



# SIR PADAMPAT SINGHANIA UNIVERSITY

Udaipur

## SCHOOL OF MANAGEMENT

Course Curriculum of 2-Year MBA Degree Programme

(Batch: 2018-20)

### Credit Structure

MBA Core		MBA Elective	
Category	Credits	Category	Credits
Departmental Core Subjects	62	Departmental Electives	32
Humanities & Basic Sciences Subjects	3		
Total	65	Total	32
<b>Grand Total</b>			<b>97</b>

### Distribution of Total Credits & Contact Hours in all Semesters

S. No.	Semester Number	Credits/Semester	Contact hours/week
1	I	24	25
2	II	23	23
3	III	24	21
4	IV	26	23
Total		97	-

## Course Structure: MBA 2018-2020

### Semester – I

S.No.	Course Code	Course Title	L	T	P	Credit(s)
1	BM-550	Total Quality Management	2	0	0	2
2	BM-551	Foundations of Management - I	4	0	1	5
3	BM-552	Managerial Economics	4	0	0	4
4	BM-553	Financial Reporting	3	0	0	3
5	BM-554	Organizational Behaviour	4	0	0	4
6	BM-555	Marketing Management	4	0	0	4
7	HU-551	Business Communication	2	0	0	2
Total Credits						24
8	EP-599A	Endeavour Project (Beyond the Syllabus)				
Total Contact hours/week						25

### Semester – II

S.No.	Course Code	Course Title	L	T	P	Credit(s)
1	BM-556	Operations & Supply Chain Management	3	0	0	3
2	BM-557	Corporate Finance	4	0	0	4
3	BM-558	Managing Human Resources	4	0	0	4
4	BM-559	Strategic Management	4	0	0	4
5	BM-560	Foundations of Management - II	4	0	0	4
6	BM-561	Information Systems	4	0	0	4
Total Credits						23
7	EP-599A	Endeavour Project (Beyond the Syllabus)				3
Total Contact hours/week						23

### Semester – III

S.No.	Course Code	Course Title	L	T	P	Credit(s)
1	BM-563	Leadership	3	0	0	3
2	BMX-XXX	Elective-1 of Specialisation-1	4	0	0	4
3	BMX-XXX	Elective-2 of Specialisation-1	4	0	0	4
4	BMX-XXX	Elective-1 of Specialisation-2	4	0	0	4
5	BMX-XXX	Elective-2 of Specialisation-2	4	0	0	4
6	BM-562	Summer Internship	-	-	-	4
7	HU-552	Interview Skills	0	0	1	1
Total Credits						<b>24</b>
9	EP-599B	Endeavour Project (Beyond the Syllabus)				
Total Contact hours/week						21

**List of Departmental Elective(s)-XX  
SEMESTER - III  
LIST OF ELECTIVES 1 & 2 UNDER DIFFERENT SPECIALIZATIONS**

		L	T	P	Credit(s)
	<b>MARKETING SPECIALIZATION</b>				
BMM-571	Consumer Behaviour	4	0	0	4
BMM-572	E-Marketing	4	0	0	4
BMM-573	Marketing Research	4	0	0	4
BMM-574	Rural Marketing	4	0	0	4
	<b>FINANCE SPECIALIZATION</b>				
BMF-571	Financial Markets & Services	4	0	0	4
BMF-572	Taxation	4	0	0	4
BMF-573	Financial Derivatives	4	0	0	4
BMF-574	Security Analysis & Portfolio Management	4	0	0	4
	<b>HUMAN RESOURCE SPECIALIZATION</b>				
BMH-571	Cross Cultural Management	4	0	0	4
BMH-572	Industrial Relations & Human Resource Laws	4	0	0	4
BMH-573	Performance Management	4	0	0	4
BMH-574	Labour Welfare & Negotiations	4	0	0	4
	<b>INFORMATION TECHNOLOGY SPECIALIZATION</b>				
BMI-571	Electronic Business	4	0	0	4
BMI-572	Information Systems Development	4	0	0	4
BMI-573	Enterprise Resource Planning & Business Process Re-Engineering	4	0	0	4
BMI-574	Digital Inclusion for development	4	0	0	4
	<b>OPERATIONS RESEARCH SPECIALIZATION</b>				
BMO-571	Operations Research	4	0	0	4
BMO-572	Contemporary Issues in Quality Management	4	0	0	4
BMO-573	Operations Strategy	4	0	0	4
BMO-574	Project Management	4	0	0	4

### Semester - IV

S.No.	Course Code	Course Title	L	T	P	Credit(s)
1	BM-566	International Business Environment	4	0	0	4
2	BM-567	Management Science with Spreadsheets	1	0	1	2
3	BMX-XXX	Elective-3 of Specialisation-1	4	0	0	4
4	BMX-XXX	Elective-4 of Specialisation-1	4	0	0	4
5	BMX-XXX	Elective-3 of Specialisation-2	4	0	0	4
6	BMX-XXX	Elective-4 of Specialisation-2	4	0	0	4
7	BM-565	Dissertation	0	0	4	4
Total Credits						26
8	EP-599B	Endeavour Project(Beyond the Syllabus)				3
Total Contact hours/week						23

**List of Departmental Elective(s)-XX  
SEMESTER - IV  
LIST OF ELECTIVES 1 & 2 UNDER DIFFERENT SPECIALIZATIONS**

		L	T	P	Credit(s)
	<b>MARKETING SPECIALIZATION</b>				
BMM-575	Advertising Management	4	0	0	4
BMM-576	Services Marketing	4	0	0	4
BMM-577	Strategic Retail Management	4	0	0	4
BMM-578	Sales & Distribution Management	4	0	0	4
	<b>FINANCE SPECIALIZATION</b>				
BMF-575	International Financial Management	4	0	0	4
BMF-576	Financial Project Management	4	0	0	4
BMF-577	Advanced Banking & Insurance	4	0	0	4
BMF-578	Corporate Restructuring, Mergers & Acquisition	4	0	0	4
	<b>HUMAN RESOURCE SPECIALIZATION</b>				
BMH-575	Compensation Management	4	0	0	4
BMH-576	Strategic HRM	4	0	0	4
BMH-577	Human Resource Development & Training	4	0	0	4
BMH-578	Talent Management	4	0	0	4
	<b>INFORMATION TECHNOLOGY SPECIALIZATION</b>				
BMI-575	Managing IT Projects	4	0	0	4
BMI-576	Internet & Web Technologies	3	0	1	4
BMI-577	Business Intelligence	3	0	1	4
BMI-578	Decision Support Systems	4	0	0	4
	<b>OPERATIONS RESEARCH SPECIALIZATION</b>				
BMO-575	Production Planning & Control for Manufacturing Operations	4	0	0	4
BMO-576	Managing Service Quality	4	0	0	4
BMO-577	Materials Management	4	0	0	4
BMO-578	Waste Reduction & Operations under Constraints.	4	0	0	4

# Detailed Syllabus for MBA Degree Programme

## Semester - I

### (Departmental Core Subject)

BM-550  
Total Quality Management

L-T-P-C  
2-0-0-2

**Objective:** *The objective of this course is to provide students an understanding of quality concepts & implementation of best practices that separate the best companies from the rest. It traces the evolution of quality practices of the 21<sup>st</sup> century from what those in the 20<sup>th</sup> century. The course provides an exposure to different standards & methodologies that have been successfully employed by leading organizations.*

#### Course Content

Overview of Basic Concepts: Defining quality, Basics of Quality Management, First steps towards quality management (contribution of Deming, Juran, Taguchi & Crosby), Evolution of quality systems in manufacturing & services.

Quality Improvement through International Standards: Defining quality, Basics of Quality Management, ISO 9000 family of standards, ISO standards for Environment Management (ISO 14000), ISO standards for automotive sector (ISO 16949), ISO standards for information security (ISO 27001), ISO Standards for road traffic safety management (ISO 39001), ISO standards for energy audit (ISO 50001) & ISO standards for aerospace industry (ISO 9100), Critical analysis of ISO standards & its impact on industry.

Company wide improvement through International Models: The need for corporate models, Critical analysis of MBNQA (Malcolm Balridge National Quality Award), EFQM (European Foundation for Quality Management), RGNQA (Rajiv Gandhi National Quality Award). Evolution of TQM with elements of MBNQA, Deming's approach, SPC & Zero defect concepts of Phil Crosby.

Total Quality Management as a Philosophy: Quality through statistical sampling, limitations of SPC, Going beyond SPC, Staff involvement in improvement, Kaizen &

SERQUAL, focus on training & team building, the Toyota way, Lean production, Flexibility in production as a business imperative.

Pushing the limits: Measuring  $C_p$  &  $C_{pk}$  of production processes, Six sigma & Design of experiments, Benchmarking, Business process re-engineering, Mapping critical processes, BPR leading to organization restructuring, Issues in Organization restructuring.

### **Text/Reference Books**

1. Total Quality Management. Rajaram S. & Shivakumar M. Indian Text Edition. Dreamtech Press. 2008.
2. Quality by Design. Juran J.M. The Free Press. 1992.
3. Quality is Free: The Art of Making Quality Certain. Crosby P.B. Mentor. 1980.
4. Introduction to Quality Engineering: Designing Quality into Products & Processes. Taguchi G. Quality Resources. 1986.
5. Delivering Quality Service. Zeithaml V.A. Free Press. 2009.



# Detailed Syllabus for MBA Degree Programme

## Semester - I

### (Departmental Core Subject)

BM-551  
Foundations of Management - I

L-T-P-C  
4-0-1-5

**Objective:** *It is a comprehensive introductory course on the management process from a manager's perspective, with emphasis on the skills, competencies, techniques & knowledge needed to successfully manage an organization, including IT skills & concepts. This course ensures that the students understand how Managers manage business organizations in the dynamic global environment.*

#### **Course Content**

Management Concept Introduction to management. Theories of management, Traditional behavioural, contingency & systems approach. Organisation as a system, Functions of Management: Planning, Organizing, staffing, Direction, Controlling & Coordination

Decision Making: Interaction with external environment. Managerial decision making & MIS, Planning approach to organisational analysis, design of organisation structure; job design & enrichment; job evaluation & merit rating.

Business Forecasting: Meaning, Importance, Types, Techniques. Management by Objectives (M.B.O), SWOT Analysis, Portfolio Matrix- BCG, GE Nine cell Planning Grid.

Functional Areas of Management

Foundation Concepts: Data, Information, Knowledge, Information Technology concepts, Business objectives of IT.

Data Resource Management: Managing Data Resources, Technical Foundations of Database Management, Traditional File Environment, Database Management Systems Concepts, Data Models, ER Modeling.

Computer Networks & e-commerce: The Networked Enterprise, trends in telecommunication, Types of Telecommunication Networks, Telecommunications Media, Network Topologies, The Internet, Intranet & Extranets, Internet services &

operations, introduction to e-commerce, e-commerce models, advantages & issues related to e-commerce.

Security & Ethical Challenges: Security, Ethical, & Societal Challenges of IT. Data Analysis using Spreadsheet (Lab):

Creating & editing spreadsheets. Charts, Functions: text, mathematical, statistical, date & time, financial, logical. Macros, Working with Data, Filtering, Sorting, Goal Seek, Scenario, Statistical tools, Data Tables, Look up Functions, Pivot Table & Pivot Charts.

### **Text/Reference Books**

1. Management. Griffin. Biztantra. 2005.
2. Fundamentals of Management. Rao V. Excel books.2009.
3. Organisational Behaviour. Chandan J. Vikas Publishing House. New Delhi. 2000.
4. Principles and Practice of Management .Prasad L. Sultan Chand & Sons. 2005.
5. Management:A Global Perspective. Wehrich H. & Koontz H. Tata McGrawHill Publishing Company Limited. 2000.
6. Introduction to Information Systems. James A. O'Brien. Tata McGraw Hill Pub. 2010
7. Introduction to information technology. Turban, Rainer & Potter. John Wiley & sons. 2009.
8. Foundation of Computing. Sinha, P.K. & Sinha P. BPB Publications. 2007.
9. Introduction to Information Technology.Rajaraman, V. PHI. 2010.

# Detailed Syllabus for MBA Degree Programme

## Semester - I

### (Departmental Core Subject)

BM-552  
Managerial Economics

L-T-P-C  
4-0-0-4

**Objective:** *This course aims to sensitize students with Theories of Economics which are applied for taking managerial decisions in corporate sector in context of global & domestic environment.*

#### Course Content

Introduction: Economics and managerial decision making; Managerial Economics, nature and scope of Managerial Economics; Tools of Managerial Economics; Risk, Uncertainty and Probability Analysis. Optimization techniques: Firm Theory: Objectives of the firm; Theory of the growth of the firm: Marris and Penrose; Role of a Managerial Economist.

Demand and Advertisement Analysis: Concept of demand; Determinants of demand, Law of Demand; Elasticity of demand; Demand estimation and demand forecasting, Demand forecasting for consumer durables and capital goods. Techniques of demand forecasting; Advertising – Contribution of Economic Theory: Methods of determining Total advertising budget; Cyclical Fluctuations of Advertising, Measuring the Economic Effects of Advertising.

Production and Cost Analysis: Production functions, Long Run and Short Run Production Functions, The Cobb-Douglas Production function, Optimum input combination; Cost concepts, Short-run and Long-run cost functions, Cost curves, Economies of Scale; Introduction to pricing and pricing practices. Capital Budgeting – Capital Management and Financial Policy.

Market Analysis: Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Monopoly Policy – MRTP

Macroeconomic concepts: National Income, Measurement of National Income, Uses of National Income Statistics; Business Cycles, Stages of business cycles; Inflation, Types of Inflation, Impact of inflation, Measures to overcome Inflation.

**Text/ Reference Books**

1. H. L. Ahuja, Managerial Economics. McGraw Hill. 2008.
2. Paul G. Keat, Philip K. Y. Young and Sreejata Banerjee, Managerial Economics, Pearson Education, 2009.
3. P.L. Mehta, Managerial Economics, S. Chand & Sons, New Delhi, 2007.
4. D.N. Dwivedi, Managerial Economics, Vikas Publications, New Delhi-2007.
5. G. S. Gupta, Macro Economics – Theory and Applications, the McGraw – Hill Companies, 2008.

# Detailed Syllabus for MBA Degree Programme

## Semester - I

### (Departmental Core Subject)

BM-553

Financial Reporting

L-T-P-C

3-0-0-3

**Objective:** *This course will provide the knowledge of Financial reporting, Financial Accounting & Cost Accounting along with the current financial practice of companies operating in India.*

#### **Course Content**

Financial Accounting: Concept, Process of Accounting, Accounting Concept & Conventions, Basic Accounting Terminology: Assets, Liabilities, Income & Expenses, Cash Book, Understanding Financial Statements, Nature & Objectives of Financial Statements, Users & Uses of Financial Statements.

Financial Reporting & Regulations: Generally Accepted Accounting Principles (GAAP), Indian Accounting Standards, Introduction to International Accounting Standards, Applicability of Various Standards, Comparison & Harmonization

Contents of Annual Report: Director's report; contents, Financial contents, various financial Measures, non-financial measures, Auditor's report; contents, various points to be consider as per companies act, signature & its importance, Corporate Social Responsibility, report of Financial & non-Financial CSR activity.

