

## **IV. SYLLABUS AND SUGGESTED READINGS OF MBA PROGRAMME**

### **Course Number: MBM411, Course Title: HUMAN RESOURCE MANAGEMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

#### **UNIT 1: INTRODUCTION**

(i) Strategic Role of HRM (ii) HR Planning (iii) Job Design and Job Evaluation.

#### **UNIT 2: HR PROCESSES**

(i) Sourcing and Recruiting (ii) Selection Tools (iii) Competency based HR System.

#### **UNIT 3: HUMAN RESOURCE DEVELOPMENT**

(i) HRD an Overview (ii) Training & Development (iii) Career Management & Retention Strategies.

#### **UNIT 4: EVALUATING AND REWARDING EMPLOYEES**

(i) Performance Management and Assessment Centres, Balanced Score Card (ii) Compensation (iii) Brief of Workmen's Compensation Act.

#### **UNIT 5: CONTEMPORARY ISSUES IN INDIAN COMPANIES**

(i) TQM (ii) Ethics in HR (iii) Challenges

#### **SUGGESTED READINGS:**

Flippo EB: Personnel Management

Beardwell Ian, Holden Ian: HUMAN RESOURCE MANAGEMENT

Robbins Stephen A: THE MANAGEMENT OF HUMAN RESOURCES

Mc Gregor Douglas: THE HUMAN SIDE OF ENTERPRISE

Yoder Dale: PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS

Fisher Schoen Feldt Shaw: HUMAN RESOURCE MANAGEMENT

### **Course Number: MBM412, Course Title: FOUNDATIONS OF MANAGEMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

#### **UNIT 1: INTRODUCTION**

(a) Introduction to Management and Organisation (b) Concepts and Principles, Theories (c) Schools of Thought, System's Approach.

#### **UNIT 2: PLANNING AND ORGANISING**

(a) Planning Premises and Strategies (b) Nature and Purpose of Organising (c) Organisational Structure and Design.

#### **UNIT 3: MANAGEMENT OF HUMAN FACTOR**

(a) Tasks and Responsibilities of Managers (b) Corporate Social Responsibility.

#### **UNIT 4: ORGANISATIONAL PROCESS**

(a) Controlling Process and Techniques of Control (b) Decision Making.

#### **UNIT 5: ORGANISATIONAL CHANGE**

Forces of Change, Approaches of Change.

#### **SUGGESTED READINGS:**

Peter Drucker: MANAGEMENT TASKS, RESPONSIBILITIES AND PRACTICES

Knootz, Harold: PRINCIPLES OF MANAGEMENT-AN ANALYSIS OF MANAGERIAL FUNCTIONS

### **Course Number: MBM413, Course Title: ACCOUNTING FOR MANAGERS**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

#### **UNIT 1: INTRODUCTION TO ACCOUNTING AND COMPANY ACCOUNTS**

Meaning, objectives, functions, advantages and limitations of accounting, basic accounting concepts and conventions, accounting process, double entry system, recording business transactions, journal, ledger, cashbook, and trial balance.

#### **UNIT 2: DEPRECIATION, INVENTORY VALUATION, CASH FLOW STATEMENTS AND RATIO ANALYSIS**

Depreciation Accounting: Definition, various methods of Depreciation. Valuation of Inventory: Meaning, objects, methods of valuation of inventories. Preparation of final accounts of companies as per revised Schedule VI of the Companies Act, Financial statements of not-for-profit organizations

#### **UNIT 3: INTRODUCTION TO ACCOUNTING STANDARDS / IFRS AND FINANCIAL STATEMENT ANALYSIS**

Concept of accounting standards, overview of accounting standards, recognize international accounting standard authorities, meaning of IFRS (International financial reporting standards), Preparation of Cash Flow Statements and Financial statement analysis (including Ratio Analysis)

UNIT 4: INTRODUCTION TO MANAGEMENT ACCOUNTING, COST ACCOUNTING AND COST CONCEPTS. Concept, Nature of management accounting, Cost accounting. Various types of costs, Cost accumulation methods (Job and process costing) Profit Planning and Cost volumes profit relationship, Activity based costing.

UNIT 5: BUDGETS AND COSTING AS A TOOL FOR MANAGERIAL DECISION MAKING

Preparation of various types of Budgets-Sales, Production, Various Expenses Costs, and Master Budget; Managerial Decision Making; Variable Costing; Differential Costing as a tool of decision making; Various types of Decisions, Make or Buy Decision, operate or shut down decision etc. Accepting Special order etc.

**SUGGESTED READINGS:**

Gupta RL: ADVANCED ACCOUNTANCY,  
Robert Anthony: ESSENTIALS OF ACCOUNTING,  
Gupta SP: MANAGEMENT ACCOUNTING,  
Agarwal ML: COST ACCOUNTING,  
Shukla SM: ADVANCED ACCOUNTANCY,  
Monga JR: FINANCIAL ACCOUNTING & COMPANY ACCOUNTS,  
Brown JI & LR Howard: PRINCIPLES & PRACTICE OF MANAGEMENT ACCOUNTANCY,  
Bierman, Harold Jr. and Dyckman, Thomas R: MANAGERIAL COST ACCOUNTING,  
Pandey IM: ELEMENTS OF MANAGEMENT ACCOUNTING,  
Khan MY & Jain PK: MANAGEMENT ACCOUNTING,  
Copeland, Ronald M and Doacher: MANAGERIAL ACCOUNTING,  
Anthony RN: FUNDAMENTALS OF MANAGEMENT ACCOUNTING

Batliboi: ADVANCED ACCOUNTANCY,  
Batty J: MANAGEMENT ACCOUNTING,

**Course Number: MBM414, Course Title: INDUSTRY ANALYSIS PROJECT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 8, Periods(55 mts. each)/week: 12(L-0+T-0+P/S-12), Min.pds./Mod.:99

Industry analysis project work based on a given title under the supervision of a faculty member. The students will be expected to choose a particular industry sector and perform an analysis project using secondary data. The analysis must include number of players in the industry sector, market or competitive structure, Five-forces analysis, strategies used by major market player, Indiangular comparison, supporting financial data, etc.

**Course Number: MBM421, Course Title: MARKETING MANAGEMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: INTRODUCTION TO MARKETING**

Concept of Markets, Marketing in 21<sup>st</sup> century; Value Delivery Process; Marketing Planning; Marketing Research.

**UNIT 2: MARKETING STRATEGY ESSENTIALS**

Marketing Environment; Customer Value & Satisfaction; Analyzing Markets; Segmenting, Positioning & Targeting.

**UNIT 3: MARKETING MIX APPLICATIONS I**

Marketing Mix; Product Development & Strategy, Brands, Brand Equity and Positioning, Pricing Strategies.

**UNIT 4: MARKETING MIX APPLICATIONS II**

Designing and Managing Value Networks & Channels; Managing Retailing, Wholesaling and Logistics, Integrated Marketing Communications, Advertising, Sales Promotion, Events and Public Relations, Managing Personal Communications-Direct Marketing & Personal Selling. Introduction to e-Marketing.

**UNIT 5: MARKETING RESPONSIBILITIES**

New Offerings, Global Markets, Managing Holistic Marketing Organisations, Marketing Ethics; Social Responsibilities in Marketing; Future Trends in Marketing.

**SUGGESTED READING:**

Kotler, Keeler, Koshy & Jha: MARKETING MANAGEMENT, Prentice Hall

Rajan Saxena: MARKETING MANAGEMENT

Ramaswamy: MARKETING MANAGEMENT

William J Stanton, Michael J Ethel & Bruce J Walker: FUNDAMENTALS OF MARKETING

Internet Exercise: Classical notions of Karl Marx and Max Weber, conceptualizations by Amartya Sen

**Course Number: MBM422, Course Title: FINANCIAL MANAGEMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: FINANCE FUNCTION**

Financial Functions: Meaning & Scope: Objectives of Financial Management, Responsibilities of a Financial Manager, Organization of Finance Department.

**UNIT 2: TIME VALUE OF MONEY**

Introduction & Rationale Techniques: Compounding Techniques and Discounting Techniques.

**UNIT 3: CAPITAL BUDGETING**

Nature of Capital Budgeting Decisions; Developing relevant data for capital budgeting decisions; Cost of capital and its computation; Appraisal criteria; Traditional and Discounted cash flow techniques (Net present value, Internal rate of return, present value, profitability Index.)

**UNIT 4: FINANCIAL ANALYSIS, PLANNING & DESIGNING CAPITAL STRUCTURE**

Financial planning and analysis: Objectives & Characteristics; Estimating Financial Requirements.

Theories of Capital structure. Net Income Approach; Net Operating Income Approach, Millar & Modigliani Position, Traditional Approach Designing of Capital Structure. EBIT Analysis; Cash Flow Analysis & other practical considerations. Over Capitalization and Under-Capitalisation. Financial and operating leverage. Dividend theories and practice.

**UNIT 5: WORKING CAPITAL MANAGEMENT**

Meaning and Sources of working Capital, Management of cash; Management of Receivable and Payable; Management of Inventory.

**SUGGESTED READINGS:**

Brealey & Myers: FINANCIAL MANAGEMENT

Ross, Westerfield & Jaffer: CORPORATE FINANCE

Jim McMenamin: FINANCIAL MANAGEMENT- AN INTRODUCTION

Levy: PRINCIPLES OF CORPORATE FINANCE Pandey IM:

FINANCIAL MANAGEMENT

Khan & Jain: FINANCIAL MANAGEMENT

Prasanna Chandra: FINANCIAL MANAGEMENT THEORY & PRACTICE

**Course Number: MBM423, Course Title: QUANTITATIVE TECHNIQUES**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: INTRODUCTION**

Decision making environment and techniques, Descriptive Statistics, Frequency distributions, Graphical Techniques, Measures of Central tendency, Measures of Dispersion

**UNIT 2: PROBABILITY**

Probability fundamentals, Discrete distributions, Continuous Distributions, Hypothesis testing, Significance tests: z test, t test, F test. etc.

**UNIT 3: REGRESSION AND CORRELATION**

Regression and Correlation, Rank correlation coefficient

**UNIT 4: LINEAR PROGRAMMING AND ITS APPLICATIONS**

Historical development and Phases of OR, Linear Programming: Graphical method, Simplex algorithm, Duality and its concept, Special types of L.P.P.: Transportation problem, Assignment problem.

**UNIT 5: GAME THEORY AND QUEUING MODEL**

Game Theory: Applications in business, Two person zero sum games, Queuing System and Concepts: Kendall's notation, Solution of queuing problems-Single channel, Single stage, Finite and infinite queues with poisson arrival and exponential service.

