L	T	P	C
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MB145

Retail and Logistics Management

4 0 0 4

**Unit I**

Retailing – Definition & Importance – Indian vs Global Scenario – Types of Retailing – Store Retailing – Non Store Retailing – Types of retail formats – Franchising in retailing. Retail Marketing mix - Retail consumer buying behaviour – types – factors influencing - buying behaviour – Segmentation – positioning  
Retail organization structure – Major functional areas – careers in retailing

**Unit II**

Retail Location – Factors affecting retail location decision – Site selection – Factors affecting site selection – Steps in selecting site – Location based retail strategies  
Store design – Interiors & exteriors - Store layout – Types of layouts – Factors affecting store layout – Retailing image mix – Store Façade  
Retail Communication mix – Sales promotion – Advertising - Public relation – Personal Selling – Steps in planning retail communication

**Unit III**

Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies – Pricing strategies.  
Role of IT in retailing - Electronic data exchange – bar coding – RFID – Electronic payment systems.

**Unit IV**

Logistics and its importance, Functions of Logistics management – Procurement /Purchasing, Inward Transport, Receiving, Warehousing, Stock Control, Order Picking, Materials Handling, Outward Transport, Physical Distribution Management, Recycling, Returns, and Waste Disposal, Importance of Communication in Logistics, Technology in Logistics- Electronic Data interchange (EDI), Artificial Intelligence, Expert Systems, Communication Technology, Bar Coding and Scanning, Streamlining the Logistics Process, Strategic Issues in Logistics Management

**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 Ogden, *Integrated Retail Management* , Biztantra
5. S.L. Gupta, *Sales & Distribution Management*, Excel Books
6. Coughian, Anderson, *Marketing Channels*, PHI
7. Krishna Havaladar And Cavale; *Sales And Distribution Management*; Tata Mcgraw-Hill
8. Bowersox, Closs & Cooper, *Supply Chain Logistics Management* -- McGraw-Hill.
9. Burt, Dobbler, Starling, *World Class Supply Management* -TMGH.
10. Philippe - Pierre Dornier, *Global operations & Logistics*-John Wiley & sons Inc,

<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB146	International Marketing	4	0	0	4

**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**

Brief introduction to physical channels of distribution for International Markets. Difficulties in designing International Distribution channels. Global Advertising –Issues and challenges, Merits & demerits of standardized global advertising theme, Push V/s Pull Strategies for International Markets

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

1. Onkvisit S. & Shaw, J., *International Marketing: Analysis & Strategy*, Pearson Education
2. CzinkotaM, Ronkaine I, Sutton Brady, C. and Beal, T. *International Marketing*, CengageLearning.
3. Cherunilam F, *International Trade & Export Management*, Himalaya Publishing.
4. Cateora & Graham, *International Marketing*, McGraw Hill.
5. Keegan, *Global Marketing Management*, Pearson Education Asia.
6. Daniels, J, *International Business*, Pearson Education.
7. Cherunilam, *International Marketing*, Himalaya Publishing.

## PRODUCTION AND OPERATIONS

Sub code	Subject Name	L	T	P	C
MB161	Production Planning and Control	4	0	0	4

### 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

PRODUCTION SCHEDULING Production Control Systems-Loading and scheduling-Master Scheduling- Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems – Line of balance – Flow production scheduling-Batch production scheduling-Product sequencing – Production Control systems-Periodic batch control-Material requirement planning kanban – Dispatching-Progress reporting and expediting-Manufacturing lead time-Techniques for aligning completion times and due dates.

### 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
3. Starr '*Production and Operations Management*' Cengage Learnings.
4. Aswathapa and Bhat '*Production and Operations Management*' Himalaya Publications

Sub code	Subject Name	L	T	P	C
MB162	Total Quality Management	4	0	0	4

**Unit I**

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

**Unit II**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**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.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

**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). Bench marking and POKA YOKE.

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

Quality Management in services – the SERVQUAL Model

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

1. Dale H. Besterfield, *Total Quality Management*, Pearson Education
2. Shridhara Bhat K, *Total Quality Management – Text and Cases*, Himalaya Publishing House
3. Douglas C. Montgomery, *Introduction to Statistical Quality Control*, Wiley Student Edition, Wiley India Pvt Limited
4. James R. Evans and William M. Lindsay, *The Management and Control of Quality*, Thomson.
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

<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB163	Purchase and Materials Management	4	0	0	4

**Unit I**

Introduction: Materials Management - Evolution, Importance, Scope and Objectives – Interface with other functions. Concept of Logistics and Supply Chain Management and evolution to 4PL. Trade off Customer Service & Cost.

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**

Purchasing principles, policies, procedures and practices - Objectives, scope, responsibility and limitations. Sources of supply and Supplier selection. Vendor development-evaluation and rating. Price forecasting. Price-cost analysis. Negotiations. Reciprocity Legal aspects of purchasing. Purchase orders/ contracts.

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.

Stores – Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation. Materials Handling - Principles of Materials Handling system - Materials Handling Equipments – Safety issues

**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
4. Handbook of Materials Management - Gopalkrishnan
5. Materials & Logistics Management - L.C.Jhamb
6. Introduction to Materials Management – Arnold
7. Logistics & Supply Chain Management – Martin Christopher



	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Sub code</b>					
MB164	Decision Models and optimization	4	0	0	4

**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*

Sub code	Subject Name	L	T	P	C
MB165	Project Management	4	0	0	4

**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**

Resource Scheduling: Resource allocation method, splitting and multitasking, Multi project resources scheduling. Critical Chain Scheduling: Concept of critical chain scheduling; critical chain scheduling method, application of Critical chain scheduling and limitations.

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 performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement. methods to monitor, evaluate, and control planned cost and schedule performance.

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**

1. Clifford F Gray, Erik W Larson, "Project Management-The Managerial Process" Tata Mcgraw-Hill Publishing Co Ltd
2. Jack Meredith, Samuel J. Mantel Jr. "Project Management- A Managerial Approach" John Wiley and Sons
3. John M Nicholas "Project Management For Business And Technology" Prentice Hall Of India Pvt Ltd
4. James P Lewis "Project Planning, Scheduling And Control" Tata Mcgraw-Hill Publishing Co Ltd

<b>Sub code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MB166	Service Operation Management	4	0	0	4

**Unit I**

Understanding The Nature Of Services. Introduction and imperatives of services. Nature and characteristics of services. analyzing service operations. Aligning Service Strategy And Service Competitiveness.

**Unit II**

Introduction to Service Strategy, Competitive Service Strategies. Strategic Service Vision Service Design, Development & Automation. New service design and development. Service system design and delivery process

**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 in services.

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

1. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, *Service Management: Operations, Strategy, and Information Technology*, Irwin/McGraw-Hill.
2. C. Haksever, Render B., Russel S. R. and Murdick R. G., *Service Management and Operations*, Prentice Hall.
3. Heskett, J.L., "Lessons in the service sector" in *The Service Management Course: Cases & Reading*, Free Press, 47-64