Corporate Disclosures: Financial Statements & Notes to accounts, notes on Income, Notes on Expenses, Notes on Assets, Notes on Liability, Operating & Financial Review, Statement of directors' responsibilities for the financial statements.

Cost Accounting: Concept of cost, methods, types, distinction between Financial & Cost Accounting, Elements of Cost, direct material Cost, Direct Labour Cost, Direct Expenses, Overheads; Unit or single output costing.

#### **Text/Reference Books**

1. Financial Accounting: A managerial Emphasis. Banerjee A. 3rd Ed. Excel Books. 2009.
2. Financial and Managerial Accounting. Needles B. et al. 1<sup>st</sup> Ed. Mifflin Pub. 2012.
3. Corporate Accounting. Maheshwari S.N. 2<sup>nd</sup> Ed. Vikas Publishing House. 2013.
4. Financial Accounting at a Glance. Trivedi I.V., Chouhan V. & Bhatt A.K. Himanshu Pub. 2009.
5. Cost Accounting-Principle and Practice. Arora M.N. 2<sup>nd</sup> Ed. Vikas Pub. 2012.
6. Cost Accounting. Jain S.P. and Narang K.L. 8<sup>th</sup> Ed. Kalyani Pub.2014.
7. Cost Accounting: A Managerial Emphasis. Horngren. Foster & Datar. 5<sup>th</sup> Ed. Prentice Hall of India. 2013.

# Detailed Syllabus for MBA Degree Programme

## Semester - I

### (Departmental Core Subject)

BM-554  
Organizational Behaviour

L-T-P-C  
4-0-0-4

**Objective:** *The aim of this course is to understand the framework & fundamentals of organizational behavior as the foundation for building & sustaining high performance & effectiveness. It provides useful guidelines to successfully lead & manage behaviour of people in the organizations towards desired goals.*

#### Course Content

Introduction: Management Definition, Managers and Types of Managers, Management Roles and Functions, Management Skills, Leadership vs. Management, The Emergence of Management thought, Historical background, Contribution of Fredric Taylor and Henry Fayol (including Scientific Management & 14 Principles); The emergence of Human Relation and Behavioural Science and its relationship with scientific Management, Internal & External Environment of a Business organization, Planning, Management by objectives (MBO), Structures (Functional, Matrix, Network, Divisional, Project, Organic), Formal and Informal Organization, Line and Staff Function, Delegation of Authority and Responsibility

Organizational Behavior – Emergence of OB as a discipline: Contribution of Hawthorne studies to OB, Contributing Disciplines to the OB field; Significance of OB;

Personality- Personality determinants; Personality Dimensions – Locus of Control, Machiavellianism, Introversion vs. Extroversion, Authoritarianism influencing OB;

Psycho-analytical theory & Self-concept theory of personality.

Learning- Theories of learning – Classical Conditioning theory, Operant Conditioning theory, Principles of Reinforcement, Perception- Perceptual process; Factors influencing Perception, Motivation – Theories of Motivation – Hierarchy Needs Theory

– Two-Factor Theory – Expectancy Theory

Groups – Nature of groups; Types of groups; Stages of Group Development; Group Cohesiveness, Leadership – Nature; Theories of leadership: Trait Theories, Behavioral Theories and Contingency Theories;

Conflict Management- Transactions in conflict thought; Functional versus Dysfunctional conflict.

Organizational Culture and Change Management: Nature; Culture's Functions; Creating and sustaining Organizational Culture; Forces for change; Resistance to change; Approaches to Managing Organizational Change – Lewin's Model.

**Text/ Reference Books:**

1. Mc Shane & Von Glinow, "Organizational Behavior", 7th Ed. Mc Graw Hill publications, New Delhi, 2014.
2. Fred Luthans, Organizational Behaviour, 12th Ed., Prentice Hall, 2011.
3. Jerald Greenberg & Robert A Baron, Behavior in Organizations, 9th Ed., Prentice Hall India, 2010.
4. Quick, Nelson & Khandelwal, Organizational Behavior – A South-Asian Perspective, 7th Ed., Cengage Learning, 2013.



# Detailed Syllabus for MBA Degree Programme

## Semester - I

### (Departmental Core Subject)

BM-555  
Marketing Management

L-T-P-C  
4-0-0-4

**Objective:** *The overall objective of this course is to introduce you to the fundamental principles & concepts of marketing & to provide you a structure for applying marketing in a decision making framework.*

#### **Course Content**

Marketing: Marketing concepts (Production; Sales; Marketing; Societal Marketing), functions & significance, Market Orientation, Delivering Customer Value, Satisfaction & Loyalty, Enhancing customer relationships, Value Chain, Marketing Mix, Marketing Myopia

Marketing Environment: Understanding Consumer Buying Behaviour & Organization Buying Behaviour.

Market Segmentation & Market Targeting: Levels of market segmentation- segment marketing, niche marketing, local marketing, individual marketing, bases of segmenting consumer markets, Product Differentiation & Positioning Branding: Role of brand & its Significance, Types of Brands & their Challenges: Brand Challenges, Brand Equity

Setting Product Strategy: Product Characteristics, hierarchy, product levels & product classification, Product Mix, product line analysis, Product Life Cycle, Packaging & its Importance in Marketing, Labeling: Universal Product Codes, New Product Development

Pricing strategies: Significance & Importance of Price to a Marketer, setting the price, price adaptation

Channels of Distribution: Importance, channel development, Role of Marketing Channels, Designing Distribution Channels, Channel Management Decisions, channel integration & systems

Communication Mix in Marketing, Advertising, Sales Promotion, Public Relations & Personal Selling: Nature, importance, developing & managing the program & strategies, International Marketing: Overview, challenges, & entry strategy Relevant Case Studies

### **Text/Reference Books**

1. Marketing Management- A south Asian Perspective. Kotler P., Keller K., Koshy A. & Jha M. 12th Ed. Pearson Education. 2007
2. Marketing Management. Kotler P. & Keller K. Prentice Hall. 2003
3. Fundamentals of Marketing. Stanton W.J., Michael E.J. & Walker B.J. McGraw Hill International. 1997.
4. Principles of Marketing. Kotler P. & Armstrong G. Pearson Education. 2007.
5. Fundamentals of Marketing. Stanton W.J. 5th Ed. McGraw Hill, New York. 1978.
6. Marketing Environment: Planning, Implementation & Control, the Indian context. Ramaswamy V.S. & Namakumari S. Mcmillan. 1990.

# Detailed Syllabus for MBA Degree Programme

## Semester - I

### (Humanities & Basic Sciences Subject)

HU-551  
Business Communication

L-T-P-C  
2-0-0-2

**Objective:** *To develop business communication skills with a global perspective.*

#### Course Content

Report Writing: Characteristics & structure of a formal report; Classification & types of reports; Organization, Analysis & Interpretation of data; Revising, Editing & Proofreading in accordance with universally accepted standard practices, especially in areas like abstracting/summarizing as well as in citations, references & bibliographies.

Presentation Skills: Types of presentation; Effective strategies for oral presentations - Audience analysis; Organizing contents; use of media; Awareness of body language, time & space; Tone, variety of pitch, rate, volume & Articulation.

Cross Cultural Communication: Opportunities & challenges of communication in a diverse world; Sensitivity to culture & diversity; Intercultural communication skills - need for attitude change & benefits; Kinesics, Proxemics, Para linguistics.

Business Meetings: Notice, Agenda, Minutes of Meeting.

E-Writing: E-Mail Etiquette, Advantages & Problems in e-mail communication.

#### Text/Reference Books

1. How to Write Reports and Proposals. Forsyth P. 2<sup>nd</sup> Ed. Kogan Page. 2010.
2. Intercultural Communication in the Global Workplace. Beamer L. 5<sup>th</sup> Ed. Tata McGraw-Hill Publishing Company Ltd. 2011.
3. How to Prepare, Stage and Deliver Winning Presentations. Leech T. 2<sup>nd</sup> Ed. Prentice Hall. 2004.
4. Essentials of Business Communication. Pal R. & Korlahalli J. Sultan Chand & Sons. 2011.
5. E-Writing: 21<sup>st</sup> Century Tools for Effective Communication. Booher D. 1<sup>st</sup> Ed. Macmillan Publishers India Ltd. 2006.

## Detailed Syllabus for MBA Degree Programme

EP-599A/EP-599B

Endeavour Project (Beyond the Syllabus)

L-T-P-C

0-0-0-3

Our University is continuously looking at innovative ways to deliver knowledge to our students, making learning & delivery mechanism innovative, interesting & easy with truly 'out of the box' teaching-learning process. This beyond the syllabus initiative uses all working second Saturdays as class days.

Endeavour is a compulsory interdisciplinary project for all students of the University. Respective Heads of the Department shall select students & form groups. Each project shall be supervised by a faculty member.

The faculty of SPSU will select a contemporary topic, which is preferably industry relevant & associate a company or professional who can provide application-oriented perspective. The topic chosen may be from wide range of subjects. For example: - Biodiversity, Social subjects, Media & advertisement, Environment, Scientific, Technical, Management, Architecture, Tourism or any other subject or their combination.

The project is evaluated in two phases: Internal Evaluation & External Evaluation. This ensures descriptive assessment of the projects performance & challenges faced during the implementation of the project. The project will be spread over two semesters beginning from the odd semester (July to November) & ending in the even semester (December to May) every year. The grade obtained in this course may be used to improve the student's semester grade point average.

The final report should include the reasons for the choice of the title, the concept, the structure, the results with working models/drawings etc. & its practicality. The role & responsibility of every individual of the group should be indicated clearly. The report should be written in the prescribed format/guidelines, certified by the faculty member & presented as a seminar.

The project is evaluated as per the approved procedure & marks obtained are computed in the even semester.

# Detailed Syllabus for MBA Degree Programme

## Semester - II

### (Departmental Core Subject)

BM-556  
Operations & Supply Chain Management

L-T-P-C  
3-0-0-3

**Objective:** *The aim of this course is to acquaint the students with concepts & techniques to manage the operations functions in organization. It helps students develop an understanding of layout planning, materials management, vendor management & contemporary developments in supply chain management & SCM practices at leading global companies.*

#### Course Content

Operation Management: Nature & Scope of operations management, its interface with other management functions, Operations management decision. Operations strategy, Cost leadership & Porter's five forces model.

The Manufacturing Facility: Different types of Plant layouts, Cellular manufacturing, Overview of facility location & factors influencing choice of facility location, combining subjective factors into decision making process.

Production Planning: Aggregate Planning, Assembly line balancing, Job-shop type production, Shop loading methods, Sequencing rules.

Material Management: Overview of materials management, Classification of materials, Inventory Management Techniques, JIT, Use of Acceptance Plans in raw material purchase, Queuing Theory for material movement.

Transition of Purchasing to Supply Management: Purchasing as part of strategic business plan, Major developments that facilitate transitioning from Purchasing to Supply Chain Management.

Scope of Supply Management: Supply Management as organization spanning activity

Vendor Management: Transitioning of relationships, Key kinds of Buyer Supplier Relationships, e-commerce & developing mutually beneficial relationship, cross functional teams in supply chain management.

Total Cost of Ownership: Total Cost of Ownership in Supply Management service providers, Acquisition costs, Ownership costs, Post-ownership costs, Net present value & estimated costs.

Supply Chain in new product development: Product design process, Role of supply management in new product development, interface issues with engineers, make-or buy decisions.

Global Supply Management: Stages to global supply management, rationale for global; sourcing versus local purchasing, issues with global sourcing & challenges before transnational companies.

### **Text/Reference Books**

- 1 Modern Production Management. Buffa E.S. & Sarin R.K 8<sup>th</sup> Ed. Wiley India Private Limited. 2007.
- 2 Production and Operations Management. Chary S N. 5<sup>th</sup> Ed. McGraw Hill Education. 2013.
- 3 Operations Management: Design, Planning & Control for Manufacturing & Services. Dilworth J.B. McGraw Hill Inc. 1992.
- 4 Operations Management. Gaither N. & Frazier. 9<sup>th</sup> Ed. G. Thomson Learning Inc. 1999.
- 5 Production and Operations Management. Adam E.E. & Ebert R.J. 6<sup>th</sup> Ed. New Delhi, Prentice Hall of India. 1995.

# Detailed Syllabus for MBA Degree Programme

## Semester - II

### (Departmental Core Subject)

BM-557  
Corporate Finance

L-T-P-C  
4-0-0-4

**Objective:** *The course aim to provide introductory framework of finance, sources of finance, leverages, dividend policy & working policy. The course also aimed to provide advanced Management accounting techniques like budgetary control & marginal costing.*

#### **Course Content**

Aims & Objectives of Financial Management; Time value of Money: Instruments of Long Term Finance. Capitalization: Theories, Under & over Capitalization. Cost of Different Sources of Raising Capital, Weighted Average Cost of Capital.

Risk & Return: Risk & return concept, return in single assets, Risk of rates of return, Variance & standard deviation, Historical capital market return, Introduction to risk in portfolio theory.

Operating & Financial Leverage: Capital Structure Decisions; Capital Structure Theories, NI, NOI & MM Approach, Optimum Capital Structure,. EBIT/ EPS, ROI & ROE Analysis.

Working Capital: Concept Nature & Scope. Determinants of Working Capital, Instruments of Short term Financing Management of Working Capital - Cash, Receivable & Inventory Management.

Dividend Policies: Meaning, Types, Determinants, various methods of dividend policy, Mergers & Acquisition. Dividend & market price of shares, beta Estimation.

Management Accounting: meaning, Scope, Objectives & limitation of management accounting; Distinction between: Financial accounting, Cost accounting & Management accounting; Role of management accounting in decision making, financial statement analysis, Ratio Analysis.

Budget Analysis: Concept & use of budget in planning & control, Types of budget, Flexible budget & cash budget with Receipt & payment method.

Marginal Costing & Cost–volume profit analysis: Concept of break-even point, Profit volume relation, Margin of safety, Angle of incidence, Break-even point chart, Break even analysis.

**Text/Reference Books**

1. Financial Management and Policy. Bhalla V K. Anmol Publication, 2010.
2. Financial Management. Pandey, I. M. Vikas publishing House,2012.
3. Financial Management. Khan & Jain, Tata Mcgraw Hill publication. 2012.
4. Cost and Management Accounting,Jawaharlal, Vikas Publishing house. 2008.
5. Cost Accounting. Arora, M. N. Vikas Publishing house.2012.



# Detailed Syllabus for MBA Degree Programme

## Semester - II

### (Departmental Core Subject)

BM-558	L-T-P-C
Managing Human Resources	4-0-0-4

**Objective:** *The aim of the course is to introduce the basic concepts, functions & processes of human resource management & to create an awareness of the role, functions & functioning of human resource department of the organizations. Also to learn that Success in today's competitive business environment is increasingly the function of effective management of its Human resources.*

#### Course Content

Introduction: Concept, HR Management Challenges, HR Management Roles, HR Competencies, HR Management as a Career field

Human Resource Planning: Process, Forecasting HR supply & Demand, Issue of Employee Turnover, Retention of Human Resources, Analysing Jobs, Recruiting & Selecting Human Resources

Socializing the New Employee, Career Development, Training: Concept & Importance, Types of Training, HRD

Performance Appraisal: Appraisal Process, Methods of Performance Appraisal

Job Evaluation & Wage determination

Compensation, Industrial Disputes, Worker's Participation in Management, Ethical issues in Human Resource, International HRM

Management Consulting: Stages in Consulting, Gaining Access to a Client, Preparing a Consulting Proposal, Contracting Overview & Meeting, Roles consultants Play, Competencies of an Effective Consultant.