**SUGGESTED READINGS:**

Fadil H Zuwaylif: APPLIED BUSINESS STATISTICS

Hillier FS & Lieberman GJ: OPERATIONS RESEARCH, HOLDEN-DAY

**Course Number: MBM424, Course Title: OPERATIONS MANAGEMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1**

Introduction to operations management; competitiveness; strategy; factors affecting productivity; measurement of productivity, management techniques for improving productivity; product / service design; design for manufacture. **UNIT 2**

Forecasting for operations- requirements for forecasting, importance of forecasting, basic categories of forecasting methods, qualitative methods - Delphi method, market research, product life-cycle analogy, expert judgment; quantitative methods - simple moving average weighted moving average, exponential smoothing, trend-adjusted exponential smoothing, multiplicative seasonal method, causal forecasting methods; accuracy and control of forecasts, Applications for Queuing Model.

**UNIT 3**

Aggregate Planning, Capacity planning- importance of measuring capacity, techniques of measuring capacity, capacity expansion strategies.

Quality management- introduction to quality, Introduction to TQM, QFD, Quality Control tools, Quality control charts, Quality Circle, Kaizen.

Just-in-time system- What is JIT? JIT goals, requirements of JIT system, advantages and disadvantages of JIT; JIT in services, JIT purchasing.

**UNIT 4**

Independent Demand Inventory Models - The nature and importance of inventories, requirements for effective inventory management, types of inventory models, EOQ model, Non instantaneous receipt model, Quantity discount models, re-order point, concept of safety stock.

Dependent Demand Inventory models-MRP-An overview of material requirements planning, MRP inputs, MRP outputs MRP processing, MRP in service, benefits, requirement of MRP and MRP II systems.

**UNIT 5**

Supply chain management - value chains, supply chains, demand chains, the need for supply chain management, benefits of effective supply chain management, managing the supply chain, bull-whip effect, measuring effectiveness of supply chain management, logistics.

Scheduling- scheduling in low volume system, loading - the assignment method of linear programming, sequencing - priority dispatching rules, sequencing jobs through one process, Critical Ratios as methods for job scheduling, Johnson's Algorithm for job sequencing (n job thro' 2 machines), Use of Gantt charts,

Project Management- Key decisions in project management, Project life cycle, PERT / CPM- drawing the network, computation of processing time, floats and critical path.

**SUGGESTED READINGS:**

OPERATIONS MANAGEMENT: Gaither and Frazier, Thomson Learning

OPERATIONS MANAGEMENT: Strategy and Analysis by L. J. Krajewski and L. P. Ritzman, Pearson Education

OPERATIONS MANAGEMENT: William J. Stevenson, McGraw-Hill

PRODUCTION AND OPERATIONS MANAGEMENT: MANUFACTURING AND SERVICES: Chase, Aquilano, Jacobs, TMH PRODUCTION

AND OPERATIONS MANAGEMENT: Martinich, J W & Co.

**Course Number: MBM431, Course Title: MAJOR PROJECT I**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 4, Periods(55 mts. each)/week: 12(L-0+T-0+P/S-12), Min.pds./Mod.:99

The Project would comprise out of the following components:

1. Work-Term/ Co-op Research on the Job Profile being offered by the Company, and Secondary data based general research on the Co-op company itself which is offered to the respective student. (Sources of data: Website of company, Annual Reports, Magazine articles, Additional material to be requested from the Company mentor)
2. Book Review of any one book relating to area of specialization.

3. Group Discussion on few articles published in recent issues of Harvard Business Review, Knowledge@Wharton, McKinsey Quarterly, etc.
4. Group Discussion on general awareness / newspaper reading, etc.
5. Project work under the supervision of department staff.

**Course Number: MBM432, Course Title: BUSINESS ENVIRONMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: INTRODUCTION TO BUSINESS ENVIRONMENT**

(a) Social & Cultural Environment, (b) Social Responsibilities of Business (c) Business & Society, Social Audit (d) Business Environment, Business System Dynamics (e) Business ethics.

**UNIT 2: POLITICAL-LEGAL ENVIRONMENT**

(a) Political Institutions (b) The Constitution of India (c) State Regulations (d) New Competition Policy (e) The Companies Act, 1956 (f) Corporate Governance Regulations.

**UNIT 3: ECONOMIC ENVIRONMENT**

(a) Planning framework and Economic Administration (b) Privatisation (c) Infrastructure, Stabilization Policy.

**UNIT 4: TECHNOLOGICAL & NATURAL ENVIRONMENT**

Technological collaborations, Acquisition & Absorption, Digital Environment, Green Environmental Practices & Regulations.

**UNIT 5: GLOBAL ENVIRONMENT**

(a) Meaning & Rationale for Globalisation (b) From Domestic Markets to Global Markets-Strategies (c) India, WTO & the Trading Blocks (d) Foreign Trade, Export Promotion.

**SUGGESTED READINGS:**

K Aswathappa: ESSENTIALS OF BUSINESS ENVIRONMENT

Ishwar C Dhingra: THE INDIAN ECONOMY

**Course: DBD205, Title: LOGISTICS, LOGIS.,SOC.MEDIA, WEB&LEARN. ANALY.**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2017-18 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1**

Introduction to supply chain management, uncertainty in supply chains, forecasting in managing the supply chain. **UNIT 2**

Demand management, developing and managing the forecasting process, forecasting model selection, forecasting through a product's lifecycle, measuring forecast accuracy.

**UNIT 3**

Introduction to learning analytics, assessment, pedagogy and learning analytics, educational data mining, tools. **UNIT 4**

Web, Web analytics and a Web analytics 2.0 framework, measuring user experience, Web metrics and web analytics: On-site web analytics, off-site web analytics, the goal-signal-metric process.

**UNIT 5**

Social networks, social network analysis, affiliation, trust and recommendation systems, information propagation, evolution of large networks, introduction to Google social media analytics

**SUGGESTED READING:**

Sunil Chopra and Peter Meindl: SUPPLY CHAIN MANAGEMENT: STRATEGY, PLANNING AND OPERATION

Martin Christopher: LOGISTICS AND SUPPLY CHAIN MANAGEMENT, Prentice Hall

Avinash Kaushik: WEB ANALYTICS 2.0

Matthew Russel: MINING THE SOCIAL WEB, O'Reilly.

Larsson and White: LEARNING ANALYTICS-FROM RESEARCH TO PRACTICE.

**Course Number: MBM434, Course Title: ORGANISATION BEHAVIOUR**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: FOUNDATIONS OF INDIVIDUAL BEHAVIOUR**

UNIT 2: FOUNDATIONS OF GROUP BEHAVIOUR

UNIT 3: ORGANISATION CULTURE AND CLIMATE

UNIT 4: ORGANISATIONAL PROCESS

UNIT 5: ORGANISATIONAL DEVELOPMENT

### SUGGESTED READINGS

Harsey Paul: ORGANISATION BEHAVIOUR

Davis Keith: HUMAN BEHAVIOUR AT WORK

UdaiPareek: ORGANISATIONAL CULTURE &amp; CLIMATE

Stephen P Robbins: PRGAMOSATOPMA BEHAVIOUR

Rao VSP: ORGANISATION-THEORY OF BEHAVIOUR

JBP Sinha: PATTERNS OF WORK CULTURE

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 4, Periods(55 mts. each)/week: 12(L-0+T-0+P/S-12), Min.pds./Mod.:99

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 8, Periods(55 mts. each)/week: 24(L-0+T-0+P/S-24), Min.pds./Mod.:207

**Course Number: MBM512, Title: RESEARCH METHODOLOGY**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

Meaning, Nature, Type of Research, Experiment-Laboratory Experiments, Field Experiments, Field Study, Survey Research, Major steps in Research, Problem-Formulation & Kinds, Hypothesis-its kinds, Variables and Controls, Survey of related Literature, Ethical Issues.

Sampling-Meaning & needs of sampling, requirement of a good sample, Sampling TechniquesProbability& Non-Probability.

Research Tools-Observation, Interviews, Questionnaire, Rating Scales, Content Analysis, Case Study, Schedules.

Analysis & Interpretation of Data, Establishment of Categories, Coding, Tabulation, Statistical Analysis of Data, Inferring Casual relations.

(a) Format of the synopsis (b) Format of Project/Dissertation (c) Format of Abstract (d) Format of Research Paper.

SUGGESTED READINGS:

Karlinger FN: FOUNDATIONS OF BEHAVIOURAL RESEARCH

Sheltz&amp; Others: RESEARCH METHODS IN SOCIAL RELATIONS Kothari CR:

RESEARCH METHODOLOGY-METHODS AND TECHNIQUES

Sharma VM: ¶ÉÉävÉ | ÉÊ´ÉÊvÉ

Singhal Baijnath: ශ්‍රී ආචාර්ය වජිරා විශ්වකර්ම මහත්මයාණන්ගේ සිංහල බායිනත්

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**Course Number: MBM521, Course Title: WORK TERM PROJECT II**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015

Total Credits: 8, Periods(55 mts. each)/week: 24(L-0+T-0+P/S-24), Min.pds./Mod.:207

**Course Number: MBM522, Course Title: BUSINESS COMMUNICATION**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total

Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1 : COMMUNICATION SKILLS: ROLE OF COMMUNICATION IN WORKPLACE**

(a) Defining communication skills and its importance for every one in Today's world. (b) Why business needs to communicate, (c) Types of communication: Verbal/Non Verbal and their use, (d) Business Communication process, (e) Various modes of communication, (f) Ways of selecting right medium.

**UNIT 2: COMMUNICATE SKILL: WRITTEN**

(a) Principle of Business communication, (b) Writing Business Messages/letters/Memorandum, (c) Use of Technology: Writing email to internal or external; Language and etiquettes/formatting.

Sending Instant Messages (SMS) and its business uses. Use of outlook features, (d) Report writing, (e) Application at workplace: order acknowledgements, handling complaints, routine, enquiries, refusals, offer letters, communicating HR policies, change circulars, resume writing etc.

**UNIT 3: COMMUNICATION: ORAL/SPEAKING**

(a) Formal face to face: One to one communication: Factors for success. (b) Conducting and participating in meetings, (c) One to many: Public speaking Presentations to customers, own group, top managements: key issues to be kept in mind: Role of Voice/tone/emotions, Body language, fluency, pace, listening, graphics, technology, data for effective presentations. (d) Use of Transaction analysis in communication. Assertive, aggressive, passive and their use. (e) Learn: skill of communication with superiors, colleagues, subordinates and others at workplace [Learn to make impact in Interviews, Various questioning techniques, use of cell Phone Telephone and Tele Interviews, Video Conferencing, Voice mail techniques, Collaborative tools for virtual meetings].

**UNIT 4: COMMUNICATION: LISTENING**

(a) What is listening and its importance, (b) Difference between listening and hearing, (c) Various listening techniques (Questioning, paraphrasing, submersing) (d) How to be good listener, (e) What are barriers of listening and how to overcome these?

**UNIT 5: TECHNOLOGY ENABLED COMMUNICATION**

(a) Using technology in communication talks, (b) Computer tools for planning, (c) Computer tools for gathering and collecting information, (d) Tools for analyzing and organizing, (e) Tools for writing, (f) Use of ICT for teaching, (g) Tools for presenting messages, (h) Survey tools "collecting information, analysis using XL sheets and graphics.