#### Text/Reference Books

1. Human Resource Management. De Cenzo & Robbins S. 5th ed. John Wiley. 1994.
2. Human Resource Management. Mathis R.& Jackson J. Thomson South Western.2010.

3. Human Resource and Personnel Management. Ashwathappa K. Tata McGraw Hill.1997.
4. Human Resource Management. Bohlander. S. Cengage learning.2013.

# Detailed Syllabus for MBA Degree Programme

## Semester - II

### (Departmental Core Subject)

BM-559  
Strategic Management

L-T-P-C  
4-0-0-4

**Objective:** *It aims to provide knowledge about the strategy management process in a business enterprise along with various aspects of strategy choice & different methods of strategy analysis.*

#### **Course Content**

Strategy: What is strategy? Traditional & Modern concept of Strategy, What is Strategic Management. Need for a Strategic framework for decision making. Strategic Management Process - Single SBU & Multi SBU, Strategists associated with Strategic Management: Top Management, Board of Directors. Types of Strategies

Components of Strategic Management – Vision, Company Mission, Formulating a Mission Statement, Integrating functional strategies to formulate corporate strategy, Customer Value Proposition

Strategic Analysis & Choice: Setting business priorities, Annual objectives, long-term objectives, Grand Strategy, Functional or Operational Strategies, Policies, Institutionalizing the Strategy, Control & Evaluation.

Levels of Strategy Planning: Strategic Decisions, & Characteristics of Strategic Decisions, Strategic Decision Making, Evolving product mix from strategic decisions, Strategy implementation, Strategy review & evaluation Environmental Analysis: What is Environment? Environment Scanning, Why, Industry environment, environmental scanning, Core competence & competitive advantage. Creating a corporate strategy, International strategy in view of globalization-Global Strategy for MNCs.

Industry Level Analysis – Entry to an Industry-vertical Integration, Diversification  
Porter's Industry Analysis: Five Forces Model, SWOT analysis, BCG Growth-Share  
Matrix, The GE Nine-Cell Planning Grid, Arthur D little approach of product life cycle ,  
Profit Impact of Market Strategies, Product Market Matrix of Ansoff.

**Text/Reference Books**

1. Implanting Strategic Management. Ansoff H & Englewood Cliffs. New Jersey. PHI. 1984
2. Strategic Management and Business Policy. William Glueck. 3<sup>rd</sup> Ed. McGraw-Hill. 2004
3. Strategic management. Hax. A C & Majluf. Englewood Cliffs. New Jersey. PHI.1984
4. Business School in a Box. Tom P. MacMillan.1995
5. Strategy Safari. Mintzberg A & Lampel. Pearson.2008

# Detailed Syllabus for MBA Degree Programme

## Semester - II

### (Departmental Core subject)

BM-560

Foundations of Management II

L-T-P-C

4-0-0-4

**Objective:** *The aim of this course is to acquaint the students with tools & techniques of business research. This course provides introductory concepts of the kind of business research problems and also aims for obtaining relevant information for better decision making.*

#### Course Content

Business Research: Definitions, Understanding need for Business Research, Steps in business research. Business Research Methods: Research design & its impact on data collection method.

Measurement & Scaling: Primary scales, Comparative scaling: paired comparison scaling, rank order scaling, constant sum scaling; Non-comparative scaling techniques: continuous rating, itemized rating, Likert scale, Semantic differential scale, staple scale ; Measurement of scale accuracy, Questionnaire Design: Survey Instrument: Questionnaire definition, design process, question contents, form & layout, pretesting. Sampling Design & Procedures: Sampling design process, classification of sampling techniques: Probability and non probability sampling techniques.

Introduction to Statistics: Definitions, Measures of Central Tendency, Understanding & measuring variation, assessing relationship between data sets.

Statistical Tools: Concepts & types. How to determine Sample size, Use of statistical tools, Hypothesis Testing: Basic Concepts – Null & Alternative Hypotheses; Type I & Type II errors; the significance level; One & Two Sample Tests: hypothesis testing of means.

Chi-square & Analysis of Variance: Chi-square as a test of (a) independence & (b) goodness of fit; ANOVA: basic concepts. Non parametric test: Rank correlation

Multivariate analysis: Factor Analysis, Multiple Regression Analysis, Multivariate Analysis

Presenting Business Research Findings: Report writing, Report presentations, plagiarism in research, understanding copyrights and Emerging Issues for Ethics in Research.

**Text/Reference Books**

1. Business Research Methods. Cooper D.R. & Schindler P.S. 12<sup>th</sup> Ed. McGraw Hill Education. 2013.
2. Quantitative Techniques. Kothari C.R. Vikas Publishing House. 2009
3. Multivariate Data Analysis. Hair J.F.Jr., Black W.C. & Babin B.J. 7<sup>th</sup> Ed. Prentice Hall. 2009.
4. Statistics for Management. Levin R.I. & Rubin D.S. 7<sup>th</sup> Ed. Dorling Kindersley Pvt Ltd. 2008
5. Business Research Methods. Zikmund W.G., Babin B.J., Carr J.C. & Griffin M. 9<sup>th</sup> Ed. South-Western College Pub. 2012.

# Detailed Syllabus for MBA Degree Programme

## Semester - II

### (Departmental Core Subject)

BM-561	L-T-P-C
Information Systems	4-0-0-4

**Objective:** *The objective of this course is to acquaint students with the application of information systems in all functional areas of management & to develop students' diagnostic & analytical skills through suitable logical problems.*

#### Course Content

Foundation concepts: Information systems (IS), Role of IS in business, Business & sociotechnical perspective, Information needs at different management levels, IS relevance in Decision Making, Types of IS, Limitation in IS approach, organizing IS  
Competing with IS: competitive forces & competitive advantage, Business impact of IS, Strategic use of IT, managing organizational change, Re-engineering with IT, Internet & competitive advantage, Value chain analysis.

Strategic IS: Decision Making & Decision Support Systems, components of DSS, Group Decision Support Systems, Data warehousing & data mining concepts, Executive Support Systems, Interface designing, Knowledge Management Systems, Intelligent Techniques- Expert Systems & Artificial Intelligence, Enterprise applications-ERP, SCM, CRM

Information System Development: Systems Development Life Cycle, Requirement analysis & System designing, alternative System Building approaches, Prototyping & Rapid Development Tools - CASE Tools , Object Oriented Systems  
Management Issues - IT portfolio, Information Security, Quality Assurance, Ethical aspects - Intellectual Property Rights, Global Information Systems Relevant Case Studies

#### Text/Reference Books

1. Management Information Systems. Laudon K. & Laudon, J. 7th Edition. Pearson Education Asia. 2009
2. Management Information Systems. Jawadekar W.S. Tata McGraw Hill. 2002.
3. Management Information Systems. Davis G. & Olson M. Tata McGraw Hill. 2001.
4. Analysis and Design of Information Systems. Rajaraman V. Prentice Hall. 2004.
5. Decision Support Systems & Intelligent Systems. Turban E. & Aronson. J.E. Pearson Education Asia. 2000.
6. Management Information Systems. Sadagopan,S. Prentice Hall. 2014



# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Core Subject)

BM-563  
Leadership

L-T-P-C  
3-0-0-3

**Objective:** *Will give an understanding of how leadership, affects various facets of organisational life at the individual, group & macro levels. Will learn how leaders help elevate followers to high levels of motivation & morality. Will develop the capacity to perceive clearly the various tactics that leaders use to influence in order to achieve objectives.*

#### Course Content

The Nature & Importance of Leadership, Impact of leadership on organizational performance, Leadership roles.

Personality traits of Effective leaders, leadership Motives

Charismatic Leadership, Leadership Attitudes, Leadership styles

Situational Leadership- Fiedler's Theory, The Path-Goal Theory, Kenneth Blanchard's Theory, Leadership during a Crisis.

Principles of Ethical & Moral leadership, leadership & Social responsibility, ethical behavior & organizational Performance.

Power, Politics & Leadership: Sources & types of power, factors that contribute to organizational politics & role of leader

Developing Leadership: Team Leadership vs. Solo leadership, Leaders' role in fostering teamwork, Motivation & coaching skills.

International & culturally diverse aspects of Leadership.

Relevant Case studies

#### Text/Reference Books

- 1 Leadership and Change Management. Annabel B. SAGE Publications Ltd. London. 2009.

- 2 Building the bridge as you walk on it: A guide for leading change. Quinn R. Jossey-Bass. 2004.
- 3 Sustaining change: Leadership that works .Rowland D. & Higgs M. Jossey-Bass. 2008.
- 4 Leadership for Results. Barker T. Pearson Education. 2006.
- 5 Managing Organizational Change. Ramnarayan V. Response Books. 2004.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMM-571

Consumer Behaviour

L-T-P-C

4-0-0-4

**Objective:** *The basic objective of this course is to develop an understanding about the consumer decision making process & its applications in marketing function of firms.*

#### Course Content

Consumer Behaviour & Consumer Research: Meaning, Consumer Involvement & Consumer Decision Making, quantitative research, qualitative research, consumer research process

Consumer Motivation: Definition, Process of Motivation, Dynamic Nature of Motivation, Motives: Types of Motives

Consumer Perception: Definition of Perception, Elements of Perception: Subliminal Perception, Process of Perception & Information Processing, Consumer Imagery, perceived risk

Consumer Attitude: Attitudes overview, structural models of attitude: Theory of reasoned action model, Formation of Attitude, Measurement of attitude

Consumer Personality: Definition of Personality & Nature of Personality, Theories of Personality, brand personality, concept of Self-image

Consumer Learning: Elements of consumer learning, learning theories: behavioral learning theories, cognitive learning theory

Reference Groups & Culture: Consumer-related reference groups, family decision-making & consumption-related roles, influence of culture on consumer behaviour

Consumer Influence & Diffusion of Innovations: Opinion leadership, diffusion process, adoption process, consumer innovator

Contemporary Models of Consumer Behaviour: Nicosia Model; Howard-Seth Model;  
Engel-Blackwell-Miniard Model  
Relevant Case Studies

**Text/Reference Books**

- 1 Consumer Behaviour. Schiffman L.G. Prentice Hall. 2007.
- 2 Consumer Behaviour and Marketing Action. Assael H. South Western. Ohio. 1995
- 3 Consumer Behaviour . Engle J F. Dryden Press. Chicago. 1993
- 4 Consumer Behaviour in Marketing. Howard J.A. Prentice hall inc. 1989
- 5 Consume Behaviour: Text and Cases. Batra S.K. & Kazmi S.H.H. 2nd Ed. Excel Books. 2009.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMM-572  
E-Marketing

L-T-P-C  
4-0-0-4

**Objective:** *The objective of this course is to provide a strategic viewpoint necessary to the marketer of 'present' & 'future' in handling the challenges created by digital channels & using them as efficient tools of marketing & developing digital marketing strategy.*

#### Course Content

Introduction: overview of e-commerce, e-commerce Framework, E-commerce vs e-Business, Internet Economy, market implications of Internet technologies, Emerging technology trends, Future Web, E-marketing landscape, Past & Present scenario, global market & e-marketing issues

E-marketing Plan: E-business models, E-marketing Plan, Web analytics & performance matrices, Balanced Scorecard model, Seven-step e-marketing plan, ethical & legal issues

E-marketing strategy: Customer in twenty first century, online consumer behavior, business market segmentation & online communities, targeting strategy, differentiation & Position Strategies

E-marketing management: Creating customer value online, product strategies for e-marketing, online pricing, internet distribution & channel management E-marketing communication & advertising: email-marketing campaign, Search engine marketing, Pay-per-click advertising (PPC) model, Social media & marketing, Content Management systems: Drupal, E-CRM & building relationship

#### Text/Reference Books

1. E-marketing. Strauss J. & Raymond F. PHI learning. 2011

2. Digital Marketing: Global Strategies from the World's Leading Experts.  
Wind J. & Mahajan V. 1<sup>st</sup> Ed. Wiley.2011
3. DigiMarketing: The Essential Guide to New Media & Digital Marketing.  
Wertime K. & Fenwick I. Wiley.2011

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMM-573 L-T-P-C  
Marketing Research 4-0-0-4

**Objective:** *The aim of this course is to impart to students the comprehensive understanding of Marketing Research for identifying- structuring & solving a marketing problem & methods of obtaining relevant information.*

#### Course Content

Introduction: Introduction to Marketing Research & recap of basic of research designs, Nature of Marketing Research, Role of marketing research in decision making, Application of Marketing Research, Marketing Research Process, Defining marketing research problem & developing an approach

Research Design: Definition, classification, Research design & observation methods; causal research design: Experimentation: Statistical Designs (RBD, LSD, Factorial design)

Measurement & Scaling: Primary scales of measurement, Comparative scaling technique: paired comparison scaling, rank order scaling, constant sum scaling; non-comparative scaling techniques: continuous rating scale, itemized rating scale, Likert scale, Semantic differential scale, staple scale ; Measurement of Accuracy: Reliability, Validity

Questionnaire Design: Survey Instrument: Questionnaire definition, design process, question contents, form & layout, pretesting

Sampling Design & Procedures: Sampling design process, classification of sampling techniques: non probability techniques- convenience sampling,

judgmental sampling, quota sampling, snowball sampling; probability techniques- simple random sampling, systematic sampling, stratified sampling, cluster sampling, sample size determination

Data Collection, Preparation, Analysis & Reporting: Preparation, Tabulation & analysis of Data, Role of statistical tools in data analysis, framing hypotheses, presenting hypotheses findings, Preparing & presenting marketing research reports.

**Text/Reference Books**

1. Marketing Research. Malhotra NK. Pearson.2007
2. Marketing Research. David J L & Ronald S R. Prentice Hall.1987
3. Marketing Research. Beri GC. 1993
4. Multi variate analysis. Hair, Black, Babin & Andeson. 7<sup>th</sup> Ed. Pearson Education.2010



# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMM-574  
Rural Marketing

L-T-P-C  
4-0-0-4

**Objective:** *The aim of this course is to impart students with insights of rural marketing in Indian context & enhance understanding of building rural marketing strategies.*

#### Course Content

Rural Marketing: An Introduction, Scope, Nature attractiveness of rural markets & Challenges, understanding rural economy, rural versus urban marketing Rural consumer behaviour: model of consumer behaviour, buying decision process, brand loyalty, innovation adoption

Rural Marketing Research: source of information, approaches & tools, rural versus urban marketing research

Selection & attracting markets: Segmentation, targeting & positioning Building Strategies: Branding in rural India, Product strategies, Price Strategies, Logistics & Supply chain Management, New Approaches to reach out Rural Markets, Rural Communication & promotion strategy

Applications: marketing of consumer products, marketing of agri-products, marketing of services, Social marketing, marketing of rural industry products Future

Aspects: rural retailing, ICT & transformation, rural innovations

#### Text/Reference Books

1. Rural Marketing.CSG Krishnamacharylu & Laitha R. Pearson. 2010
2. Rural Marketing. Mathur UC. 1<sup>st</sup> Ed. Excel books.2008
3. Advertising and Marketing in Rural India. Bhatia TK. Macmillan Publication.2010
4. Rural Marketing. Pradeep K & Siddhartha R. Biztantra. 2008

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMF-571 L-T-P-C  
Financial Markets & Services 4-0-0-4

**Objective:** *The objective of this course is to acquaint the students about various types' financial markets & services offered under it with emphasis on their role in the overall financial system.*

#### Course Content

Financial Markets: Introduction, Government Economic Philosophy & Financial Market, Structure of Financial Market in India.