**SUGGESTED READINGS:**

Bill Scott: THE SKILL OF COMMUNICATION

Anna Laster Nell Ann Pickett: OCCUPATIONAL ENGLISH

Jonh& Jean Megverr: BANK ON YOUR ENGLISH

A MODERN COURSE IN BUSINESS ENGLISH (Class Book), Oxford University Press

**Course Number: MBM531, Course Title: DISSERTATION I**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total

Credits: 8, Periods(55 mts. each)/week: 24(L-0+T-0+P/S-24), Min.pds./Mod.:207

The students will be required to conduct MBA dissertation project under a faculty supervisor. The research problem will be identified in an emerging area of business management. The dissertation will be divided into two parts. Part I of the dissertation would focus on problem formulation and literature review. Part II would include data collection, analysis, results and discussion. The other possible formats for MBA dissertation could be case-study research, empirical analysis of a given data-set, or mathematical modeling of a business phenomenon.

**Course Number: MBM541, Course Title: DISSERTATION II**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015

Total Credits: 8, Periods(55 mts. each)/week: 24(L-0+T-0+P/S-24), Min.pds./Mod.:207

**Course Number: MBM542, Course Title:STRATEGIC MANAGEMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total

Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: INTRODUCTION**

Concept of business and corporate strategies, Need of corporate strategies, Different models of corporate planning, Problems in strategic planning; Corporate strategies: Objectives, Purpose and mission. Strategies, values and business ethics.

**UNIT 2: CORPORATE STRATEGIES**

Functional strategies, Growth strategies: Take over, diversification and expansion, Strategy formulation and implementation. Making framework, Industry Structure Analysis

**UNIT 3: BUSINESS POLICY**

Strategy and Business Policy, McKinsey 7's Business Policy in different areas e.g. Marketing, Finance, Production, Personnel and Training, Maintenance. Implementation of Policies.

**UNIT 4: STRATEGIC ADVANTAGE ANALYSIS**

Strategic advantages: Concept, Profile, Diagnosis & Factors. Concept of synergy.

**UNIT 5: STRATEGIC MANAGEMENT**

Concept, Leadership Inter organizational forces and managerial power relations in strategic management. Management of Organization change.

**SUGGESTED READINGS:**

Kenneth R Andrew: CONCEPT OF CORPORATE STRATEGY

Igor H Ansoff: CORPORATE STRATEGY

William F Glueck: BUSINESS POLICY, STRATEGY FORMULATION & MANAGEMENT ACTIONS

Chandler AD: STRATEGY & STRUCTURE

Hofer CW & S Chandel D: STRATEGY FORMULATION:AN ANALYTICAL CONCEPT

**Course Number: MBM543, Course Title:ENTREPRENEURSHIP& LEADERSHIP DEV.**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total

Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: ENTREPRENEURIAL PERSPECTIVE**

Importance of Entrepreneurs, Characteristics, Competencies, Entrepreneurial and Intrapreneurial Mind.

**UNIT 2: LEADERSHIP PERSPECTIVE**

Leadership- Role, Skills and Styles, Leadership, and Management (Authority v/s Responsibility, Delegation and Acceptance, Motivation, Communication, Manager as Leader), Leader and Team Building, Leadership and Change Management, Ethics.

**UNIT 3: ESTABLISHING THE ENTERPRISE AND STARTING THE VENTURE**

Creativity, Innovation and Business Idea Generation, Opportunity Scanning, Preparation of Business Plan, Evaluation The Plan.

**UNIT 4: RESOURCES** Marketing Plan, Financial Plan, Production Plan, Operation Plan, Organizational Plan. **UNIT 5: GROWTH AND SOCIAL RESPONSIBILITIES**

Stages of Growth, Growth Strategies, Expansion.

**SUGGESTED READINGS:**

Rajeev Roy: ENTREPRENEURSHIP, Oxford Higher Education

Robert. D. Hirsch, P. Peters, & A. Shepherd: ENTREPRENEURSHIP, Tata McGraw-Hill Sandra

Sucher: THE MORAL LEADER, Routledge

**MBM451, Course Title:MARKETING OF SERVICES**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015 Total

Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63



#### UNIT 1: INTRODUCTION TO SERVICES MARKETING

Introduction to Services, Difference between Services and Products, Service Revolution; Service Economy; Classification & Characteristics of Services.

#### UNIT 2: SERVICE ESSENTIALS

Importance of Quality in Services, Service Quality 5 Gap Model, Bridging the Gaps, SERVQUAL model.

#### UNIT 3: SERVICES MARKETING MIX

The 7 P's of Services Marketing Mix, Application of Mix components, Importance of People and Process in Services.

#### UNIT 4: CUSTOMER RELATIONS IN SERVICES

Importance of Relationships in Services, CRM, CRM Strategy, e-CRM, Loyalty Programmes in Services, Personalization of Services.

#### UNIT 5: EMERGING TRENDS AND APPLICATIONS IN SERVICES

Trends in Education, Health Care; IT, Travel & Tourism, Retail and Small Scale Services.

#### SUGGESTED READINGS:

Valarie Zeithaml & Mary Bitner: SERVICES MARKETING, Tata McGraw Hill

Ravi Shanker: SERVICES MARKETING

Chowdhary: THE TEXT BOOK OF SERVICES OF MARKETING

### **Course Number: MBM452, Course Title: SALES FORCE MANAGEMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total

Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

#### UNIT 1: SELLING FUNCTION

Introduction to Sales Management, Personal Selling; Functions of Sales People, Sales Process & Theories, Consultative, Relationship and Partnering Selling, Ethics in Selling.

#### UNIT 2: STRATEGIC ROLE OF SALES FUNCTION

Organisational strategies & Sales function; Sales Organisation and Territory Planning, Managing Customers and Territories, Analysing Market Potential, Industry Forecasts to Company Sales Forecasts.

#### UNIT 3: DEVELOPING SALES FORCE

Recruiting and Selecting Sales Force, Training Sales People, Kinds of Training, Compensation Systems.

#### UNIT 4: DIRECTING SALES FORCE

Sales Leadership; Supervision, Motivation, Rewards Systems.

#### UNIT 5: EVALUATING EFFECTIVENESS OF SALES FORCE ORGANISATION

Process of Sales Force Evaluation, Sales Budgets and Quotas, Measures of Performance.

#### SUGGESTED READINGS:

Ingram, La Forge, Schwepker & Williams: SALES MANAGEMENT, Thomson South Western, VI ed.

Kujnisch Vashisht: A PRACTICAL APPROACH TO SALES MANAGEMENT, Atlantic

Richard Still, Edward Cunduff, Norm Govani: SALES MANAGEMENT, PHI-New Delhi

Gerald Manning & Barry Reece: SELLING TODAY, PHI

Jobber David, Lancaster Geoff: SELLING AND SALES MANAGEMENT, Pearson Education, VI ed.

### **Course Number: MBM453, Course Title: ADVANCED ISSUES IN HRM**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015 Total

Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

#### UNIT 1: RECRUITMENT & SELECTION

(a) Job analysis: Design of Job description, (b) Design of recruitment and selection process for workers, staff and officers, (c) Understanding applications of various Psychometric tests in industry and in depth knowledge/interpretation of any one test, (d) Designing interview process for different levels in the industry, (e) Design of competency based Interview process.

#### UNIT 2: TRAINING & DEVELOPMENT

(a) Philosophy & role of training function in organization, (b) Designing induction process, (c) Various approaches to gaps and development needs assessment: Individual/group/Organization, (d) Various methodologies of developing people in the organization and criteria for choosing the same, (e) Theories

of learning at workplace and their usefulness, (f) Method of measurement and evaluation of training impact use by different industries with Indian Examples, (g) Management Development in India.

#### UNIT 3: PERFORMANCE MANAGEMENT

(a) Designing PMS for an organization: Performance Planning & goal setting, KRA, KPIs of the role and methods of evaluation performance used by Industry in India, (b) Use of Balance score process for goal setting, (c) Methods of assessment of Potential: Assessment centers design, (d) Competency identification and development process for managers, (e) How to give and receive feedback.

#### UNIT 4: COMPENSATION STRATEGY AND DESIGN

(a) Developing a overall compensation strategy for an organization, (b) Designing compensation structure: Job evaluation methodology, (c) Understanding role and application of short term incentives like, merit pay, bonus, reward, performance pay, incentives etc and long term retention plans like ESOPs, experience linked rewards etc, (d) Basis of compensation in an organization and Methodology of Market surveys for compensation for various levels.

#### UNIT 5: PEOPLE CAPABILITY MATURITY MODEL

(a) Need and application of Process Maturity Framework, (b) Maturity levels in people CMM, (c) Behavioral charters of five levels: 1. Initial, 2. Managed, 3. Defined: Predictable and optimizing, (d) Interpreting people CMM.

#### SUGGESTED READINGS:

Garry Dessler: HUMAN RESOURCE MANAGEMENT.

Ganesh Sharmon: COMPETENCY BASED HRM.

Bill Curties, Hefley, Miller: PEOPLE CAPABILITY MATURITY MODEL.

Mohan Nair: ESSENTIALS OF BALANCE SCORE CARD.

Alan Mumford and Jeff Gold: MANAGEMENT DEVELOPMENT.

TV Rao: PERFORMANCE APPRAISALS.

Louis Carter, David Giber, Marshal Goldsmith: BEST PRACTICES IN ORGANIZATIONAL DEVELOPMENT AND CHANGE (for case studies)

### **MBM454, Course Title: TRAINING & DEVELOPMENT MANAGEMENT**

Class: MBA, Status of Course: Major Course, Approved since session: 2012-13

Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:65

#### UNIT 1: INTRODUCTION [13 pds]

Training and Development: A Subsystem of an Organization, Traditional and Modern Approaches to Training and Development, Objectives of Training and Development

#### UNIT 2: TRAINING NEED IDENTIFICATION [13 pds]

Skill Gap Analysis, Preparing Individual Development Plan, Identification of training needs

#### UNIT 3: DESIGNING TRAINING AND DEVELOPMENT MODULES [13 pds]

Development of- Operating System of Training and Development, Infrastructure, Psychological Aspects, Preparing Training Calendar

#### UNIT 4: TRAINING AND DEVELOPMENT EXECUTION AND EVALUATION OF THE PROGRAM [13 pds]

Training Methodologies for Different Hierarchical Levels: Class Room, Apprenticeship, Experiential Learning, etc. Measuring Post Training Effectiveness

#### UNIT 5: TRAINING AND DEVELOPMENT SCENARIO IN INDIAN INDUSTRY [13 pds]

Training and Development in Retail, Banking, KPO, BPO, Automobile and IT sector.

#### Suggested Readings:

The 2001 ASTD Training and Performance Yearbook, by John A. Woods and James W. Cortada. McGraw-Hill Priority Processing.

Coaching CLUES: Real Stories, Powerful Solutions, Practical Tools, by Marian J. Their, Nicholas Brealey Publishing (London).

Creating, Implementing, & Managing Effective Training and Development: State-of-the-Art Lessons for Practice, by Kurt Kraiger. Jossey-Bass Inc., Publishers.

Foundations of Human Resource Development, by Richard A. Swanson and Elwood F. Holton. Berrett-Koehler Publishers, Inc.

Strategically Integrated HRD: Six Transformational Roles In Creating Results-Driven Programs, by Jerry W. Gilley and Gilley, Ann Maycunich. Perseus Books.

Structured On-the-Job Training: Unleashing Employee Expertise in the Workplace, by L. Ronald Jacobs, Berrett-Koehler Publishers, Inc.

**Course Number: MBM455, Course Title: FINANCIAL SERVICES**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

UNIT 1 Introduction, Evolution of financial services, regulatory environment, Various types of financial services, Non-banking Financial companies.

**UNIT 2**

Leasing :Introduction, types of leases, Legal and Tax Aspects of leasing, Lease evaluation, Hire purchase: Introduction, Differences between Leasing and Hire purchase, Hire purchase evaluation. Concepts of Factoring and Bills discounting. Difference Factoring in India. Bills Market Scheme. Credit Rating in India.

**UNIT 3**

Private Equity, Venture Capital and Merchant Banking.

**UNIT 4**

Housing Finance, Housing Finance system. Housing Finance Schemes. Funding of Housing Finance Companies.

**UNIT 5**

Insurance Concepts, Benefits, Categories.

**SUGGESTED READINGS:**

Avadhani VA: MARKETING OF FINANCIAL SERVICES, Himalaya publishing house, Delhi, 1999.

Cornett and Saunders: FUNDAMENTALS OF FINANCIAL INSTITUTIONS MANAGEMENT, McGRAWHILL INTERNATIONAL EDITION, SINGAPORE, 1999.

Khan MH: FINANCIAL SERVICES, TMH, NDELHI, 1997.

Srivastava RM: MANAGEMENT OF INDIAN FINACIAL INSTITUTIONS, HIMALAYA PUBLISHING HOUSE NDELHI, 1999.

**Course Number: MBM456, Course Title: SECURITY ANALYSIS & PORTFOLIO MNGT.**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1**

Introduction and Concepts of Portfolio Management. Portfolio management process, equity research v/s Portfolio management. Primary and Secondary objectives, factors considered in portfolio dedication, Introduction to Stock Markets and Mutual Funds.

**UNIT 2**

Investment strategies, diversification, market efficiency, selection of bonds & investments in real estate assets.

**UNIT 3**

Selection of equities using fundamental and technical analysis.

**UNIT 4**

Revision of equity portfolio, revision of fixed income portfolio, portfolio management.

**UNIT 5**

Performance evaluation, measuring portfolio risk, traditional measures and measures in practice, annualised return and IRR.

**SUGGESTED READINGS:**

Avadhani VA: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Barua Ranganathan Verma: PORTFOLIO MANAGEMENT

Fisher and Jorden: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Strong Rober A: PORTFOLIO MANAGEMENT HANDBOOK

**Course Number: MBM457, Course Title: INDUSTRIAL RELATIONS AND LAW**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: TRADE UNION ACT & INDUSTRIAL INDISPUTES ACT**

[12 pds]

Provisions of the Act, Registration- Modes, Cancellation, Duties and liabilities of Trade Unions. Principles under the Act, Authorities and their functions, Settlement, Penalty, Strike, lockout, layoff,

Retrenchment. Causes of disputes, Preventive measures- Bipartite and Tripartite Bodies, Work Committees. Joint management council, Ethical Codes, Standing Orders, Collective bargaining. Conciliation, Arbitration, Adjudication.

UNIT 2: MISCELLANEOUS ACTS [12 pds]

Brief application of PF Act, Gratuity Act, Workmen compensation Act, Employment exchange act, workmen compensation Act, ESI act at work place

UNIT 3: WAGES ACT [13 pds]

Definitions, Scope, Responsibility of Payment. Procedure for Fixation and Revision of Wages. Rights Obligation of employers and employees.

UNIT 4: FACTORIES ACT [13 pds]

Provisions regarding health safety and cleanliness, Provisions regarding welfare of workers, Special provisions regarding employment of women, Annual leave, penalties and procedures.

UNIT 5: TRADE UNIONS [13 pds]

Trade Union development and functions, Trade Union Structure and Recognition. Problems of Trade unions and Indian Experiences.

#### SUGGESTED READINGS:

ND Kapoor: ELEMENTS OF INDUSTRIAL LAW

Srivastava S: LABOUR LAWS AND INDUSTRIAL RELATIONS

Monakka A: INDUSTRIAL RELATIONS

Sharma AM: INDUSTRIAL RELATIONS - CONCEPTUAL AND LEGAL FRAMEWORK

Verma Pramod: MANAGEMENT OF INDUSTRIAL RELATIONS

### **MBM458, Course Title: TALENT MANAGEMENT**

Class: MBA, Status of Course: Major Course, Approved since session: 2012-13

Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:65

UNIT 1: INTRODUCTION [13 pds]

Defining Talent, Talented and Talent Management, Common Skills, Capabilities and Aptitudes in Talented Individuals, Importance of Talent Management for Organizations

UNIT 2: TALENT MANAGEMENT CYCLE [13 pds]

Finding Talent, On-boarding, Developing Employees, Managing Performance, Planning for Succession, Retaining Employees, De-boarding

UNIT 3: EMPLOYER BRANDING AND ATTRACTING STRATEGIES [13 pds]

Concept of Employer Brand, Benefits of Employer Branding, Employee Value Proposition,

UNIT 4: EMPLOYEE DEVELOPMENT AND PERFORMANCE MANAGEMENT [13 pds]

Job Shadowing, Comprehensive Learning Plan, Continuous Appraisals, Career Monitoring Practices

UNIT 5: EMPLOYEE RETENTION [13 pds]

Thought Leadership, Recognition Wall, Organizational Health Survey, Employee Retention Best Practices

#### SUGGESTED READINGS:

Harvard Business Review on Talent Management, Harvard Business Review Press, 2008.

One Page Talent Management: Eliminating Complexities, Adding Value by Marc Effron and Miriam Ort, Harvard Business School Publishing Corporation, 2010.

The Talent Management Handbook: Creating Organizational Excellence by Identifying, promoting and Developing your Best People, Lance A. Berger, Dorothy R Berger, Tata McGraw Hill Publications

Best Practices in Talent Management by Marshall Goldsmith and Louis Carter, Pfeiffer, An Imprint of Wiley, 2010 Reinventing Talent Management by Susan R. Meisinger, John Wiley and Sons, 2009

### **Course Number: MBM459, Course Title: KNOWLEDGE MANAGEMENT**

Class: MBA, Status of Course: Major Course, Approved since session: 2002-03

Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:65

UNIT 1: KNOWLEDGE MANAGEMENT [13 pds]

Introduction to Knowledge Management. Conceptual analysis of knowledge and knowledge management. Importance of knowledge. From Arts to Science: Knowledge Management.

UNIT 2: MULTI DIMENSIONAL STUDY [13 pds]

Human and Social dimension of knowledge management. Relation of knowledge management to IT. Knowledge generation Typology, Utilization.

UNIT 3: THE PROCESS PERSPECTIVE [13 pds]  
 Information management to knowledge management. Business process Re- Engineering to knowledge management. Learning management to knowledge management in Organisational context.  
 UNIT 4: BUILDING THE KNOWLEDGE CORPORATION. [13 pds]  
 Linking knowledge strategy to business strategy. The knowledge Gapanalyser as a tool. Creating knowledge organisation.  
 UNIT 5: THE KNOWLEDGE ECONOMY [13 pds]  
 E-Governance-The Knowledge management way. Managing knowledge worker and Economy. Building knowledge society.

**SUGGESTED READINGS:**

Thomas H Davenport: INFORMATION ECOLOGY: NEW YORK, OXFORD UNIVERSITY PRESS, 1997.  
 Stewart Thomas: INTELLECTUAL CAPITAL-THE NEW WEALTH OF ORGANISATIONS, NEW YORK: CURRENCY/DOUBLEDAY 1997.

**Course Number: MBM460, Course Title: INTERNATIONAL FINANCE**

Class: MBA, Status of Course: Major Course, Approved since session: 2009-10  
 Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:65

UNIT 1 [13 pds]  
 Introduction, Concepts, Theory of International trade and finance.  
 UNIT 2 [13 pds]  
 Definition of BOP, Components, Current account, Capital Account, Balance Disequilibrium in BOP.  
 UNIT 3 [13 pds]  
 Theories of exchange rates, exchange rates determination, basics of currency trading, Model and mechanics of forex trading. UNIT 4 [13 pds]  
 Risk Management & Introduction to Derivatives: Options, Swaps, Futures.  
 UNIT 5 [13 pds]  
 International pricing, ADRS, GDRS, Euro currencies, Mechanisms.

**SUGGESTED READINGS:**

Ian H Giddy: GLOBAL FINANCIAL MARKETS, MCGRAWHILL INTERNATIONAL, 1999.  
 Maulice D Levi: INTERNATIONAL FINANCE, PHI, 1999.  
 PG Apte: INTERNATIONAL FINANCE, TATA MCGRAWHILL, NEW DELHI, 2000.

**Course Number: MBM461, Course Title: TAX PLANNING & MANAGEMENT**

Class: MBA, Status of Course: Major Course, Approved since session: 2009-10  
 Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:65

UNIT 1: NATURE AND SCOPE OF TAX PLANNING  
 Nature, Objective of Tax Management, Assessment of tax, financial year, Assessee- types, Residential status Non-resident Indians.  
 UNIT 2: CORPORATE INCOME TAX  
 Tax concession and incentives for corporate decision, Tax planning for depreciation; Treatment of losses& unabsorbed items; Carry forward and set off losses. Tax and business reorganization merger and amalgamation. Tax appeals; Revision & Review  
 UNIT 3: WEALTH TAX  
 Closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification  
 UNIT 4: CENTRAL EXCISE ACT 1994  
 Excise planning; Customs Protection Act 1962 and Customs planning. (Working knowledge is required for these)  
 UNIT 5  
 Cenvat, VAT and Service Tax

**SUGGESTED READINGS:**

HL Bhatia: PUBLIC FINANCE (VIKAS) 1999 20<sup>th</sup> ed.  
 RN Lakhotia: HOW TO SAVE WEALTH TAX (Vision Book) 2001, 9<sup>th</sup> ed  
 Palkhiwala: INCOME TAX (Tripathi Publication)  
 Bhagwati Prasad: INCOME TAX LAW & PRACTICE (ViswaPrakashan) 1997, 23<sup>rd</sup> ed.  
 R Santaram: TAX PLANNING BY REPORT (Taxman) 1978  
 VK Singhania: DIRECT TAXES, LAWS & PRACTICE (Taxman) 2002.

**Course Number: MBM462, Course Title: RISK MANAGEMENT**

Class: MBA, Status of Course: Major Course, Approved since session: 2009-10

Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:65

**UNIT 1: INTRODUCTION**

Nature of Risk, Risk Measurement, Risk Strategy

**UNIT 2: TYPES OF RISK- I**

Financial Risk, Operational Risk, Project risk.