Money Market: Concept, Role, Instruments, Securities dealing in Money Market, Participants.

Capital Market: Introduction, Concept, Classification, Role, Importance, Evolution in India, Critical Evaluation of the Development, Securities.

Primary & Secondary Market Intermediaries: Function, Participants, Development of Primary Market, SEBI guidelines listing of securities, On-line Trading.

Secondary Market: Mechanism, Function, Role, Types & SEBI Guidelines. Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags, Stock Exchange Regulations, Stock Exchange Board, Stock Indices, types of Securities, Role of FII, MFs & Investment Bankers, Mutual Fund, Regulations & Regulatory Agencies (Primarily SEBI)

Financial Services: Concept, Nature & Scope of Financial Services, Recent issues & challenges in financial services in India. Fee & Fund Based Financial Services.

Plastic money: Credit Cards & Debit cards: Concept, Features, Facilities & Services, Mechanism, International Debit card.

Merchant Banking: functions, services, qualities of Merchant Banker, Problems of Merchant Banking in India, Guidelines of Merchant Banker, Future perspective of Merchant Banking.

Mutual Funds: Types & Trends, Private participants.

Underwriting: Concept, regulatory framework, Development, Business Model, Underwriting in fixed price & book built offers, Bought-out deals.

Credit Rating: Concept, Process, Advantages, Credit Rating Agencies.

Factoring, Forfeiting & Bill Discounting: Concept, Cost benefit analysis of each mode of financing & differences amongst these services.

Venture Capital (Practical examples): Concept, Historical Evolution, Features, Stages of Venture Capital Financing, Buy outs, & Exit Mechanism.

Leasing: Introduction, Characteristics, Types, Advantages, Limitation, & Financial implications.

Hire Purchase: Hire Purchase v/s Lease Financing, Evaluation under Hire Purchase & Leasing arrangement.

Debt Securitization, Housing Finance & Consumer Finance: Concept, recent Indian & global trends.

### **Text/Reference Books**

1. An Introduction to Financial Markets & Institutions. Burton M., Reynold N. & Brown B. 1<sup>st</sup> Ed. Cengage Pub. 2009.
2. Management of Financial Services. Bhalla V.K. 3<sup>rd</sup> Ed. Anmol Pub. 2010.
3. Capital Markets: Institutions & Instruments. Modigliani F. & Fabozzi F.J. 1<sup>st</sup> Ed. PHI. 2012.
4. Financial Markets and Institutions. Madura J. 9<sup>th</sup> Ed. Cengage Pub. 2013.
5. Financial Markets. Institutions & Financial Services. Gomez. C. 1<sup>st</sup> Ed. PHI. 2009.
6. Financial Services. Gurusamy S. 1<sup>st</sup> Ed. Tata McGraw Hill. 2010.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMF-572  
Taxation

L-T-P-C  
4-0-0-4

**Objective:** *The aim of this paper is to understand provisions of direct & newly made indirect tax law-GST, tax calculation, Heads of income & filing of tax with advance provision of tax incentives, benefits & exemptions.*

#### Course Content

Introduction: Direct and Indirect Taxes, Types of Direct and indirect tax.

GST: Introduction, CGST/SGST: Introduction and impact, CGST/SGST: Time and value of supply, CGST/SGST: Determination of taxable supply and computation of tax, Case studies / Practical questions

Income Tax: Introduction to Income Tax, Exempted Income, Advance Tax and TDS. Personal Income Tax (salaried only), Set off and carry forward of losses, Deductions from gross total income, Assessment Procedures. Other miscellaneous provisions, tax planning considerations, Major changes and developments as per the last budget.

Heads of Income: Salary, House property, Profits and gains of business and profession. Capital Gains, Other Sources.

Computation of income and Return of Income Tax: Filing procedure, Principles of valuation of movable and immovable property, Advance payment of Tax, Deduction and Collection of tax at source, Tax incentives & other benefits and tax exemptions, Penalties, Fines and prosecution, Refunds.

#### Texts / Reference Books:

1. Maharotra, H. C., Tax law and Tax Planning, Sahitya Bhawan Publications.
2. Shanbhag, A.N., Sandeep Shanbhag, Taxpayer to TaxSaver, Vision Books.
3. Lakhotia, R. N. & Subhash Lakhotia, A Guide to Tax Planning - Lower Your Taxes.
4. Lakhotia, R. N., Income Tax Guide for the Taxpayer.

5. Kaushal, CS., Agrawal, KR., Corporate Tax Planning.
6. Agrawal, Kaushal Kumar, Direct Tax Planning and Management, Atlantic Publication.
7. Singhania, V K., Dr Monica Singhania, Corporate Tax Planning & Business Tax Procedures, Taxman

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMF-573

Financial Derivatives

L-T-P-C

4-0-0-4

**Objective:** *This course provides an in-depth knowledge of derivative functioning in securities market with trading mechanism, types of contract Risk & risk management with currencies & future contracts.*

#### Course Content

Introduction to Derivatives: Brief history of derivatives, Commodity, Currency, Stocks & Interest Rate Derivatives, Structure of derivative markets, Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders ; Future Markets & the use of Futures for Hedging.

Forward & Futures Prices: Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Prices. Marking to market using margin accounts, Types of Market quotes.

Trading Strategies Involving Options: Black Scholes Option Model: Binomial Model; Options on Stock Indices.

Currencies & Futures Contracts: General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

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

#### Text/Reference Books

1. Investment Management: Security Analysis & Portfolio Management. Bhalla V.K.. 1<sup>st</sup> Ed. S. Chand. 2001.
2. Financial Derivatives. Bhalla V.K. S. Chand. 2011.
3. Option Pricing: Theory and Applications. Brennet. M. Lexington Books. 1993.

4. Investment Analysis & Management. Huang S.S.C. & Randall. M.R.A. Allyn & Bacon. 1987.
5. Options, Futures and Other Derivative Securities. Hull J.C. PHI. 1996.
6. Investment. Sharpe W. F. PHI. 1997.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMF-574 L-T-P-C  
Security Analysis & Portfolio Management 4-0-0-4

**Objective:** *The objective of this course is to provide knowledge about stock markets, securities, & construction of portfolio. Students may able to learn trade-off between risk & return & how to reduce risk by diversification.*

#### Course Content

Investment – Return & Risk Features of an investment Programme, Operations of Indian Stock market, New Issue Market, Listing of Securities, Cost of Investing in Securities.

Mechanics of Investing- Markets & Brokers, Investment Companies, Market Indices & Return.Valuation Theories- of Fixed & Variable Income Securities, Real Estate Investment, Investment.

Stock Market Analysis- Fundamental Analysis (including Ratio), Technical Approach, Efficient Market Theory, Recent Developments in the Indian Stock Market.

Membership of stock market- trading procedure, special points regarding regulation of Security market, Role of Banks; DEMAT, E-Banking transactions.

Portfolio Management: Introduction, Methods of Assessing performance, Portfolio Selection Problem- Markowitz Portfolio Theory including the Efficient Frontier, Sharpe's Single Index Model, Capital Asset Pricing Model, Factor Models & Arbitrage Pricing Theory & Optimum Portfolios.

#### Text/Reference Books

1. Investment. Amling, Frederic & Englewood Cliffs. Prentice Hall Inc. 1983.
2. Investment Management: Security Analysis & Portfolio Management. Bhalla. V.K. 8<sup>th</sup> Ed. S. Chand. 2001
3. Security Analysis and Portfolio Management. Fischer, Donald E. & Jorrdan Ronald J. 6<sup>th</sup> Ed. Prentice Hall of India. 1995.



4. Modern Investment and Security Analysis. Fuller, Russell J., Farrell & James L. McGraw Hill. 1993.
5. Modern Investment Theory. Haugen. Rober H.. Englewood Cliffs. Prentice Hall Inc.1987.
6. Investment Analysis and Management. Huang. Stanley S C & Randall Maury R., Allyn & Bacon. London, 1987.
7. Investment. Sharpe William F. Prentice Hall of India. 1997.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMH-571

Cross Cultural Management

L-T-P-C

4-0-0-4

**Objective:** *The aim of the course is to develop a cognitive framework to appreciate the impact of culture on managerial behavior & to develop behavioral & cognitive skills to operate in the cultures of key countries.*

#### Course Content

Introduction to Cross-cultural Management: Meaning, Role of Culture in business, Impact of Globalization, impact of culture on Individual behavior, International Business Environment: Legal systems, Political risks, Economic risks, Infrastructure & technology, National Culture, competencies of an effective global manager, Ethics & the Global Manager, Cultural Challenges in the Modern Indian Workplace.

Dimensions of Culture, Cultural Models: Edward Hall, Florence Kluckhohn & Fred Strodtbeck, Geert Hofstede, Fons Trompenaars, GLOBE.

The impact of Culture on Negotiations, Negotiation styles in different countries. Cultural Influences on Motivation, Cultural dimensions of HRM: IHRM vs. Domestic HRM, Staffing Policies, Influence of Culture on Recruitment & Selection, Cross-Cultural Training, Impact on Performance Appraisal & Compensation.

International Assignments & Expatriates: Meaning, Challenges faced by Expatriates, Expatriate failure: Reasons & consequences, Repatriation issues

#### Text/Reference Books

1. Human Resource Management. Mathis R. & Jackson J. Thomson South Western.2010.
2. International Human Resource Management. Aswathappa K , Dash S. PHI. 2008.
3. Organizational Psychology in Cross Cultural Perspective. Silverthorne C. New York University Press.2005.
4. Cross Cultural Management. Madhavan S. Oxford.2011.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMH-572 L-T-P-C  
Industrial Relations & Human Resource Laws 4-0-0-4

**Objective:** *The course aims at giving an insight into the various facets of maintaining harmonious Industrial relations within an organization & how to resolve various Industrial disputes with Government Machinery under Industrial mechanism.*

#### Course Content

Industrial Relations :-Origin, Definition, Scope, Determinant, Socio-Economic, Technical, Political factors affecting IR in changing Environment, Approaches to the study of IR - Psychological, Human Relation, Socio-Political , Gandhian approach & It's Effect on Management.

Trade Union: - Function of Trade Union, Types & structure of Trade Union, Impact of globalization on Trade union movement.

Industrial Dispute-Meaning, Causes. Industrial Relation Machinery to solve Industrial Dispute:Negotiation, Mediation,Arbitration. Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation.

Collective Bargaining:Meaning, Characteristics, Need, Importance, Essential Conditions for Success of Collective Bargaining, Process of Collective Bargaining, Causes for Failure of Collective Bargaining, Options in Case of Collective Bargaining. Workers Participation in Management-Concept, Pre-Requisites, Levels Of Participation, Benefits of Participation.

Impact of Globalization on IR.

Basic Provisions relating to:

Laws related to Industrial Relations: Industrial Disputes Act, 1947

Trade Unions Act, 1926 Laws related to Wages: Minimum Wages Act, 1948 Payment of Bonus Act, 1965 Factories Act, 1948

Laws related to Social Security:

Employees' State Insurance Act, 1948

Employees' Provident Fund & Miscellaneous Provisions Act, 1952  
Payment of Gratuity Act, 1972

**Text/ Reference Books**

1. Trade Unionism: Myth and Reality. Mamkoottam. Oxford University Press.1982.
2. Collective Bargaining and Industrial Relations. Kochan T.A. & Henry K.Home wood. 1988.
3. The Law of Industrial Disputes. Monappa A & Malhotra. Vol I & II. Bombay.1985.
4. Handbook of Industrial Law. Malik. P .Eastern Book. 1995.
5. Redressal of Labour Grievances Claims & Disputes. Saini & Debi S. Oxford &IBH. 1994.
6. Industrial Relations and Labour Law. Srivastava SC. Vikas Publishing.1994.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMH-573

Performance Management

L-T-P-C

4-0-0-4

**Objective:** *The objective of this course is to equip students with comprehensive knowledge & practical skills to improve their ability for performance appraisal in their organisations. It is particularly intended for future managers & supervisors who will conduct the performance appraisal of their subordinates.*

#### Course Content

Performance management defined; Aims of performance management, Characteristics of performance management, Developments in performance management

The process of performance management- Performance management as a process of management, the performance management cycle, the performance management sequence, How performance management, Works, Performance management activities.

Performance planning & agreements - Performance & development planning, Role profiles, Objective setting, Performance measures & assessment, Performance planning, Development planning, the performance agreement

Reviewing performance - The performance review meeting , Performance review difficulties ,Performance review issues , Organizational issues , Criteria, The impact of management style, Performance review skills, Outcome issues, dealing with positive & negative Elements

Assessing performance - Approach to assessment, Factors affecting assessments, Methods of assessment Overall analysis of performance, Narrative assessment, Rating, Forced distribution, Forced ranking Quota systems, Visual methods of Assessment

Performance management & reward - Performance management & non-financial rewards, Performance management & pay

Evaluating performance management - Method, A typical approach, Points to be covered, Outcome

**Text/Reference Books**

1. Human Resource Management. Mathis R. & Jackson J. Thomson South Western.2010.
2. Performance Management. Aguinis H. Pearson Education Inc.2009.
3. Performance Management. Kandula S.PHI. New Delhi. 2006.
4. Performance Management System. Sahu R. Excel Books .2006.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMH-574

Labour Welfare & Negotiations

L-T-P-C

4-0-0-4

**Objective:** *Aim of the course is to acquaint students about welfare facilities to work force which are provided voluntarily as well as on mandatory basis. It also includes negotiations for resolving industrial disputes.*

#### Course Content

Labour Welfare: Introduction, Importance, Agencies for Welfare Work, Types of Welfare facilities, Labour Welfare Officer, Approaches to labour welfare. Working conditions, Health & Welfare of Industrial workers, Housing of Industrial workers, ILO & Labour welfare, Trade Unions & labour welfare.

Negotiation: What Negotiation Is Not, Types of Negotiation, Investigating Your Interests, What Differences Does It Make to Distinguish Between Interests & Positions?

Dealing with Positional Bargainers

Primary (Fundamental) & Secondary (Derivative) Interests, The Three C's of Interests, When Interests Conflict, What makes a Good Negotiator.

Stages of Negotiation- Exploration, Bidding, Bargaining, Settling. Tactics to Negotiation: BATNA

Elements of Negotiation: Perception, Power, Personality: Hall's Negotiating Styles, Attitudes, Communication, culture. Training in Negotiation.