**UNIT 3: TYPES OF RISK II**

Regulation and political risk, Insurance and Systemic Risk.

**UNIT 4: RISK MODELING**

Monte Carlo Methods, GARCH, Hyperbolic model, Cointegration, managing model risk.

**UNIT 5: EMERGING ISSUES IN RISK**

Strategic risks & Internet, Psychology of financial risk disasters, Designing Operational risk framework.

**SUGGESTED READINGS:**

Carol Alexander: MASTERING RISK, FINANCIAL TIMES MASTERING, Pearson, 2003.

James Pickford: MASTERING RISK I, FINANCIAL TIMES MASTERING, Pearson, 2003.

Yen Yee Chong & Evelyn May Brown: MANAGING PROJECT RISK, FINANCIAL TIMES, Prentice Hall, 2000. Mary

Pat Mccarthy& Timothy P Flynn, RISK, Tata McGraw Hill, 2004.

**Course Number: MBM463, Course Title: GLOBAL MARKETING**

Class: MBA, Status of Course: Major Course, Approved since session: 2009-10

Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:65

**UNIT 1: OVERVIEW OF THE WORLD BUSINESS**

[13 pds]

Nature of International marketing - Challenges and Opportunities, Trade Theories and Economic Development, Trade Distortions and Marketing Barriers, Political Environment, Legal Environment, Cultural environment.

**UNIT 2: PLANNING FOR GLOBAL MARKETING**

[13 pds]

Consumer Behavior in international context, marketing research and Information Systems, Market analysis and Foreign Market Entry Strategies.

**UNIT 3: GLOBAL MARKETING - PRODUCT AND DISTRIBUTION**

[13 pds]

Product Strategies basic Decisions and product planning, Branding and Packaging Decisions; Distribution Strategies- Channels of distribution, Physical Distribution and Documentation.

**UNIT 4: GLOBAL MARKETING - PROMOTION AND PRICING**

[13 pds]

Promotional Strategies- Personal selling, Publicity and Sales Promotion, Advertising, Pricing strategies- Basic decisions, Terms of Sale and Payment.

**UNIT 5: GLOBAL MARKETING AGENCIES**

[13 pds]

W.T.O., International Agencies, Hedging, Insurance.

**SUGGESTED READINGS:**

SakOnkvisit and John J Shaw : INTERNATIONAL MARKETING PRENTICE HALL INDIA, 3<sup>RD</sup> Ed.

Douglas Lamount : GLOBAL MARKETING, BLACKWELL BUSINESS.

BS Rathore & JS Rathore: INTERNATIONAL MARKETING, HIMALAYA PUBLISHING HOUSE.

**Course Number: MBM464, Course Title: CONSUMER BEHAVIOUR**

Class: MBA, Status of Course: Major Course, Approved since session: 2002-03

Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:65

**UNIT 1: INTRODUCTION TO THE STUDY OF CONSUMER BEHAVIOR**

[13 pds]

The diversity of consumer behavior, consumer research, market segmentation.

**UNIT 2: THE CONSUMER AS AN INDIVIDUAL**

[13 pds]

Consumer needs and motivation; personality and consumer behavior; consumer perception; learning and consumer involvement; nature of consumer attitudes; consumer attitude formation and change; communication and persuasion.

**UNIT 3: CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS**

[13 pds]

Group Dynamics and consumer reference groups; the family; social class and consumer behavior; sub cultural aspects of consumer behavior; cross cultural consumer behavior.

UNIT 4: CONSUMER DECISION MAKING PROCESS [13 pds]

Personal influence and the opinion leadership process; diffusion of innovations; consumer decision making- choosing and consuming.

UNIT 5: CONSUMER BEHAVIOR AND SOCIETY [13 pds]

Consumer behavior applications to profit and non profit organisations; public policy and consumer protection.

SUGGESTED READINGS:

Leon G Schiffman and Leslie Lazar Kanuk: CONSUMER BEHAVIOR, PHI, 6<sup>TH</sup> ED.

### **Course Number: MBM465, Course Title: MARKETING RESEARCH**

Class: MBA, Status of Course: Major Course, Approved since session: 2007-08

Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:65

UNIT 1: INTRODUCTION [13 pds]

Introduction to Marketing Research, Marketing Research Process, Problem Formulation, Value and Cost of Information, Marketing Information System, Development of Marketing Research in India.

UNIT 2: RESEARCH DESIGN [13 pds]

Process of Research Design, Secondary and Standardized Sources of Marketing Data, Primary Data Collection, Exploratory, Descriptive and Causal Research, Causality and Experimentation, Qualitative Marketing Research.

UNIT 3: DATA COLLECTION AND PREPARATION [13 pds]

Measurement and Scaling- Comparative and Non-Comparative, Questionnaire Design, Sampling Techniques (random and non-random), Field Work, Data Preparation.

UNIT 4: DATA ANALYSIS [13 pds]

Cross-Tabulation, Hypothesis Testing, Analysis of Variance, Regression, Discriminant Analysis, Factor Analysis, Cluster Analysis, Multidimensional Scaling, Conjoint Analysis.

UNIT 5: MARKETING RESEARCH - REPORTING AND ETHICS [13 pds]

Kinds of Research Reports, Presentation Styles, Report Format and Contents, Ethical Issues in Marketing Research, Code of Research Ethics.

SUGGESTED READINGS:

Naresh Malhotra: MARKETING RESEARCH-AN APPLIED ORIENTATION

Tull & Hawkins: MARKETING RESEARCH-MEASUREMENT & METHODS, PHI

PV Young: SCIENTIFIC SOCIAL SURVEY AND RESEARCH

G Churchill: BASIC MARKETING RESEARCH

GC Beni: MARKETING RESEARCH

WG Goode & Hatt: METHODS OF SOCIAL RESEARCH

Sjoberg: SOCIAL RESEARCH

### **Course Number: MBM551, Course Title: TOTAL QUALITY MANAGEMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16

Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

UNIT 1: CONCEPT OF QUALITY MANAGEMENT

Concept, Principles and Role of TQM Implementation; Quality Control Techniques; Cost of Quality; Kaizen and Continuous Improvement

UNIT 2: PRINCIPLES OF TQM

Customer Specification and Perception; Employee Involvement and Retention; Supplier Relationship Movement; Service Quality

UNIT 3: QUALITY ANALYSES

Introduction to Statistics; Statistical Control Charts; Measurement of Reliability and Sampling

UNIT 4: QUALITY SYSTEMS

ISO 9000; Six Sigma; Certification Requirements; Standards for Quality

UNIT 5: BENCHMARKING AND QUALITY CIRCLE

Introduction to Benchmarking; Quality Function Deployment; Quality Circles; Quality Awards

SUGGESTED READINGS:

James Evans and William M Lidsay, The Management and Control of Quality, Thomson Learning, 2002 Narayana

V and N S Sreenivasan, Quality Management-Concepts and Tasks, New Age International, 1996.

Shailendra Nigam, Total Quality Management, Excel Books, New Delhi.

James R.Evans & William M.Lidsay, The Management and Control of Quality, (5<sup>th</sup> Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).

Feigenbaum.A.V. "Total Quality Management, McGraw-Hill, 1991.

Oakland.J.S. "Total Quality Management Butterworth – Hcinemann Ltd., Oxford. 1989.  
Zeiri. "Total Quality Management for Engineers Wood Head Publishers, 1991. Feigenbaum.A.V.  
"Total Quality Management, McGraw-Hill, 1991

**Course Number: MBM552, Course Title:E-COMMERCE**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16  
Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds. /Mod.:63

**UNIT 1: INTRODUCTION** Basics of e-business, forces fueling e-business, e-business framework, preparing the online business, defining business models and e-business models.

**UNIT 2: EVOLUTION OF INTERNET** History of internet, internet connectivity, internet access providers (IAP), history of web, web and e-business, web 2.0, e-commerce software for large, medium and small companies. Introduction to cloud computing, The economics and benefits of cloud computing,

**UNIT 3: MARKETING ON WEB** Marketing strategies on the web. Virtual communities and social networking websites, branding on the web, marketing decision support system, sales force automation, web and customer services. **UNIT 4: PAYMENT AND SECURITY**

Overview of electronic payment technology, digital cash, digital checks and electronic wallets, Internet security issues, encryption and transaction security, hacking and cyber crimes, legal environment and ethical issues.

**UNIT 5: E-COMMERCE APPLICATIONS** E-commerce and banking, e-commerce and retailing, e-commerce and online publishing, virtual organizations, Mobile and wireless computing and e-commerce to m- commerce.

**Suggested Readings:**

Ravi Kalkota And Marcia Robinson: E-Business- Roadmap For Success.  
Raymond Greenlaw And Ellen Hepp; Fundamentals Of The Internet. Daniel  
Armor: The E-Business (R) Evolution.

**Course Number: MBM553, Title: SUPPLY CHAIN MANAGEMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16  
Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: INTRODUCTION** Strategic view of supply chain, Supply chain performance in India, Supply chain performance measures, Porter's value chain concept

**UNIT 2: MANAGING MATERIAL FLOW** Inventory management – types of inventory, Managing safety stock, Transportation and vehicle scheduling, Distribution strategies - direct shipping, cross-docking, Network design and operations

**UNIT 3: MANAGING INFORMATION FLOW** Value of information. Demand forecasting, IT for SCM, E-Commerce, Integrated business processes-

ERP, CRM, and computer assisted decision support for SCM

**UNIT 4: LOGISTICS** Logistics, reverse logistics, third party logistics (3PL), fourth party logistics (4PL), Design for logistics, Configuring logistics networks, Retailer-supplier relationships, Coordinated product & supply chain design.

**UNIT 5: SUPPLY CHAIN INNOVATION** Role of innovation and experimentations, agile supply chain, supply chain integration – external and internal integration, supply chain restructuring and future trends and issues.

**Suggested Reading:**

Shah, J., Supply Chain Management, Pearson Education, 2009.  
Christopher, M., Logistics And Supply Chain Management, Richard Erwin, 1994.  
Copacino, W. C., Supply Chain Management: The Basics And Beyond, Apics, St. Lucie Press, 1997.  
Simchi-Levi, D., Kaminsky, P., And Simchi-Levi, E., Designing And Managing The Supply Chain: Concepts, Strategies, And Cases, Irwin/Mcgraw-Hill, 1999.  
Tayur, S., Ganeshan, R., And Magazine, M., Quantitative Models For Supply Chain Management, Kluwer Academic Publishers, 1999.



**Course Number: MBM554, Course Title: MANAGEMENT INFORMATION SYSTEMS**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16  
Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: INTRODUCTION & STRUCTURE OF M.I.S**

Meaning and Role of MIS, Concepts in MIS, Characteristics of MIS, Operating elements of an Information System, M.I.S Support for Decision Making, Structure based on Management Activity and Organization function, Synthesis of MIS Structure.