#### Text/Reference Books

1. Human Resource Management.V.S.P.Rao. Excel Books. 2011
2. Negotiation: Methodology and Training.L.Nieuwmeier. HSRC Press. 2008.
3. Getting to Yes: Negotiating Agreement Without Giving In New York. Fisher, Roger & William Ury. Penguin Books.1991

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMI-571

Electronic Business

L-T-P-C

4-0-0-4

**Objective:** *The objective of this course is to acquaint the students with the electronic business concepts, issues & technologies.*

#### Course Content

Basics of E-Business: The Digital Era, History of the Internet, Evolution of E-Business, The Rise of E-Business, Traditional Business & E-Business, The Emergence Of Infomediaries, Principles of E-Business, E-Business Infrastructure, Organizational Culture for E-Business, E-Business Models.

E-Marketplaces, E-Business Infrastructure

E-Procurement: Operating Resource Procurement, Elements of Buy Side E-Procurement Solutions, Elements Of Sell Side E-Procurement Solutions, Implementing E-Procurement, Best Practices in E-Procurement.

E-Marketing & CRM: The E-Revolution in Marketing, Database Marketing, New Age Database Marketing, Telemarketing, E-Marketing Strategies, Search engine optimization. Defining CRM, Functions of CRM, The E-CRM Architecture, E-CRM Infrastructure Requirements, CRM for E-Customers.

E-Business Applications: Conventional Payment Process, Electronic Payment System, Electronic Data Interchange.

E-Security: Cryptography, Public Key Infrastructure, Security Threats, Protection against Identity Theft. Enterprise wide security.

Challenges in E-Business: Technological Challenges, Legal & Regulatory Framework, Behavioral & Educational Challenges, Other Miscellaneous Challenges.

Relevant Case Studies



**Text/Reference Books**

1. E-Business: Roadmap for Success. Kalakota.R. & Robinson M. Addison Wesley.1999
2. E-Commerce: Strategy Technologies & applications. Whiteley D. TMH.2001.
3. Frontiers of Electronic Commerce. Kalakota R. Pearson. 2008.
4. E-Business and E-Commerce Management : Strategy, Implementation & Practice. Chaffey D. 5<sup>th</sup> edition. Pearson Education.2013.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMI-572

Information Systems Development

L-T-P-C

4-0-0-4

**Objective:** *The aim of the course is to familiarize the students with the various stages of systems development, with special emphasis on analysis & design of Information systems.*

#### Course Content

Introduction to Information Systems Development: Systems Analyst, Role of System Analyst, concept of Systems Analysis & Design, Business Systems concepts, Systems Development Strategies, Implementation & Evaluation, Tools for Systems Development.

Structured Analysis: Concept of Requirements Determination, Fact-Finding Techniques, Tools for Documenting Procedures & Decisions, Structured English, Structured Analysis Development Strategy: Structured Analysis, Features of Data Flow Strategy, Developing Data Flow Diagrams, Features of a Data Dictionary, Recording Data Descriptions.

The Analysis-to-Design Transition: Specifying Application Requirements- What Features must be Designed, Design of Computer Output: How to Identify Computer Output Needs, How to Present Information, Design of Input & Control: What Concerns Guide Input Design?, Capturing Data for Input.

Design of Files: Basic File Terminology, Data Structure Diagrams- Purpose, Notation, Use in File Design, Types of Files, Methods of File Organization,

Design of Database Interactions: Systems Development in a Database Environment.

Managing System Implementation: Training, Conversion, Post implementation Review

Relevant Case Studies

**Text/Reference Books**

1. Analysis and Design of Information Systems. Senn J. A. 2<sup>nd</sup> Edition. TMH. 2003.
2. Systems Analysis and Design. Awad E. M. Galgotia Publications. 2010.
3. Modern Structured Analysis. Yourdon. E. PHI.2003.
4. Analysis and Design of Information Systems. Rajaraman. V. PHI. 2011.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMI-573

Enterprise Resource Planning &  
Business Process Reengineering

L-T-P-C

4-0-0-4

**Objective:** *The objective of the course is to make the students understand the concepts underlying ERP. It provides an in depth, clear understanding of business processes & reengineering.*

#### Course Content

Business Process & Reengineering: Introduction to an Enterprise, Business Functions & Processes, Business Engineering, Significance of Reengineering, Reengineering Initiatives, Forms of Reengineering, Business Process Reengineering (BPR), Features of BPR, Business Modeling, Mapping an Existing Process, Process Redesign & New Process Validation

Approaches to Process Improvement: Kaizen, Total Quality Management, Implementing New Process, Critical Success Factors for Reengineering Projects, Reasons for BPR Failure, Comparing BPR with TQM.

Enterprise Resource Planning: Role of enterprise in implementing ERP system, Risks & Benefits of ERP, Evolution, ERP & the Modern Enterprise, Integrated Management Information, Seamless Integration, Resource Management

ERP Market: ERP & the Competitive Strategy, Market Dynamics & Competitive Strategy, Overview of some popular ERP packages & functional modules.

ERP Implementation: Role of Consultants, Vendors & Users, Customization, Precautions, ERP: Post-Implementation Options, ERP Implementation Methodology, Guidelines for ERP Implementation.

ERP Future directions & trends: Internet & www, Future directions, new market, new channels.

**Text/Reference Books**

1. Enterprise Resource Planning. Alexis Leon. TMH. 2008
2. Enterprise Resource Planning- Concepts & Practice. Vinod KG & Venkitakrishnan N K. PHI.2003
3. Concepts in Enterprise Resource Planning. Brady M W. Thomson Learning. 2001
4. Business Process Reengineering: Text & Cases. Radhakrishnan & Balasubramanian. PHI. 2008

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMI-574

Digital Inclusion for Development

L-T-P-C

4-0-0-4

**Objective:** *The course aims to present knowledge on foundation of ICT, its role in poverty reduction with details on recurring a sustainable growth from ICT Projects.*

#### Course Content

ICT: meaning, objective & application, Digital Divide, Development & ICT: Uneven Development & the Origins of ICTD, Introduction to ICT4D, Development in the Network Society, Critiques of ICT, connectivity issues

ICTs & BOP: ICT for BOP market, market attractions, Rural Economic Development: markets & an absence of economic transparency, social & local information systems, corporate initiatives, citizen service centers, rural connectivity solutions

ICT & Social-Economic Development: Poverty & ICT: Development & Knowledge Based Societies, Growth & ICTs, Education & ICTs, Health & ICTs, issues for mobile & electronic governance

Open Development & Peer Production: ICT-enabled open access, effects the mobilisation of resources, scale for development, Public private partnerships (PPPs), interesting innovations

Managing ICT Projects: IT issues, non-IT issues in managing projects, IS strategy, Project planning: estimating & scheduling, procurement & outsourcing, human resources & team work, Monitoring & evaluation

#### Text/Reference Books

1. ICT for Development: Prospects & Problems. Majumdar S & Pain AK. ICFAI.2009
2. Creating a world without poverty. Mohammad Yunus. Perseus Book Group.2007

3. ICT4D: Information & Communication Technology for Development. Tim Unwin. Cambridge Learning. 2009
4. ICTs and Indian Social Change: Diffusion, Poverty, Governance. Saith A, Vijayabaskar M & Gayathri V. Sage Publication. 2008

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMO-571

Operations Research

L-T-P-C

4-0-0-4

**Objective:** *The aim of this course is to acquaint the students with tools & techniques of operations research. Optimization has remained a key challenge for industry since its inception. This course provides introductory concepts of the kind of optimization problems industry is confronted with & moves on to more advanced concepts like dynamic programming & games theory.*

#### Course Content

Basic Concepts of Operations Research: Introduction to Linear Programming, Simplex Method, Duality & Sensitivity Analysis.

Transportation & Assignment Problem: Transportation & Assignment Problem, Simplex method for solving transportation problem, Using spreadsheets to formulate & solve transportation problems, Assignment Problem

Network optimization: The shortest path problem, shortest path problems, the minimum spanning tree problem, maximum flow problem, minimum cost flow problem, Understanding & estimating trends, Regular & irregular variations, Index numbers & its uses in business & economics, Maximizing process flow & Minimal spamming, techniques of simulation, simulating operations based on known distributions.

Dynamic & Integer Programming (BIP): Prototype example for understanding dynamic programming, Deterministic & Probabilistic Dynamic Programming, Application of BIP, Innovative use of Binary variables in model formulation, Branch & Bound algorithm for Binary Integer Programming.

Non Linear Programming: Prototype examples for understanding Non Linear programming, Graphical illustration of non-linear programming problems, one variable unconstrained optimization.



Formulating Zero sum Games: Decision making based on probabilistic estimates, Use of decision trees, maximin payoff criterion., concept of business strategies based on expected payoffs, value of the game, concept of fair game & saddle point.

Games with Mixed Strategies: Pure & mixed strategies, use of Minimax criterion by players, Minimax theorem, graphical solution to game theory, using linear programming to solve game theory problems, Extending game theory to business situations, Limitations of Game Theory, expanding markets to address limiting strategies.

### **Text/Reference Books**

1. Principles of Operations Research with Applications to Managerial Decisions. Wagner H.A. 2<sup>nd</sup> Ed. Prentice Hall. 1975.
2. Operations Research - An Introduction. Taha H.A. 9<sup>th</sup> Ed. Pearson Education. 2013.
3. Operations Research: Theory & Application. Sharma J.K. 5<sup>th</sup> Ed. MACIN. 2012.
4. Introduction to Operations Research. Hillier F.S. & Liberman G.J. 9<sup>th</sup> Ed. McGraw Hill. 2009.
5. Game Theory: A Nontechnical Introduction. Davis M.D. Dover Publications. 1997.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMO-572	L-T-P-C
Contemporary Issues in Quality management	4-0-0-4

**Objective:** *The aim of this course is to acquaint the students with concepts, tools & techniques to manage the quality function in organizations. It builds on the earlier concepts of operations management. The course discusses organizational models of quality improvement & contemporary quality improvement models used by different industries.*

#### Course Content

Overview of Basic Concepts of Operations Management: Recap of the basic course on Operations Management with focus on Quality Management & services as an important component of all manufacturing.

Quality Management through International Standards: ISO 9000 Standards, ISO 14000 Standards, Strengths & Limitation of ISO 9000 & ISO 14000 Standards, Case discussion on Industry Experience in implementing ISO 9000 & ISO 14000 Standards.

Quality Management through Models: Malcolm Balridge National Quality Model, European Foundation for Quality Management, Rajiv Gandhi Award for Quality, Case discussion on Malcolm Balridge criteria & experiences in MBNQA, TQM, Deming's Philosophy, Crosby's Zero defect approach, Integrating different approaches of Quality Management.

Quality Management through Measurement Based Approaches: Limitations of SPC, Going beyond SPC, Benchmarking, Six sigma & Design of experiments, gaps in service quality & their causes, use & benefits of MBNQA at service organizations, Use of SERVQUAL to enhance service quality, limitations of measurement based systems for productivity & quality improvement.

IT in Service Operations: Defining key service parameters, factors affecting service

productivity, measures of service productivity, role of IT in enhancing productivity & customer satisfaction, Internet based services, planning an ITES operation in India, Key success factors & enablers, the cost advantage of developing countries, need to enhance productivity to sustain cost advantage.

Business Process Re-engineering: Quality monitoring through SLAs, Process Mapping, Organization restructuring through Business Process Re-engineering, Issues in Organization restructuring.

Quality in IT: Introduction to SW-CMM. CMMI, e-CMM & P-CMM. Benefits to IT companies through quality improvement, Future of Indian IT industry.

### **Text/Reference Books**

1. Quality is Free: The Art of Making Quality Certain. Crosby P.B. Mentor. 1980.
2. Introduction to Quality Engineering: Designing Quality into Products & Processes. Taguchi G. Quality Resources. 1986.
3. Total Quality Management. Rajaram S. & Shivakumar M. Indian Text Edition. Dreamtech Press. 2008.
4. Delivering Quality Service. Zeithaml V.A. Free Press. 2009.
5. Quality by Design. Juran J.M. The Free Press. 1992.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMO-573  
Operations Strategy

L-T-P-C  
4-0-0-4

**Objective:** *The aim of this course is to acquaint the students with need for adopting a long term approach to operations management. It builds on the earlier concepts of strategic management & operations management. The course discusses how successful companies have leveraged their operating capacity for market leadership.*

#### Course Content

Strategic Operations planning: Environmental assessment including assessment of technology & competition, organization position assessment, mission, financial & non-financial goals, operational forecasts.

Models for Strategic Operations: Developing a strategy framework, Role of facilities, processes, interfaces & integrating all aspects as operations strategy.

Integrated approach to Operations Strategy: Integrating Operations strategy with Marketing, Finance & HR Strategy.

International Operations Management: Key differences between Asia, Europe & USA, Productivity enhancement practices in Asia, Europe & USA, role of competitive pricing.

Monitoring Strategy Implementation: Tracking goal fulfillment, Quality & productivity, Technology Plans, Mechanization & Automation.

Simulation: Techniques of simulation, simulating operational scenarios, integrating operations with other functional areas, simulating service operations based on known distributions.

#### Text/Reference Books

1. Manufacturing and Operations Strategy by Samson D. Prentice Hall. 1993.
2. Operations Strategy. Slack N. & Lewis M. 3<sup>rd</sup> Ed. Financial Times/Prentice Hall. 2010.

3. Operations Strategy: Principles & Practice. Mieghem J.A.V. Dynamic Ideas. 2008.
4. Purchasing and Supply Chain Management. Monczka R.M., Trent R.H. & Handfield R.B. 2<sup>nd</sup> Ed. South-Western. 2001.
5. Supply Chain Management: Strategy Planning and Operations. Chopra S. & Meindl P. Prentice Hall. 2014.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Elective)

BMO-574	L-T-P-C
Project Management	4-0-0-4

**Objective:** *The aim of this course is to acquaint the students with concepts & techniques associated with the managing of projects in organizations. It discusses project estimation, planning & tracking for timely completion. The course also discusses resource management in projects.*

#### Course Content

Basic Definitions: Defining a project, common elements of projects, need for feasibility analysis & detailed project evaluation.

Critical Path Method: Breaking the project down to activity level, Estimating project timelines using critical path method, use of float values of activities.

Approaches to project activity estimation: Data based approach & heuristic approach to estimating project activity durations, Case discussion on reliability of estimates.

Programme Evaluation Review Technique: Use of PERT to address project uncertainties, Practical limitations of PERT & CPM, Precedence Networking,

Resource Management: Stages of project lifecycle, Planning for resources for project, role & skills required of project managers, project closure & documentation, crashing project activities.

Tools for Project Management: Use of Project management software, Limitation of tool based approach of project management.

#### Text/Reference Books

1. Quantitative Methods in Project Management. Goodpasture J.C. J Ross Publishing Inc. 2003.
2. Project Leadership. Lewis J.P. 1<sup>st</sup> Ed. McGraw Hill Education. 2002.
3. Project Management Tools and Techniques: A Practical Guide. Carstens D.S., Richardson G.L. & Smith R.B. 1<sup>st</sup> Ed. CRC Press. 2013.
4. The Fast Forward MBA in Project Management. Verzuh E. 4<sup>th</sup> Ed. Wiley. 2011.

5. Strategic Project Management Made Simple: Practical Tools for Leaders & Teams. Schmidt T. 1<sup>st</sup> Ed. Wiley. 2009.

# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Departmental Core Subject)

BM-562

Summer Internship

L-T-P-C

- - - 4

*Summer Internships offer students personal & real world spirits & exposes to an actual working life, an experiential foundation to their career choices & the chance to build valuable business networks. Under this programme, each student undergoes training in any functional areas of management in an industry for a minimum period of eight weeks during the summer vacation after completion of the II Semester. Through these training students are expected to get exposure with the various financial & managerial procedures & correlate with the knowledge they gained in the classroom. Student will execute a small project having relevance to the industry under the supervision of competent personnel from the industry & a faculty member of the School of Management. After completion of the internship, students are required to prepare a report, based on the activities performed during the internship. The report should be prepared as per the prescribed format/ guidelines, duly certified by the Supervisor, & submitted to the Head of the Department. The report should also be presented in the form of a seminar in the III Semester. Evaluation of the Summer Internship will be done as per the approved procedure.*



# Detailed Syllabus for MBA Degree Programme

## Semester - III

### (Humanities & Basic Sciences Subject)

HU-552  
Interview Skills

L-T-P-C  
0-0-1-1

**Objective:** *To understand the intricacies of interview & develop skills to perform satisfactorily.*

#### Course Content

SWOT Analysis.

Significance of Etiquette, Grooming, Kinesics, Paralanguage & Proxemics in interviews.

Résumé, Cover letter, Thank you Letter, Job Acceptance Letter.

Interview types, Open-ended, Behavioural & Hypothetical questions, FAQs.

Group Discussion & Interview sessions.

#### Text/Reference Books

1. How to Succeed in Group Discussions & Personal Interviews. Mandal S. Jaico Publishers. 2004.
2. Cover Letters. Fein R. Jaico Publishers. 2005.
3. The Definitive Book of Body Language. Barbara P. Manjul Publishing House Pvt. Ltd. 2013.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Core Subject)

BM-566 L-T-P-C  
International Business Environment 4-0-0-4

**Objective:** *The aim of this course is to acquaint the students with global challenges faced by Indian government in their quest to establish India internationally. It discusses obstacles to global trade on account of various barriers & how these have changed over time. Finally, it discusses solutions through regional trade besides multilateral trade.*

#### Course Content

International Business Environment: Globalization, Forces, Meaning, dimensions & stages in Globalization, Prerequisites of globalization i.e. liberalization & privatization. Two decades of economic reforms in India with second generation reforms. Gaps in reforms. Introduction to theories of International Trade by Adam Smith, Ricardo & Ohlin & Heckler, Trading Environment of International Trade, Tariff & Non-tariff Barriers, Trade Blocks, Rise of new economies like Japan, South East Asia & China as compared to India.

Risk Analysis: Political, Social & Economic, Cultural & Ethical practices, Responsibilities of International Business.

Managing Multinational Enterprises: Problems & Potential, Multinational Service Organizations, Indian companies becoming multinationals, Potential, Need & Problems  
Introduction to International Financial Source: International Monetary Fund, Asian Development Bank & World Bank, International Financial Markets & Instruments, Introduction to Export & Import Finance, Methods of payment in International Trade, Introduction to current EXIM policy.

Bilateral & Multilateral Trade Laws: General Agreement on Trade & Tariffs,

GATT, World Trade Organization, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences. Dispute settlement mechanism at WTO level.

International Marketing: Commencement of International business & challenges thereof : Entry strategies, Market selection, Barriers, Global sourcing & its impact on Indian Industry, Globalization & internal reform process, India's competitive advantage in industries like IT, Textiles, Gems & Jewellery etc, Potential & threats.

Relevant Case Studies will be discussed along with topics covered.

### **Texts / Reference Books**

1. The International Business Environment: Text & Cases. Sundaram A.K. & Stewart B.J. 1<sup>st</sup> Ed. Pearson. 1996.
2. International Business. Bhalla V.K. 1<sup>st</sup> Ed. S.Chand & Co.Ltd. 2013.
3. International Financial Management. Apte P.G. 6<sup>th</sup> Ed. McGraw Hill Education (India) Pvt. Limited. 2011.
4. International Business: Text & Cases. Cherulinam F. 5<sup>th</sup> Ed. PHI. 2010.
5. International Business. Hill C.W.L. 8<sup>th</sup> Ed. McGraw-Hill Higher Education. 2010.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Core Subject)

BM-567 L-T-P-C  
Management Science with Spreadsheet 1-0-1-2

**Objective:** *The course provides understanding of scientific approach of problem solving & their modeling using spreadsheet. It also enables students with advanced data analysis features to perform forecasting & sensitivity analysis.*

#### Course Content

Management Science: Nature, Aid in Managerial decision making, deterministic & probabilistic models, Scientific approach of problem solving, Modeling spreadsheet: Art of Modeling with spreadsheets, guidelines for good model, debugging spreadsheet model

What-if analysis: Importance to managers, objective function & constraints, minimization & maximization examples, Network optimization problem, assignment problem, transportation problem, Binary integer programming with spreadsheet.

Decision Analysis: decision tree & sensitivity analysis, Forecasting techniques with linear regression, designing queuing system & its economic analysis, Introduction to VBA, automation & macros.

#### List of Experiments

1. Problem modeling with spreadsheet
2. Index, Match & Lookups
3. Frequent Flyer Scheme
4. Analysis of consignment Dispatch
5. Scheduling transportation problem
6. Shipment Problem
7. Shortest path analysis
8. Economic analysis of FPS

9. Product allocation problem
10. VBA functions

**Text/Reference Books**

1. Introduction to Management Science: A modeling & case studies approach with spreadsheet. Frederick S Hiller & Mark S Hiller. McGraw-Hill. 2011
2. Introduction to Management Science with Spreadsheets. Stevenson W & Ozgur. McGraw-Hill. 2007
3. Mathematical Modeling with Excel. Brian Albright. Jones & Bartlett Publishers. 2010
4. Introduction to Management Science: A Quantitative Approach to Decision Making. Anderson DR. 13<sup>th</sup> Ed. Cengage Learning. 2011

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMM-575  
Advertising Management

L-T-P-C  
4-0-0-4

**Objective:** *The aim of this paper is to acquaint the students with concepts, techniques & application of these concepts for developing an effective advertising programme. It also aims to develop a managerial perspective & an informed decision-making ability for effective & efficient tackling of promotional situations.*

#### Course Content

Introduction to advertising management: Historical perspective; Theories of advertising: stimulus response theory, AIDA model, Theory of cognitive dissonance; Advertising planning & decision making; Facilitating agencies; Role of advertising in the marketing process.

Objective setting & market positioning: Integrated marketing communications; setting goal objectives: behavioral dynamics, advertising response variables, DAGMAR Approach, consumer behavior & advertising research: Elaboration Likelihood model, Cognitive Response Model, Recall & Persuasion.

Creative strategy & creative development: Message strategy: attention & comprehension, understanding benefit-based attitudes, brand equity & personality, group influence & word-of-mouth advertising; message tactics: creative approaches, celebrity endorsement, creativity layout, copywriting, copy testing & diagnosis.

Media strategy: Media objectives: Reach, Frequency, Continuity, Costs; setting media budget; allocating media budgets; media buying & organization; media option decisions; Target Audience Decisions; Media Scheduling evaluation: Rationale of Testing Opinion & Aptitude, Tests, Recognition, Recall, Experimental Designs.

## Legal, ethical & Social Aspects of Advertising

### Relevant Case Studies

#### **Text/Reference Books**

1. Advertising Management. Jethwany J. & Jain S. 8th Impression. Oxford University Press. 2010.
2. Advertising Management. Batra R., Myers J.G. & Aaker D. A. 5th Ed. Pearson Education. 2009.
3. Sales Promotion, Advertising and Promotion: An Integrated Marketing Communication Perspective. Belch G. E. & Belch M. A. Tata McGraw Hill. 2003.
4. Introduction to Advertising and Promotion. Belch G. E. & Belch M. A. 3rd Ed. McGraw Hill. 1995
5. Advertising and Sales Promotion. Kazmi S.H.H & Batra S.K. 3rd Ed. Excel Books. 2008.
6. The Practice of Advertising. Hard N. Oxford Butterworth. 1995
7. Advertising Procedure. Kleppner O. Prentice Hall. 1966.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMM-576

Services Marketing

L-T-P-C

4-0-0-4

**Objective:** *The objective of this course is to develop insights into emerging trends in the service sector in a developing economy & tackle issues involved in the marketing of services.*

#### Course Content

Introduction: Generic differences between goods & services, Characteristics of Services, Classification of Services, Factors Influencing the Growth of the Service Sectors, Evolution of service firms, The Services Marketing Mix, Nature of services

Consumer behavior: Search Qualities, Experience Qualities, Credence Qualities, customer expectations & perceptions, service encounter, listening to Customers, Segmentation, Targeting, Positioning & differentiation of services  
Elements of services marketing: creating service product, designing communication mix, pricing, distribution services

Service delivery process: Managing service processes, Managing demand & capacity, planning the service environment-purpose, consumer responses to the service environments, dimensions

Implementing services marketing: Building loyalty, customer feedback, service quality & productivity- Definitions of Quality & its Significance- Measuring Service Quality- Service Quality Gap Model- Service Quality Standards-

Benchmarking – Total Quality Management- Strategies for improving Service Quality- Monitoring Service Quality

Relevant Case Studies

#### Text/Reference Books

1. Services Management and Marketing: A Customer Relationship Management Approach. Gronroos C. 2nd Ed. Wiley. 2000



2. Services Marketing and Management. Balaji B. Sultan Chand & Co. 2007
3. Services Marketing. Lovelock C. H. Prentice Hall Inc. 1996.
4. Marketing Planning for Services. McDonald M. & Payne A. Heinemann. Butterworth.1996
5. The Essence of Services Marketing. Newton M. P. & Payne A. Prentice Hall. 1996.
6. Marketing of Services. Verma H V. Global Business Press. 1993
7. Services Marketing. Zeithaml V. A. & Bitner M. J. McGraw Hill. 1996

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMM-577  
Strategic Retail Management

L-T-P-C  
4-0-0-4

**Objective:** *To provide a strategic perspective of the retailing industry & to introduce the students to the framework of Retail mix & each of its elements.*

#### Course Content

Retailing: An Overview, retailing environment, Factors behind the Change of Indian Retailing Industry, classification of retailers

Retail Market Strategy: Target Market & Retail Format, Building Sustainable Competitive Advantage – Location, Merchandise, Price, Service, Communication.

Product & Merchandise Management: Product management, Brand management, Merchandise planning & management

Retail pricing: external influences, pricing approaches & strategies, Retail promotion strategy: selection of promotion mix- advertising, media, sales promotion, personal selling & publicity

Strategic Planning in retailing: situation analysis, identifying consumer characteristics & needs. Choosing store location, HRM in retailing, sustaining relationships in retailing: Value chain, retailer relationship, technology & relationship

Non-traditional retailing: Direct marketing, electronic retailing & emerging trends

Information system & Logistics: Retailing: the role of information, information flow, information sources: Internal–External, Retail information system (RIS), Information system in retail logistics, pull–push logistics strategies

Relevant Case Studies

#### Text/Reference Books

1. Retail Management: A Strategic Approach. Berman B. & Evans J. R. Prentice Hall. 1998.

2. Retail Management. Bajaj C.,Tuli R. & Srivastava N. 12<sup>th</sup> Impression. Oxford Higher Education. 2009.
3. Marketing Environment: Planning, Implementation & Control, the Indian context. Ramaswamy V.S. & Namakumari S.Mcmillan. 1990
4. Retail Management. Levy M.B. & Weitz A. McGraw Hill. 1997.

# etailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMM-578

Sales & Distribution Management

L-T-P-C

4-0-0-4

**Objective:** *The purpose of this course is to acquaint the student with the concepts which are helpful in developing a sound sales & distribution policy & in organizing & managing sales force & marketing channels.*

#### Course Content

Introduction of Sales Management: Evolution of the sales concept, Nature & role of selling, Objectives of sales management, Integrating sales & marketing management, Personal selling process: Prospecting, Pre-approach, Approach, Sales presentation, Handling objections/Sales resistance, Close, Post-sales follow-up; Customer related issues in personal selling, Automation in personal selling

Sales Force Management: Setting & Formulating Personal Selling Objectives; Sales Force Management, Sales Cost & Cost Analysis, responsibilities of a sales executive, Training & Development, Types of training, designing a training programme - ACMEE model

Managing Marketing Channels: Channel functions, Designing marketing channels, Channel flows & costs & their Structure, Managing Channel Conflicts, Channel Information Systems, Marketing Channel Policies & Legal Issues; Assessing performance of Marketing Channel

Marketing Channels Logistics: Logistics & its importance, Functions in logistics management, Importance of communication in logistics, Technology in logistics, Streamlining the logistics process, Strategic issues in logistics management, Local & global challenges in logistics management, Channel Intermediaries - Wholesaling & Retailing

#### Text/Reference Books

1. Sales Management. Stii. R. & Englewood Cliffs. Prentice Hall Inc. 1988.

2. Professional Sales Management. Anderson. Englewood Cliffs. Prentice Hall Inc. 1992.
3. Professional Personal Selling. Anderson R. & Englewood Cliffs. Prentice Hall Inc. 1991.
4. Management of Sales Force. Buskirk. R H & Stanton. W J. Homewood Illinois. Richard D Irwin. 1983
5. Sales Management : Concepts & Cases. Dalrymple. D J. John. Wiley. 1989
6. Management of a Sales Force. Stanton, William J. Irwin. 1993

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMF-575	L-T-P-C
International Financial Management	4-0-0-4

**Objective:** *This course provides knowledge about international business, foreign exchange, foreign exchange markets, arbitragers & various participants of forex markets.*

#### Course Content

An overview of International Financial Management: The scope of international finance, Field of international finance, Motivations for International business, International monetary system & international financial institutions (IMF, IBRD & ADB).

Balance of Payment: Component of Balance of payment, Statement of BOP, Format of BOP, Balance of Payment accounting, Debit & Credit, Capital account, Current Account, Official reserve account.

Foreign Exchange Markets: Types & Transactions, Determination theories of international rates, Quoting foreign exchange Rates, Spread. Official & Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates.

Organization of the Foreign Exchange Markets: Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management; Exposure Information System: Exposure Management Techniques, Transaction Analysis, Translation Analysis, Economic Exposure, Operating Exposure.

Theory & practice of Forecasting Exchange Rates: Economic Fundamentals, Financial & Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains & Losses, Market Functions in Tax, FEMA (Provisions); Role of International Institutions in FOREX Management: IMF, IBRD, UNCTAD, EU.

**Text/Reference Books**

1. International Financial Management, Apte, Prakash .G., S. Chand, 2010.
2. International Financial Management, Machiraju, H. R., Himalaya Publication, 2007.
3. Exchange Risk and Corporate International Finance, Aliver, R.Z. Macmillan, London, 1978
4. International Financial Management, Bhalla, V K, 2nd Ed., Anmol, New Delhi,. 2001
5. Trading in the Global Currency Markets, Luca Cornelius, NJ, Prentice Hall. 1995
6. International Financial Management, Shapiro, Allyn & Bacon, Boston, 1979.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMF-576 L-T-P-C  
Financial Project Management 4-0-0-4

**Objective:** *The aim of this course is to provide comprehensive approach for raising finance & various sources of finance. Students may aware projects fundamentals & control on projects planning.*

#### Course Content

Comprehensive approach for financing Raising: preparation of business plans, development of complete financial models, development of financing strategies with corresponding capital structures, identification of appropriate financing sources, Risk-Weighted Assets Ratio.

Theoretical background of Raising Finance: Bond Supply, Mapping the New Yield Curve, Corporate Default Outlook, Investment Grade Bonds, High Yield Debt, Syndicated Loans, Leveraged Loans, Securitization, Hybrid Capital, Convertibles, Executing benchmark.

Financing Sources: Equity stock Financing, Preferred Stock Financing, Debenture financing, Warrants & convertibles, Term Loan, Commercial paper, Trade Credit, IPO, Commercial lending, Bank loan.

Understanding Project Management Fundamentals: Projects, Project & Operation, Project Management; Project team Areas of Expertise, The Product & Project Life Cycle, Organizational The Project Management Office (PMO), Project Management Processes, Preparing Project Charter, Preparing Preliminary Scope statement, Developing Project Management Plan.

Fundamentals of Costing, Cost Estimation, Cost budgeting, Measuring Project Quality, Project Quality planning, Human resources planning, Communication Planning, Risk Management Plan, Risk analysis (Qualitative & Quantitative) Financial Forecasting:



Emphasizing on cash flow forecasts, Cash Budgeting, various methods, Cash Flow Controlling.

Execution of Project, Performing Quality Assurance, Acquire Project team in to project, Select seller monitoring & Control of Project, Earn value Analysis, Quality Control, Manage Team & Stakeholders.

### **Text/Reference Books**

1. Capital Budgeting and Investment Analysis. Alan C. Shapiro. Pearson Publication. 2005.
2. Raising Capital: Get the Money You Need to Grow Your Business. Andrew J. Sherman. 2<sup>nd</sup> Ed. AMACOM. 2005.
3. Financial Management. Chandra Prasanna. 8<sup>th</sup> Ed. Tata McGraw Hill. 2012.
4. Project Management Demystified: Today's tools & Techniques. Geoff Reiss. Spon Press. 1995.
5. Financial Management. Khan & Jain. Tata Mcgraw Hill publication. 2007.
6. Capital Budgeting and Long-Term Financing Decisions. Neil Seitz. Mitch Ellison. Cengage publication. 2007.
7. Projects Planning Analysis Selection Implementation & Review. Prasanna Chandra. 7<sup>th</sup> Ed. Tata McGraw-Hill. 2009.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMF-577

Advanced Banking & Insurance

L-T-P-C

4-0-0-4

**Objective:** *By studying this course, students will understand about banking system, bankers & their customers' relationship, life insurance, general insurance & principles of risk elimination through insurance.*

#### Course Content

Banking Systems: Branch, banking, Unit Banking, Correspondent banking, Group banking, Deposit banking, Mixed banking & Investment banking. An overview of banking; Banking Sector Reforms with special reference to Prudential Norms: capital adequacy norms, income recognition norms, classification of assets & NPAs; Innovations in Banking-ATMs, E-Banking, Credit cards, Online & Offshore Banking, etc (working & operations)

Regional Rural banks: Cooperative banks, Micro Finance, Priority Sector Lending, Indigenous banking, Role of NABARD, Development Financial institutions: SFC, SIDBI.

Banker & customer: loans & advances, Banker & customer definition & their relationship, types of customers & modes of operations, procedure & precaution for opening an account, pass book & its features, Rights, duties & obligations of the banker.(Application forms for opening accounts, Cheque

Books, pass books, requisition slips for withdrawals & deposits, bank statements, etc)

Promissory Note, Bills of Exchange & Cheque: differences between them, types of crossing the cheque, payment of cheque & consequences of wrongful dishonour, collection of local & upcountry cheques, responsibilities & liabilities of collecting banker & statutory protection to the collecting banker.(Promissory notes, B/E, Crossed cheques-various modes) c. Types of loans & advances, principles of

sound lending policies, credit appraisals of various forms of loans & advances- modes of creating charges- lien, pledge ,mortgage & hypothecation (Documents required for sanction of loans & advances). Insurance: Types of Insurance & its regulation, Life Insurance – Practical aspects of Life Insurance, procedure for issuing a life insurance policy, issue of duplicate policies, nomination, surrender value, policy loans, assignment, revivals & claim settlement.(Formats of types of Insurance). Non Life Insurance- Types of products & scope of Fire Insurance, Marine Insurance, Health Insurance, Social Insurance & Rural Insurance. Regulation of Insurance in India- Insurance Act,1938 & IRDA 1999.(Formats of types of Non Life Insurance)

### **Texts/Reference Books**

1. Banking theory law and practice. Maheshwari & Paul R.R. Kalyani Publisher. 1998.
2. Banking theory law and practice. Srivastava P.K. Himalaya Publishing House 2003
3. Banking law and practice in India.Tannans. Orient Law House, New Delhi, 1997
4. Money, Banking and International Trade. Paul R.R. Kalyani Publishers, Ludhiana. 2002.
5. Merchant Banking and Financial Services. Guruswamy. Tata McGraw Hills. 2007

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMF-578

Corporate Restructuring, Mergers & Acquisition

L-T-P-C

4-0-0-4

**Objective:** *The course prepares & equips the young managers to take up the Merger & acquisition exercise. The course further imparts the practical knowledge of De-merger, takeover & Financial Restructuring.*

#### Course Content

Corporate Restructuring: Introduction & Concepts, Meaning of Corporate Restructuring, Need, Scope & Modes of Restructuring, Historical Background, Emerging Trends, Planning, Formulation & Execution of Various Corporate, Restructuring Strategies - Mergers, Acquisitions, Takeovers, Disinvestments & Strategic Alliances, Demerger & Hiving off, Expanding Role of Professionals.

Merger & Amalgamation: Introduction, Legal, Procedural, Economic, Accounting, Taxation & Financial, Aspects of Mergers & Amalgamations including Stamp Duty & Allied Matters, Interest of Small Investors, Merger Aspects under Competition Law, Jurisdiction of Courts; Filing of Various Forms. Corporate Demerger & Reverse Merger: Concept of Demerger; Modes of Demerger - by Agreement, under Scheme of Arrangement, Demerger & Voluntary Winding Up, Legal & Procedural Aspects; Tax Aspects & Reliefs, Reverse Mergers - Procedural Aspects & Tax Implications

Takeover: Meaning & Concept, Types of Takeovers; Legal Aspects - SEBI Takeover Regulations, Disclosure & Open Offer Requirements, Bail Out Takeovers & Takeover of Sick Units, Takeover Defenses, Cross Border Takeovers, Funding of Merger & Takeover, Financial Alternatives; Merits & Demerits, Funding through various Types of Financial Instruments including, Equity

& Preference Shares, Debentures, Securities with Differential Rights, Swaps, Stock Options; ECB's, Funding through Financial Institutions & Banks, Rehabilitation Finance, Management Buyouts / Leveraged Buyouts.

Financial Restructuring: Reduction of Capital, Reorganization of Share Capital, Buy-Back of Shares - Concept & Necessity, Procedure for Buy-Back of Shares by Listed & Unlisted Companies. Post-Merger Reorganization; Factors involved in Post-Merger Reorganization, Integration of Businesses & Operations, Assessing Accomplishment of Post-Merger Objectives; Measuring Post Merger Efficiency.

### **Text/Reference Books**

1. Mergers, Acquisitions and other restructuring Activities. Donald M. D. Academic Press. 2012.
2. Mergers: The New Dimensions for Corporate Restructuring. Ramanujan S. Tata McGraw Hill. 2000.
3. How to Bridge Corporate Cultures. Rodgers I. Tata McGraw Hill. 2002.
4. Mergers Acquisitions and Other Restructuring Activities. Depamphilis D. Academics Press. 2001.
5. Mergers and Acquisitions. Westan J. F. Tata McGraw Hill. 2001.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMH-575  
Compensation Management

L-T-P-C  
4-0-0-4

**Objective:** *The purpose of this course is to highlight the importance of designing an effective compensation system which is equitable & motivates the employees & acts as an effective retention strategy.*

#### Course Content

Compensation--Concept & Context: Framework of Compensation Policy, Economic & Behavioral Issues in Compensation, Role of Compensation & Rewards in Organization

Compensation Structure & Differentials: External Equity & Pay Surveys, Job Evaluation & Internal Equity, Institutional Mechanisms for Wage Determination, Pay-Packet Composition

Performance-related Compensation: Compensation management & PMS, selection of Performance Objectives, Selection of Performance Indicators, Developing standards, developing a Performance Metric, effective PMS, compensation broad banding using PMS Results.

Reward System, Incentives & Pay Restructuring: Downsizing & Voluntary Retirement Scheme, Allowances & Benefits, Bonus Profit Sharing & Stock Options, Incentives for Blue & White Collars

Overview of Future Trends in Compensation Management

#### Text/Reference Books

1. Compensation. Milkovich. TMH.1999.
2. Compensation and Rewards management. Singh B. Excel Books.2012.
3. Compensation Management. Bhattacharya D. Oxford Education.2009.
4. Compensation Management in a Knowledge based world. Anderson R. Pearson Education.2006.

5. Human Resource Management. Mathis R & Jackson H. Thomson South Western.2010.

## Detailed Syllabus for MBA Degree Programme

### Semester - IV

#### (Departmental Elective)

BMH-576  
Strategic Human Resource Management

L-T-P-C  
4-0-0-4

**Objective:** *The main aim of this course is to provide strategic perspective of HRM in an organization. It aims to provide an understanding of forecasting, acquisition & management of human resources in effective implementation of strategy.*

#### Course Content

The Human Resource Environment: Overview, HRM in knowledge economy, HR outsourcing, technology & HRM, HRM & Change.

Strategic HRM: Strategic HRM defined, Aims of strategic HRM, Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, "best fit" approach vs. "best practice" approach, investment perspective of human resources Approaches to strategic HRM.

HR strategies: HR strategies defined, Purpose, , Types of HR strategies, Criteria for an effective HR strategy, Strategic human resource activity typology. Business Strategies & HR Implications: Outsourcing, Merger & Acquisition.

Strategic Approach to: HRP, Recruitment, Selection, Management of Performance, Compensation & industrial Relations

HR Scorecard, Human resource evaluation: overview, HRM & Firm Performance, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR Evaluation.

#### Text/Reference Books

1. Human Resource Management. Mathis R & Jackson H. Thomson South Western.2010.

2. Strategic Human Resources Management. Tanuja Agarwala .Oxford University Press.2007.
3. Strategic Human Resource Management:Text & Cases. Prasad K . MacMillan India Ltd. 2005.
4. Human Resource strategy. Dreher . Tata McGraw Hill.2005.

## **Detailed Syllabus for MBA Degree Programme**

### **Semester - IV**

#### **(Departmental Elective)**

BMH-577

Human resource Development & Training

L-T-P-C

4-0-0-4

**Objective:** *This course provides an in-depth understanding of role of HRD & Training in developing managers, & to enable students to manage Training systems & processes.The course aims to acquaint students in the various theoretical & practical aspects as mentoring, competency mapping, quality of work of HRD, various development interventions used & contemporary issues in HRD.*

#### **Course Content**

Human Resource Development In terms of GATs Agreement

Managing Global Human Resources Post GATs, Globalization, Need for HRD.HRD Vs. Training. HRD Concept & System: Development System, Coaching & Mentoring System, Competency Mapping, Career System, The Process & System of HRD. The HRD challenges after internationalization of business. How inter-country differences affect HRD.

HRD Systems & Profession: HRD strategies & Experiences, Professionalization of HRD, HRD for Workers, Self Renewal System, Reward System.HRD interventions.Types of Interventions.

Comparative HRD: International Experiences of HRD,Maintaining International workforce & their development, New workplace for women managers. HRD in Corporate sector & Public sector.



HRD Issues & Experiences: Managing Globalization, Diversity Management, Technology & HRD, Multi Source Feedback Systems, HRD Audit.

Training: Definition, History of Training, Purpose, Principles, Role of HRD Professionals in Training. How Training benefits Organization & how it is an investment. Future trends in training. The Training System: Introduction, Models of Training.

Stakeholders in Training: Trainer, Trainer styles, Delivery styles, Presentation styles, Trainer as Facilitator, Trainee: Learning Processes of Trainee, Trainee's motivation for training.

Training Needs Analysis: Introduction, steps in TNA. Training Objectives, Designing the Training Programme. Why & when to conduct TNA. Approaches of TNA-Proactive & Reactive. Training Methodology: On the Job Training methods, Off the Job Training Methods. Other methods including Lecture, Group Discussion, Conference & case study methods. Training Implementation, Training Evaluation. Trainers skills & styles, communication skill. Management Development programmes.

### **Text/Reference Books**

1. Human Resource Development. Randy L. Desimone. Jon M. Werner. David M. Marris. Thomson Southwestern. Singapore. 2002.
2. Employee Development .Harrison R. University Press. 2003.
3. Employee Training and Development. Noe R .2009.
4. Training for Development. Lynton R & Pareek U. Vistaar. 1990.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMH-578

Talent Management

L-T-P-C

4-0-0-4

**Objective:** *Increasingly, the one true competitive advantage an organization possesses is its ability to manage its pool of talent. This course will help students broaden their knowledge in the wide-sweeping area of talent management. It also aims at providing an insight on Talent management strategies & ways of talent retention in the changing competitive environment.*

#### Course Content

The Concept of Talent Management: Elements, Sourcing Talent, Developing Talent, Retaining & Rewarding Talent. Psychometric Tests, Knowledge Assessment

Workforce Trends: Smaller & Less Sufficiently Skilled, Increasingly Global, Highly Virtual, Vastly Diverse, Autonomous & Empowered.

Top Implications for Talent Management , Predictive Workforce Monitoring & Strategic Talent Decision Making , Flexible & Anticipatory Talent Sourcing, Customized & Personalized Rewards & Communications , Distributed & Influential Leadership ,Unified & Compassionate Cultures.

The Importance of Retaining Employees, Finding & Keeping Employees: The Challenges, The Three Rs of Employee Retention: Respect, Recognition & Reward.

#### Text/Reference Books

1. Hurconomics for talent management: Making the HRD missionary business-driven. Rao T.V. Pearson Education. 2009.
2. The Talent management handbook. Berger L. & Berger D. R. McGraw-Hill Education India. 2010.
3. Talent management: Process of developing & integrating skilled worker. Shukla R. Global India Publications. 2009.

4. Talent management in India: Challenges & opportunities. Hasan M , Singh A & Dhamija S. Atlantic Publishers & Distributor.2008.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMI-575  
Managing IT Projects

L-T-P-C  
4-0-0-4

**Objective:** *This course introduces the application of knowledge, skills, tools, & techniques that project managers use to plan, staff, estimate, & manage Information Technology projects.*

#### Course Content

Introduction: Project Attributes, the triple constraint, stakeholders, Project Management tools & techniques, project success, program & project portfolio management, role of the project manager

Approach for project selection: waterfall model, RAD, spiral model, software prototyping

Project Management & IT context: A systems view of Project Management, project phases & life cycle, context of IT projects, recent trends affecting IT project management

Project Integration Management: Strategic planning & project selection, developing a project charter, developing a project management plan

Project Scope & Scheduling: Collecting requirements, defining scope, creating the Work Breakdown Structure, verifying scope, controlling scope, Importance of project schedule, defining & sequencing activities, estimating activity resources & durations, developing schedule, Gantt Charts, CPM, PERT, controlling the schedule.