**UNIT 2: CONCEPTS OF INFORMATION, DECISION MAKING FOR MIS DESIGN**

Concept of Information, Quality of Information, Types of Information, Value of Information, Measure of Information, Entropy, Concept of Information based Decision Making, Phases in Decision Making process, Methods for deciding among alternatives, Documenting and Communicating Decision Rules.

**UNIT 3: COMPUTER BASED ORGANIZATIONAL INFORMATION SYSTEMS**

Execution Information System, Functional Information Systems, Marketing Information System, Manufacturing Information System, Financial Information system.

**UNIT 4: DEVELOPMENT, IMPLEMENTATION AND EVALUATION OF MIS**

Planning, Conceptual System Design, Detailed System Design, Basic Methods of Implementation, Documentation and Evaluation of MIS.

**UNIT 5: DECISION SUPPORT SYSTEMS**

Characteristics of D.S.S, Classes of D.S.S Decision Support System Users, Issues in Design, Implementation of DSS, Data Flow Diagrams, Group Decision Support Systems, Work Redesign in D.S.S

**Suggested Readings:**

J Kanter: MANAGEMENT INFORMATION SYSTEMS

RJ Therauf: DECISION SUPPORT SYSTEM FOR EFFECTIVE PLANNING AND CONTROL

J Knater: MANAGING WITH INFORMATION

GB Davis, MH Olson: MANAGEMENT INFORMATION SYSTEM

RG Murdick, JE Ross, JR Claggett: INFORMATION SYSTEMS FOR MODERN MANAGEMENT

V Rajaraman: DESIGN AND ANALYSIS OF INFORMATION SYSTEMS

BC McNurlin, RH Sprague: INFORMATION SYSTEM MANAGEMENT IN PRACTICE JE

Ross: MANAGEMENT INFORMATION SYSTEM

**Course Number: MBM555, Course Title: FORECASTING METHODS & APPLICATIONS**

Class: MBA, Status of Course: Major Course, Approved since session: 2009-10

Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:65

**UNIT 1: INTRODUCTION TO FORECASTING**

Importance and overview of forecasting; Steps in forecasting; Types of data; Data patterns; Graphical representation; Summary statistics; Mathematical transformations; Measures of accuracy of forecasts

**UNIT 2: EXPONENTIAL SMOOTHING METHODS AND DECOMPOSITION**

Moving averages; Exponential smoothing methods and forecasting; Decomposition models; Additive and multiplicative decomposition; Forecasting and decomposition

**UNIT 3: ARIMA MODELS**

Model identification, estimation, diagnostic checking, forecasting

**UNIT 4: REGRESSION METHODS**

Regression models; Inference and forecasting with simple regression; Multivariate regression analysis and forecasting

**UNIT 5: QUALITATIVE AND TECHNOLOGICAL METHODS OF FORECASTING**

Jury of executive opinion; Surveys and market research based assessments; Delphi approach; Scenario building; Judgmental biases and limitations

**SUGGESTED READINGS:**

S Makridakis, SC Wheelwright & RJ Hyndman: FORECASTING METHODS AND APPLICATIONS, 3<sup>rd</sup> ed., John Wiley, 1998.

S Makridakis & SC Wheelwright: FORECASTING METHODS FOR MANAGEMENT, 5<sup>th</sup> ed., John Wiley & Sons, 1989.

JH Wilson & B Keating: BUSINESS FORECASTING, McGraw Hill, 2009.

JE Hanke & DE Wichern: BUSINESS FORECASTING, 8<sup>th</sup> edition, Pearson Education, 2007. SA

Delurgio: FORECASTING PRINCIPLES AND APPLICATIONS, McGraw Hill.

Course Number: MBM951, Course Title: DISSERTATION I

Class: M.Phil., Status of Course: Major Course, Approved since session: 2008-09  
Total Credits: 8

Part I of M.Phil. Dissertation. Focus on problem formulation and literature review.

**Course Number: MBM952, Course Title: DISSERTATION II**

Class: M.Phil., Status of Course: Major Course, Approved since session: 2008-09  
Total Credits: 16

Part II of M.Phil. Dissertation. Focus on data collection, analysis, results and discussion.

**Course Number: MBM953, Course Title: SELF STUDY COURSE**

Class: M.Phil., Status of Course: Major Course, Approved since session: 2008-09  
Total Credits: 4, Periods(55 mts. each)/week: 5(L-0+T-0+P/S-5), Min.pds./sem.:65

M.Phil. in Management students, under the supervision of the departmental staff, shall self study/read, and write paper on the selected topics in the area of Management. They will present them at the individual self-study seminars for answering questions and discussion. An area-wise list of topics is available in the department.

The individual self-study papers so written and submitted shall also become the basis for seminar evaluation at the end semester external examination. The internal examiner shall also conduct students' viva voce test on the reading material, studied in-depth during the semester.

The individual self-study papers show students' ability to study on their own, reflect on and interpret articles, and write scholarly on one aspect of each of their selections, and present them at the seminar and discuss them in details.

The components of weightage of this course are as follows:

COMPONENTS	DISTRIBUTION OF MARKS
1. Literature Review & Presentation	15 □ 4 = 60
2. Writing (Page Limit =5)	15 □ 4 = 60
3. Viva voce	05 □ 4 = 20
4. Attendance	10 □ 1 = 10
Internal Maximum Marks = 150	
External Maximum Marks = 50	
Grand Total = 200	

**Course Number: MBM954, Course Title: ADV. RESEARCH METHODOLOGY& ANALYSIS**

Class: M.Phil. (Management, Commerce, Economics, Sociology & Political Science)

Status of Course: Major Course, Approved since session: 2013-14

Total Credits: 4, Periods(55 mts. each)/week:5(L-5+T-0+P/S-0), Min.pds./sem.:65

**[SAME AS ACM954, ABM954, ECM954, SYM954, PSM954]**

UNIT 1: INTRODUCTION TO RESEARCH

- (a) Meaning, Objectives and Importance of Research, Types of Research, Philosophies of Research Metaphysics, Axiology and Methodology, Concept of Qualitative and Quantitative Research, Kinds of Explanation - Deductive, Inductive and Abductive, Scientific Method, Research Process.
- (b) Developing Logical Reasoning and Quantitative Aptitude - Logical Reasoning: Understanding the structure of arguments, Verbal analogies: Word analogy, Applied analogy, Verbal classification, Logical Diagrams, Venn diagram, Analytical Reasoning.

UNIT 2: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Literature Review- Relevance and Approach, Developing an outline for the Literature Review, Organizing a Literature Search, Writing the Review - Writing the first draft, Writing References and Citations, Plagiarism - Concerns and Cautions, Application of Literature Review in Selected Areas, Research Problem and Hypothesis Formulation, Research Design, Ethics in Research.

#### UNIT 3: DATA COLLECTION

Sources of Data, Tools of Data Collection, Measurement Scales - Techniques, Reliability and Validity of Scales, Data Cleaning and Data Processing, Outlier Identification, Sampling Concepts and Methods, Determination of Sample Size, Sampling Errors.

#### UNIT 4: DATA ANALYSIS

Introduction, Descriptive Statistics and Inferential Statistics, Hypothesis Testing- Parametric and Non Parametric Tests, Multivariate Analysis, Qualitative Analysis of Data, Interpretation of Results, Introduction to Software Packages for Data Analysis.

#### UNIT 5: REPORT WRITING, PRESENTATION, AND PUBLICATION OF RESEARCH

Research Report, Types of Report, Structuring the Report, Steps in Drafting Reports, Editing and Evaluating the Final Draft, Layout of Research Report, Writing Research Paper and Article, Difference between Workshop, Seminar, Conference and Symposia, Contemporary Issues in Research.

#### SUGGESTED READINGS:

General Mental Ability Logical Reasoning and Analytical Ability by Sachidanand Jha (Kalingar Publishers, 2012)

Modern Approach to Logical and Reasoning by A.K. Agarwal (S. Chand, 2012) Allan Bryman: Social Research Methods, Oxford University Press, 2008.

Lawrence N.W.: Qualitative Research Design in Social Research Methods, Pearson, 2009.

Lawrence A. Machi and Brenda T. McEvoy: The Literature Review: Six steps to success, California: Corwin (Sage).

Diana Ridley: The Literature Review: A step-by-step guide to student, London: Sage (2012).

Jill K. Jesson, Lydia Matheson and Fiona M. Lacey: Doing Your literature Review: Traditional and systematic techniques, London: Sage.

Taylor, Sinha and Ghoshal: Research Methodology, PHI, 2004.

William. G. Zikmund: Business Research Methods, Orlando: Dryden Press, 2004.

C.William Emory and Cooper R. Donald: Business Research Methods, Boston Irwin, 1991.

### **Course Number: MBM955, Course Title:SYSTEM ANALYSIS IN MANAGEMENT**

Class: M.Phil., Status of Course: Major Course, Approved since session: 2008-09

Total Credits: 4, Periods(55 mts. each)/week: 5(L-0+T-0+P/S-5), Min.pds./sem.:65

#### UNIT 1: INTRODUCTION AND OVERVIEW OF SYSTEMS APPROACH [13 pds]

Introduction to Systems Thinking, Learning about Complex Systems, Feedback Process, Barriers to Learning, Simulation and its importance in Systems Approach, Applications of System Dynamics.

#### UNIT 2: MODEL CONSTRUCTION FOR SYSTEMS THINKING [13 pds]

Modeling Process, Causal Loop Diagrams, Connector, Converter, Exogenous-Endogenous Variables, Feedback Loop, Graphical Integration, Stocks and Flows, Feedback, Rate/Flow.

#### UNIT 3: SYSTEMS APPROACH TO ORGANISATIONAL ANALYSIS [13 pds]

Modeling Decision Making, Modeling Human Behaviour, Bounded Rationality, Rational Expectations, Marketing Systems, Finance Systems, HR Systems, Manufacturing Supply Chain Systems.

#### UNIT 4: MODEL TESTING, VALIDATION AND USE [13 pds]

Effective Modeling Checklist, Validation, Verification, Pragmatics and Politics of Model use, Documentation, Replicability, Model Tests, Boundary Adequacy Test, Dimensional Consistency, Extreme Conditions.

#### UNIT 5: EMERGING ISSUES IN SYSTEMS RESEARCH [13pds]

Challenges for the future- Theory building, Technology, Implementation, Education, Applications, New dimensions in systems research, Integrated system research in socio-economic-environmental system.

#### SUGGESTED READINGS:

John Sterman: BUSINESS DYNAMICS-SYSTEMS THINKING AND MODELING, Tata McGraw Hill, N.Delhi, 2000.

JW Forrester: PRINCIPLES OF SYSTEMS, The MIT Press, Cambridge, MA, 1968.

Bernard McGarvey & B Hannon: DYNAMICS MODELING FOR BUSINESS MANAGEMENT-AN INTRODUCTION, USA, 2004.

Hamdy A Taha: FUNDAMENTALS OF OPERATIONS RESEARCH, PHI, N.Delhi, 1998.

Sushil: SYSTEMS DYNAMICS-A PRACTICAL APPROACH FOR MANAGERIAL PROBLEMS, Wiley Eastern Ltd., N.Delhi, (1993a).

Sushil (Eds.): SYSTEMS DYNAMICS FOR MANAGEMENT SUPPORT, Wiley Eastern Ltd., N.Delhi, (1993b).

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**Course No: MBM412, Course Title: FOUNDATIONS OF MANAGEMENT**

Class: EMBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16  
Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

UNIT 1: INTRODUCTION (a) Introduction to Management and Organisation (b) Concepts and Principles, Theories (c) Schools of Thought, System's Approach.

UNIT 2: PLANNING AND ORGANISING (a) Planning Premises and Strategies (b) Nature and Purpose of Organising (c) Organisational Structure and Design.

UNIT 3: MANAGEMENT OF HUMAN FACTOR (a) Tasks and Responsibilities of Managers (b) Corporate Social Responsibility.

UNIT 4: ORGANISATIONAL PROCESS (a) Controlling Process and Techniques of Control (b) Decision Making.

UNIT 5: ORGANISATIONAL CHANGE Forces of Change, Approaches of Change.

**SUGGESTED READINGS:**

Peter Drucker: MANAGEMENT TASKS, RESPONSIBILITIES AND PRACTICES

Knootz, Harold: PRINCIPLES OF MANAGEMENT-AN ANALYSIS OF MANAGERIAL FUNCTIONS

**Course: MBM413, Title: ACCOUNTING FOR MANAGEMENT**

Class: EMBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16  
Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

UNIT 1: INTRODUCTION TO ACCOUNTING AND COMPANY ACCOUNTS Meaning, objectives, functions, advantages and limitations of accounting, basic accounting concepts and conventions, accounting process, double entry system, recording business transactions, journal, ledger, cashbook, and trial balance.

UNIT 2: DEPRECIATION, INVENTORY VALUATION, CASH FLOW STATEMENTS AND RATIO ANALYSIS Depreciation Accounting: Definition, various methods of Depreciation. Valuation of Inventory: Meaning, objects, methods of valuation of inventories. Preparation of final accounts of companies as per revised Schedule VI of the Companies Act, Financial statements of not-for-profit organizations

UNIT 3: INTRODUCTION TO ACCOUNTING STANDARDS / IFRS AND FINANCIAL STATEMENT ANALYSIS Concept of accounting standards, overview of accounting standards, recognize international accounting standard authorities, meaning of IFRS (International financial reporting standards), Preparation of Cash Flow Statements and Financial statement analysis (including Ratio Analysis)

UNIT 4: INTRODUCTION TO MANAGEMENT ACCOUNTING, COST ACCOUNTING AND COST CONCEPTS. Concept, Nature of management accounting, Cost accounting. Various types of costs, Cost accumulation methods (Job and process costing) Profit Planning and Cost volumes profit relationship, Activity based costing. UNIT 5: BUDGETS AND COSTING AS A TOOL FOR MANAGERIAL DECISION MAKING Preparation of various types of Budgets-Sales, Production, Various Expenses Costs, and Master Budget; Managerial Decision Making; Variable Costing; Differential Costing as a tool of decision making; Various types of Decisions, Make or Buy Decision, operate or shut down decision etc. Accepting Special order etc.

**SUGGESTED READINGS:**

Gupta RL: ADVANCED ACCOUNTANCY, Batliboi: ADVANCED ACCOUNTANCY, Robert Anthony: ESSENTIALS OF ACCOUNTING, Batty J: MANAGEMENT ACCOUNTING, Gupta SP: MANAGEMENT ACCOUNTING, Agarwal ML: COST ACCOUNTING, Shukla SM:ADVANCED ACCOUNTANCY, Monga JR: FINANCIAL ACCOUNTING & COMPANY ACCOUNTS, Brown JI& LR Howard: PRINCIPLES & PRACTICE OF MANAGEMENT ACCOUNTANCY, Bierman, Harold Jr. and Dyckman, Thomas R: MANAGERIAL COST ACCOUNTING, Pandey IM: ELEMENTS OF MANAGEMENT ACCOUNTING, Khan MY & Jain PK: MANAGEMENT ACCOUNTING, Copeland, Ronald M and Doacher: MANAGERIAL ACCOUNTING,

**Course No. MBM422 , Course Title: FINANCIAL MANAGEMENT**

Class: EMBA. Status of the Course: MODULAR MAJOR COURSE, Approved Since Session: 2015-16  
Total Credits: 4, Periods(55 mts. each)/week:8(L-8+T-0+P/S-0), Min.pds./ Mod.:63

UNIT 1: FINANCE FUNCTION Financial Functions: Meaning & Scope: Objectives of Financial Management, Responsibilities of a Financial Manager, Organization of Finance Department. UNIT 2: TIME VALUE OF MONEY Introduction & Rationale Techniques: Compounding Techniques and Discounting Techniques.

UNIT 3: CAPITAL BUDGETING Nature of Capital Budgeting Decisions; Developing relevant data for capital budgeting decisions; Cost of capital and its computation; Appraisal criteria; Traditional and Discounted cash flow techniques (Net present value, Internal rate of return, present value, profitability Index.)

UNIT 4: FINANCIAL ANALYSIS, PLANNING & DESIGNING CAPITAL STRUCTURE Financial planning and analysis: Objectives & Characteristics; Estimating Financial Requirements. Theories of Capital structure. Net Income Approach; Net Operating Income Approach, Millar & Modigliani Position, Traditional Approach Designing of Capital Structure. EBIT Analysis; Cash Flow Analysis & other practical considerations. Over Capitalization and Under-Capitalisation. Financial and operating leverage. Dividend theories and practice.

UNIT 5: WORKING CAPITAL MANAGEMENT Meaning and Sources of working Capital, Management of cash; Management of Receivable and Payable; Management of Inventory.

#### SUGGESTED READINGS:

Brealey & Myers: FINANCIAL MANAGEMENT Ross, Westerfield & Jaffer: CORPORATE FINANCE Jim McMenamin: FINANCIAL MANAGEMENT- AN INTRODUCTION Levy: PRINCIPLES OF CORPORATE FINANCE Pandey IM: FINANCIAL MANAGEMENT Khan & Jain: FINANCIAL MANAGEMENT Prasanna Chandra: FINANCIAL MANAGEMENT THEORY & PRACTICE

#### **Course No. MBM424, Course Title: OPERATIONS MANAGEMENT**

Class: EMBA. Status of the Course: MODULAR MAJOR COURSE, Approved Since Session: 2015-16 Total Credits:4, Periods(55 mts. each)/week:8(L-8+T-0+P/S-0), Min.pds./ Mod.:63

UNIT 1 Introduction to operations management; competitiveness; strategy; factors affecting productivity; measurement of productivity, management techniques for improving productivity; product / service design; design for manufacture.

UNIT 2 Forecasting for operations- requirements for forecasting, importance of forecasting, basic categories of forecasting methods, qualitative methods - Delphi method, market research, product life-cycle analogy, expert judgment; quantitative methods - simple moving average weighted moving average, exponential smoothing, trend-adjusted exponential smoothing, multiplicative seasonal method, causal forecasting methods; accuracy and control of forecasts, Applications for Queuing Model.

UNIT 3 Aggregate Planning, Capacity planning- importance of measuring capacity, techniques of measuring capacity, capacity expansion strategies. Quality management- introduction to quality, Introduction to TQM, QFD, Quality Control tools, Quality control charts, Quality Circle, Kaizen. Just-in-time system- What is JIT? JIT goals, requirements of JIT system, advantages and disadvantages of JIT; JIT in services, JIT purchasing.

UNIT 4 Independent Demand Inventory Models - The nature and importance of inventories, requirements for effective inventory management, types of inventory models, EOQ model, Non instantaneous receipt model, Quantity discount models, re-order point, concept of safety stock. Dependent Demand Inventory models-MRP-An overview of material requirements planning, MRP inputs, MRP outputs MRP processing, MRP in service, benefits, requirement of MRP and MRP II systems.

UNIT 5 Supply chain management - value chains, supply chains, demand chains, the need for supply chain management, benefits of effective supply chain management, managing the supply chain, bull-whip effect, measuring effectiveness of supply chain management, logistics. Scheduling- scheduling in low volume system, loading - the assignment method of linear programming, sequencing - priority dispatching rules, sequencing jobs through one process, Critical Ratios as methods for job scheduling, Johnson's Algorithm for job sequencing (n job thro' 2 machines), Use of Gantt charts, Project Management- Key decisions in project management, Project life cycle, PERT / CPM- drawing the network, computation of processing time, floats and critical path.

#### SUGGESTED READINGS:

OPERATIONS MANAGEMENT: Gaither and Frazier, Thomson Learning OPERATIONS MANAGEMENT: Strategy and Analysis by L. J. Krajewski and L. P. Ritzman, Pearson Education OPERATIONS MANAGEMENT: William J. Stevenson, McGraw-Hill PRODUCTION AND OPERATIONS MANAGEMENT: MANUFACTURING AND SERVICES: Chase, Aquilano, Jacobs, TMH PRODUCTION AND OPERATIONS MANAGEMENT: Martinich, J W & Co.

**Course Number: MBM551, Course Title: TOTAL QUALITY MANAGEMENT**

Class: MBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16  
Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

UNIT 1: CONCEPT OF QUALITY MANAGEMENT Concept, Principles and Role of TQM Implementation; Quality Control Techniques; Cost of Quality; Kaizen and Continuous Improvement  
UNIT 3: PRINCIPLES OF TQM Customer Specification and Perception; Employee Involvement and Retention; Supplier Relationship Movement; Service Quality  
UNIT 3: QUALITY ANALYSES Introduction to Statistics; Statistical Control Charts; Measurement of Reliability and Sampling  
UNIT 4: QUALITY SYSTEMS ISO 9000; Six Sigma; Certification Requirements; Standards for Quality  
UNIT 5: BENCHMARKING AND QUALITY CIRCLE Introduction to Benchmarking; Quality Function Deployment; Quality Circles; Quality Awards

**SUGGESTED READINGS**

James Evans and William M Lidsay, The Management and Control of Quality, Thomson Learning, 2002  
Narayana V and N S Sreenivasan, Quality Management-Concepts and Tasks, New Age International, 1996.  
Shailendra Nigam, Total Quality Management, Excel Books, New Delhi.  
James R.Evans& William M.Lidsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).  
Feigenbaum.A.V. "Total Quality Management, McGraw-Hill, 1991.  
Oakland.J.S. "Total Quality Management Butterworth – Hcinemann Ltd., Oxford. 1989.  
Zeiri. "Total Quality Management for Engineers Wood Head Publishers, 1991.  
Feigenbaum.A.V. "Total Quality Management, McGraw-Hill, 1991

**Course No.: MBM552, Course Title: E-COMMERCE**

Class: EMBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16  
Total Credits: 4, Periods(55 mts. each)/week: 5(L-5+T-0+P/S-0), Min.pds./sem.:63

**UNIT 1: INTRODUCTION**

Basics of e-business, forces fueling e-business, e-business framework, preparing the online business, defining business models and e-business models.

**UNIT 3: EVOLUTION OF INTERNET**

History of internet, internet connectivity, internet access providers (IAP), history of web, web and e-business, web 2.0, e-commerce software for large, medium and small companies. Introduction to cloud computing, The economics and benefits of cloud computing,

**UNIT 3: MARKETING ON WEB**

Marketing strategies on the web. Virtual communities and social networking websites, branding on the web, marketing decision support system, sales force automation, web and customer services.

**UNIT 4: PAYMENT AND SECURITY**

Overview of electronic payment technology, digital cash, digital checks and electronic wallets, Internet security issues, encryption and transaction security, hacking and cyber crimes, legal environment and ethical issues.

**UNIT 5: E-COMMERCE APPLICATIONS**

E-commerce and banking, e-commerce and retailing, e-commerce and online publishing, virtual organizations, Mobile and wireless computing and e-commerce to m- commerce.

**SUGGESTED READINGS:**

Ravi Kalkota And Marcia Robinson: E-Business- Roadmap For Success. Raymond Greenlaw And Ellen Hepp; Fundamentals Of The Internet. Daniel Armor: The E-Business (R) Evolution

**Course: MBM480, Course Title: COMMERCIAL & RETAIL LENDING FUNDAM.**

Class: EMBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2016-17  
Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

Unit 1: Leasing Fundamentals: Definition, Types of Lease, Difference in Product types, History & Purpose of Leases, Long Term &Short term Lease

UNIT 2: Loan Fundamentals: Definition, Types of Loans, Difference in Product types, History & Purpose of Loan, Long Term &Short term Loan

UNIT 3: Lease Transactional Life cycle : Lease (Operating Lease, Capital Leases)

UNIT 4: Lease Accounting, Financial and Tax Accounting : Accounting behaviour of Leases

(Operating Leases & capital Leases, Variants)

## UNIT 5: Case Studies & Projects

### SUGGESTED READINGS:

Koch, Timothy W. and S. MacDonald, *Bank Management*, 5th Edition, The Dryden Press, New York, NY, 1999.

Parker, George, and Terrence Beals, *The Stanford Bank Game: Version 11*, Boyd and Fraser Publishing Company, Danvers, MA 1995. <http://kannanpersonal.com/>

### **Course No.: MBM481, Course Title: CREDIT UNDERWRIT. PRIC.&ACCOUNT.FUND.**

Class: EMBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2016-17

Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

Unit1: Loan Transactional Life cycle, Collateral Management: Loan ( Corporate& Retail , Product types in Loans (LC, BC, Factoring, Term Loan, Project Finance)

UNIT 2: Loan Accounting, Financial and Tax Accounting : Corporate Loan products Accounting behavior

UNIT 3: Advanced Pricing and Structuring : Quote generation, Interest rate types& Impact, Type of repayment Schedules, Day count convention effect, Income Recognition method

UNIT 4 : Credit and Financial Statement Review

UNIT 5 : Case Studies & Projects

### SUGGESTED READINGS:

Principles and Practice of Banking – Indian Institute of Banking and Finance Anthony

Saunders and MM Cornett, *Fin Markets &Institutions*, TMH, New Delhi

<http://kannanpersonal.com/>

### **Course No.: MBM414 , Title: INDUSTRY ANALYSIS PROJECT**

Class: EMBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16

Total Credits: 4, Periods(55 mts. each)/week: 12(L-0+T-0+P/S-12), Min.pds./Mod.: 63

Industry analysis project work based on a given title under the supervision of a faculty member. The students will be expected to choose a particular industry sector and perform an analysis project using secondary data. The analysis must include number of players in the industry sector, market or competitive structure, Five-forces analysis, strategies used by major market player, Indiangular comparison, supporting financial data, etc.

### **Course No.: MBM511, Course Title: WORK-TERM PROJECT - 1**

Class: MBA, Status of Course: Core Course, Approved since session: 2012-13

Total Credits: 8

Pre-Project Planning and Work-Term Training Project with a cooperating organization. Students are expected to spend full-time a period of 3-7 months in an identified organization. The project will be carried out under the supervision of a supervisor from the industry and a supervisor from the university. The performance evaluation will be done on a periodic basis by both industry and institute supervisors as per the specific criteria laid out for the purpose.

### **Course No.: DBD205, Course Title: LOGIS.,SOC.MEDIA, WEB&LEARN. ANALY.**

Class: EMBA. Status of the Course: MODULAR MAJOR COURSE , Approved Since Session: 2015-16

Total Credits:4, Periods(55 mts. each)/week:4(L-4+T-0+P/S-0), Min.pds./Mod.:52

(Same as course no. DBD 205 offered in PGDBLOR, Faculty of Science)

#### UNIT 1

Introduction to supply chain management, uncertainty in supply chains, forecasting in managing the supply chain. UNIT 2

Demand management, developing and managing the forecasting process, forecasting model selection, forecasting through a product's lifecycle, measuring forecast accuracy.

#### UNIT 3

Introduction to learning analytics, assessment, pedagogy and learning analytics, educational data mining, tools. UNIT 4

Web, Web analytics and a Web analytics 2.0 framework, measuring user experience, Web metrics and web analytics: On-site web analytics, off-site web analytics, the goal-signal-metric process.

UNIT 5

Social networks, social network analysis, affiliation, trust and recommendation systems, information propagation, evolution of large networks, introduction to Google social media analytics

SUGGESTED READING:

Sunil Chopra and Peter Meindl: SUPPLY CHAIN MANAGEMENT: STRATEGY, PLANNING AND OPERATION

Martin Christopher: LOGISTICS AND SUPPLY CHAIN MANAGEMENT, Prentice Hall

Avinash Kaushik: WEB ANALYTICS 2.0

Matthew Russel: MINING THE SOCIAL WEB, O'Reilly.

Larruson and White: LEARNING ANALYTICS-FROM RESEARCH TO PRACTICE.

**Course Number: MBM512 Course Title: WORK-TERM PROJECT - 2**

Class: MBA, Status of Course: Core Course, Approved since session: 2012-13 Total Credits: 8

Pre-Project Planning and Work-Term Training Project with a cooperating organization. Students are expected to spend full-time a period of 3-7 months in an identified organization. The project will be carried out under the supervision of a supervisor from the industry and a supervisor from the university. The performance evaluation will be done on a periodic basis by both industry and institute supervisors as per the specific criteria laid out for the purpose.

**Course No.: MBM580, Course Title: FUND MNGT.& BANKING PRODUCTS FUNDA.**

Class: EMBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2016-17 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

UNIT 1 : Syndication , Securitization, Trading

UNIT 2 : Forex & Treasury Management

UNIT 3 : Mergers & Acquisition

UNIT 4 : Factoring , Letter of Credits & Bills on collection

UNIT 5 : Case Studies & Projects

SUGGESTED READINGS:

Uppal RK, Pooja, Transformation in Indian Banks-Search for Better tomorrow, Sarup Book Publishers Private Ltd., N.Delhi

Kaplan SS, Indian Banking in Electronic Era, New Century Publications, New Delhi <http://kannanpersonal.com/>

**Course No.: MBM581, Course Title: BANKING REGULATORY AND SYSTEMS**

Class: EMBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2016-17 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

UNIT 1 : Compliance & Regulatory requirement

UNIT 2 : IT Security, Infrastructure, Auditing Compliance requirement

UNIT 3 : Operation Risk requirement & Mitigation Plan (Basel 3)

UNIT 4 :System Overview on Loan & Lease systems : Introduction of Front and Back Office

Systems used in Leasing and Lending -Infocase, Rapport, CHP, OLFM, CALMS and others UNIT

5 : Case Studies & Projects

SUGGESTED READINGS:

Koch, Timothy W. and S. MacDonald, *Bank Management*, 5th Edition, The Dryden Press, New York, NY, 1999.

Principles and Practice of Banking – Indian Institute of Banking and Finance <http://kannanpersonal.com/>

**Course Number: MBM542, Course Title: STRATEGIC MANAGEMENT**

Class: EMBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16 Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63



UNIT 1: INTRODUCTION Concept of business and corporate strategies, Need of corporate strategies, Different models of corporate planning, Problems in strategic planning; Corporate strategies: Objectives, Purpose and mission. Strategies, values and business ethics.

UNIT2: CORPORATE STRATEGIES Functional strategies, Growth strategies: Take over, diversification and expansion, Strategy formulation and implementation. Making framework, Industry Structure Analysis

UNIT 3: BUSINESS POLICY Strategy and Business Policy, McKinze 7's Business Policy in different areas e.g. Marketing, Finance, Production, Personnel and Training, Maintenance. Implementation of Policies.

UNIT 4: STRATEGIC ADVANTAGE ANALYSIS Strategic advantages: Concept, Profile, Diagnosis & Factors. Concept of synergy.

UNIT 5: STRATEGIC MANAGEMENT Concept, Leadership Inter organizational forces and managerial power relations in strategic management. Management of Organization change.

SUGGESTED READINGS: Kenneth R Andrew: CONCEPT OF CORPORATE STRATEGY Igor H Ansof: CORPORATE STRATEGY William F Glueck: BUSINESS POLICY, STRATEGY FORMULATION & MANAGEMENT ACTIONS Chandler AD: STRATEGY & STRUCTURE Hofer CW& S Chandel D: STRATEGY FORMULATION:AN ANALYTICAL CONCEPT

**Course: MBM543, Course Title: ENTREPRENEURSHIP & LEADERSHIP DEV.**

Class: EMBA, Status of Course: MODULAR MAJOR COURSE, Approved since session: 2015-16, Total Credits: 4, Periods(55 mts. each)/week: 8(L-8+T-0+P/S-0), Min.pds./Mod.:63

**UNIT 1: ENTREPRENEURIAL PERSPECTIVE**

Importance of Entrepreneurs, Characteristics, Competencies, Entrepreneurial and Intrapreneurial Mind.

UNIT 2: LEADERSHIP PERSPECTIVE Leadership- Role, Skills and Styles, Leadership, and Management (Authority v/s Responsibility, Delegation and Acceptance, Motivation, Communication, Manager as Leader), Leader and Team Building, Leadership and Change Management, Ethics.

**UNIT 3: ESTABLISHING THE ENTERPRISE AND STARTING THE VENTURE**

Creativity, Innovation and Business Idea Generation, Opportunity Scanning, Preparation of Business Plan, Evaluation The Plan.

**UNIT 4: RESOURCES**

Marketing Plan, Financial Plan, Production Plan, Operation Plan, Organizational Plan.

UNIT 5: GROWTH AND SOCIAL RESPONSIBILITIES Stages of Growth, Growth Strategies, Expansion.

**SUGGESTED READINGS:**

Rajeev Roy: ENTREPRENEURSHIP, Oxford Higher Education Robert. D. Hirsch, P. Peters, & A. Shepherd: ENTREPRENEURSHIP, Tata McGraw-Hill Sandra Sucher: THE MORAL LEADER, Routledge

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