Project Cost & Quality Management: Importance of Cost Management, Basic principles of cost management, estimating costs, determining budget, Planning quality, performing quality assurance, performing quality control.

Project Effort Estimation: Introduction, basis of estimation, estimation techniques Risk Management: Risk identification & analysis, risk reduction

Project Human Resource Management: Keys to Managing people, developing the HR plan, acquiring the project team, developing the team, managing the team, Project Communications Management, Identifying stakeholders, planning communication, distributing information, reporting performance

Hands on exercises on a Project Management Tool Relevant Case Studies

**Text/Reference Books:**

1. Software Project Management. Hughes,B. & Cotterell,M. TMH.2005.
2. Software Engineering A Practitioner s approach. Roger S. Pressman, MGH.2009.
3. Information Technology Project Management. Schwalbe. K. Course Technology.2013.
4. Information Technology Project Management. Marchewka. J.T. Wiley-India.2013.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMI-576

Internet & Web Technologies

L-T-P-C

3-0-1-4

**Objective:** *This course aims to equip students with the tools & technologies used for developing Internet & Web applications.*

#### Course Content

Internet: Introduction, IP addresses, URL & Domain names, World Wide Web, Internet Protocols, Web browser, Internet Services, Internet security, Commercial uses of Internet, social networking, cloud computing, netiquettes, ethical issues. HTML: HTML Basics, Introduction to HTML, WWW, Web Publishing, Designing: Contents –Blocks, Text, Form Elements, Links – To a page, Within Page, To a Site, Links & Images – Image Mapping-, Server Side, Client Side, Layout – List (OL, UL, DL) – Tables- Frames (Nested, Frame), Head Elements – Base Font, Meta Tags, Scripts, Styles

Server Side Programming: Getting started with active server pages, What are ASPs?, Understanding Client –server Model ,Server versus Client side Scripting , Setting web server, using tools, Understanding Server side Script, Concept of File Inclusion. Working with variables, Definition & Naming rules, Data Types, Constant, Arrays, Operators

Understanding Scripting language: Control Structures, Conditional Looping ,Branching, Built-in Function, Typecasting Variables ,Math, Date, String, Formatting – Functions.

Using Database, Reading from a Database Using ASP, Inserting, Updating, & Deleting Database records.

### **List of Experiments**

1. Write a program to create a web page, with suitable design & formatting
2. Write a program to create OL, UL, DL, images, tables, hyperlinks & frames on webpage
3. Write a program to create forms with different form controls
4. Write programs to apply inline, embedded & imported style sheets & applying general rules to HTML using CSS
5. Write programs to demonstrate use of in-built functions, control structures, conditional looping, branching & functions in VBScript.
6. Write programs for writing outputs to browser, form handling, creating & reading from databases in ASP

### **Text/ Reference Books**

1. HTML and CSS: The Complete Reference. Powell T. 5<sup>th</sup> Edition. McGraw Hill.2010.
2. Practical ASP. Bayross I. BPB Publications. 2003.
3. Mastering Active Server Pages. Russell A. Wiley India. 2009.
4. HTML and CSS: Design & Build Websites. Duckett J.1st Ed. Wiley. 2011.
5. Learning Web Design: A Beginner's Guide to HTML, CSS, JavaScript, & Web Graphics. Robbins J.N. 4<sup>th</sup> Ed. O'Reilly Media. 2012.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMI-577  
Business Intelligence

L-T-P-C  
3-0-1-4

**Objective:** *It is an applied course introducing popular data mining methods for extracting intelligence from business data. It aims at preparing business managers who can harness fundamental data mining methods & techniques to solve common types of business problems.*

#### Course Content

Database Concepts: data models, keys, RDBMS concepts, advantages, relationships, Keys, normalization, Integrity Rule, Entity-Relational Model

Data Mining: data warehousing concepts, Data Warehouse architecture, Data marts & analytical data, Why & What Is Data Mining? The Virtuous Cycle of Data Mining, Data Mining Methodology & Best Practices

Decision Tools: Decision Trees, Nearest Neighbor Approaches, Market Basket Analysis & Association Rules, Cluster Detection

On-Line Analytical Processing: OLAP & Data Mining, Preparing Data for Mining, Data Mining throughout the Customer Life Cycle

Business Intelligence: Approaches, Business Intelligence Methodology, Business Intelligence User Interfaces: Building ad-hoc queries, Business intelligence dashboards,

Applications in Marketing & Customer Relationship Management

Business intelligence project plan: project plan issues, Resources & roles, Risk management, Data migration issues, Human factors



## Relevant Case Studies

### List of Experiments

1. Using a data mining tool for data analysis
2. Creating data models, importing Data, exploring Data Using Charts
3. Data reduction & exploration
4. Performing Cluster Analysis, Time Series Analysis, Smoothing Techniques, Partition Data, Classification, Prediction, Association Rules

### Text/Reference Books

1. Database Systems: Design, Implementation & Management. Coronel C. Morris S. & Rob P. 10<sup>th</sup> Edition. Course Technology. 2012.
2. Database System Concepts. Silberschatz A., Korth H.F. & Sudarshan S. 6<sup>th</sup> Edition. McGraw Hill. 2010.
3. Data Mining Techniques. Berry M. & Linoff G. 3<sup>rd</sup> Edition. Wiley India. 2011.
4. Data Mining for Business Intelligence: Concepts, Techniques, & Applications in Microsoft Office Excel with XLMiner. Galit Shmueli G., Patel N.R. & Bruce P. C. Wiley. 2010.
5. Data Mining – Concepts and Techniques. Han J. & Kamber M. 3<sup>rd</sup> Ed. Morgan Kaufmann. 2011.
6. Successful Business Intelligence: Secrets to Making BI a Killer Application. Howson C.TMH. 2007.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMI-578

Decision Support Systems

L-T-P-C

4-0-0-4

**Objective:** *The course aims to enhance understanding about computer based decision support system, decision models used with their development aspects.*

#### Course Content:

Decision Support System : Decision Concept, steps, Decision Support System Components, Characteristics, Classification & Application.

Model Management: Models, Modeling Process, Types of Models

– Optimisation, Simulation, Heuristic, Descriptive, Predictive, Model base, Modeling Languages, Model Directory, Model Base Management System , Model Execution, Integration & command processing, Model Packages.

Data Management Systems: Database, Sources of Data, Data Directory, Data Structure & Database Languages, Query Facility, Data Management System, DBMS as DSS Development Tool.

Dialog Management: User Interface, Graphics, Multimedia, Visual Interactive Modeling, Natural Language Processing, Speech Recognition & understanding, Issues in User interface, Development Of Decision Support System: Development process, Software & Hardware & Data Acquisition, Model Acquisition, Dialog Development, Integration, Testing & Validation, Training & Implementation.

#### Text/Reference Books

1. Decision Support Systems and Intelligent Systems. Efraim T & Aronson. Prentice Hall International. 2005
2. Decision Support Systems. Janakiraman V.S. & Sarukesi. K. Prentice Hall of India.2008
3. Decision Support System and Management. Lofti. McGraw Hill Inc. 1986
4. Decision Support System. Marakas G. Prentice Hall International.2003

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMO-575	L-T-P-C
Production Planning & Control for Manufacturing Operations	4-0-0-4

**Objective:** *The aim of this course is to acquaint the students with tools & techniques to manage the production planning function in manufacturing organizations. It builds on the earlier concepts of operations management & examines how agility can be introduced in the manufacturing process. It also discusses technology management to highlight increasing importance of technology in all key industries.*

#### Course Content

Production Planning in the context of organization planning: Integrating Production plan with corporate plans, Integrative nature of production plans, strategies for aggregate planning.

Models for Aggregate Planning: Bowman's Transportation Problem approach to aggregate planning & HMMS (Holt, Modigliani, Muth & Simon) Model for cost functions. Production Scheduling: Job-shop type production, Simulation for scheduling & dispatch rules, Rules of prioritization, Scheduling for multiple work centres, Application of priority rules to manufacturing-cum-service units, Line-of-balance technique. Case discussion on production control in a manufacturing organization.

Development Management: The development process, Role of designers, technologists & suppliers in product development, Developing process & products for Just in Time Manufacturing, Heuristic Approaches to Production Planning (Moodie & Young's Method, Kilbridge & Wester Method).

Change & Flexibility Management: Features of flexible operations, Flexibility plant layouts, Flexible Manufacturing systems, Cellular Manufacturing, Just in Time

Manufacturing, automated systems for production & service operations, Optimizing production technology.

Resource & Technology Management: Operations through Manufacturing Resource Planning II & Enterprise Resource Planning, process & technology innovation in operations, computer aided design & computer integrated manufacturing.

**Text/Reference Books**

1. Production and Operations Management. Chary S N. 5<sup>th</sup> Ed. McGraw Hill Education. 2013.
2. Operations Management: Creating Value along the Supply Chain. Russel R.S. & Taylor B.W. 6<sup>th</sup> Ed. John Willey & Sons. 2008.
3. Operations Management: Design, Planning & Control for Manufacturing & Services. Dilworth J.B. McGraw Hill Inc. 1992.
4. Handbook of Technology Management. Gaynor G.H. McGraw hill Publishing Company. 1996.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMO-576	L-T-P-C
Managing Service Quality	4-0-0-4

**Objective:** *The aim of this course is to acquaint the students with concepts relevant to the service quality function of organizations. It builds on the earlier concepts of quality management & discusses key service quality challenges faced by companies in fast changing scenarios. It examines how concepts of service quality can help improve processes not easily quantifiable by routine approaches.*

#### Course Content

Managing Material & Inventory: Recap of the basic course on Operations Management with focus on Materials Management & Inventory Theory, supply Management as organization spanning activity, supply management in engineering, manufacturing & IT industry, Components of inventory models, Deterministic Continuous Review Models, Deterministic Periodic review model.

Materials management models based on arrival & consumption pattern: Models based on arrival & consumption patterns, Priority discipline inventory models, multiproduct inventory systems, practices in large organizations, Purchasing as part of strategic business plan, Major developments that facilitate transitioning from Purchasing to Supply Chain Managing, transitioning of relationships, key kinds of buyer supplier relationships, e-commerce & developing mutually beneficial relationship, cross functional teams in supply chain management.

Supply Chain in new product development: Product design process, Role of supply management in new product development, interface issues with engineers, make-or buy decisions, Stages to global supply management, rationale for global; sourcing versus

local purchasing, issues with global sourcing & challenges before transnational companies.

Practices in Maintenance Management: Life cycle of plant & equipment, Aims of maintenance management, Maintenance processes as an integral part of production process, Breakdown maintenance, Safety considerations in breakdown maintenance, preventive maintenance & capital repairs, maintenance plan as part of annual production plan, Classification of maintenance jobs, building safety considerations into maintenance procedure, organization wide safety policy, managing maintenance spares & personnel, multi-skilled workers.

Understanding Nature of Constraints: Resource & policy constraints, Internal & external constraints, steps to enhance performance, Diagnosis, Planning & implementation, Systems approach to implanting theory of constraints, Role of buffers, Identifying constraints, Decision on exploiting the constraint, Subordinating other processes to exploit constraint, elevating constraint performance, Iterative process till constraint shifts.

Applying Theory of Constraints: Simplified & Traditional Drum-buffer-rope approach, Drum-buffer-rope when no capacity constrained resource is active & Drum-buffer-rope when capacity constrained resources are active, IT in applying theory of constraints, Theory of Constraints & Management Accounting, Throughput accounting

### **Text/Reference Books**

1. Production and Operations Management Systems. Gupta S. & Starr M.K. Kindle Ed. CRC Press. 2014.
2. Purchasing and Supply Chain Management. Monczka R.M., Trent R.H. & Handfield R.B. 2<sup>nd</sup> Ed. South-Western. 2001.
3. Handbook of Materials Management. Gopalakrishnan P. PHI. 1993.
4. Supply Chain Management: Strategy Planning & Operations. Chopra S. & Meindl P. Prentice Hall. 2014.
5. World Class Supply Management: The Key to Supply Chain Management. Burt D.N., Dobler D.W. & Starling S. 7<sup>th</sup> Ed. McGraw Hill Higher Education. 2003.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMO-577

Materials Management

L-T-P-C

4-0-0-4

**Objective:** *The aim of this course is to acquaint the students with advanced concepts, tools & techniques related to the materials management function in organizations. It builds on the earlier concepts of materials management & introduces different models of materials management. It brings in advanced concepts of inventory management employed by successful organizations.*

#### Course Content

Overview of Basic Concepts of Operations Management: Recap of the basic course on Operations Management with focus on material management.

Introduction to Inventory Theory: Components of inventory models, Deterministic Continuous Review Models, Deterministic Periodic review model.

Materials management models based on arrival & consumption pattern: Models based on poisson arrival & consumption patterns, Priority discipline inventory models, Inventory models based on non-exponential distributions.

Deterministic Multi-echelon Inventory Models: Model for serial two echelon system, Model for serial multi-echelon system, Extension of multi-echelon models to distribution systems & assembly systems.

Stochastic Models: Stochastic continuous review model & stochastic single period model for perishable products

Inventory Systems in Practice: Multiproduct inventory systems, Case discussion on inventory systems & practices in large organizations.

#### Text/Reference Books

1. Modern Production Management. Buffa E.S. & Sarin R.K 8<sup>th</sup> Ed. Wiley India Private Limited. 2007.
2. World Class Supply Management: The Key to Supply Chain Management. Burt D.N., Dobler D.W. & Starling S. 7<sup>th</sup> Ed. McGraw Hill Higher Education. 2003.
3. Operations Management: Design, Planning & Control for Manufacturing & Services. Dilworth J.B. McGraw Hill Inc. 1992.
4. Quantitative Analysis of Business. Vazsonyi A. & Spierer H.F. Prentice Hall. 1984.
5. Production/Operations Management. Moore FG & Hendrick T E. 9<sup>th</sup> Ed. Richard D. Irwin, 1985.



# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Elective)

BMO-578 L-T-P-C  
Waste Reduction & Operations under Constraints 4-0-0-4

**Objective:** *The aim of this course is to acquaint the students with tools & techniques for waste reduction in organizations. It builds on the earlier concepts of quality management & discusses successful practices at Japanese companies on resource utilization. Finally, it discusses theory of constraints & its application in industry.*

#### Course Content

History of Lean Management & Basic framework: The evolution of the Toyota Production System, Need for flexible production systems that supports quality control, quality assurance as well as respect for the human being.

Fundamental Principles: The lean Philosophy, The 14 principles of lean Management, A standardized process that is improved continuously by employees, Using visual controls as in 5S,

Approaches to Waste Elimination: Identifying the different kinds of waste: Wastage of over production, Wastage due to motion, time wasted, Wastage of conveyance, wastage in processing, raw material wastage, rework & scrap as wastes, Different approaches to waste elimination.

Basic Concepts of Theory of Constraints : Introduction to Nature of Constraints: Resource & policy constraints, Internal & external constraints, steps to enhance performance, Diagnosis, Planning & implementation.

the underlying assumptions, simplifying organization goal, challenge of organization measurement, the three measures, throughput, operating expense & inventory, three fundamental questions.

The Steps to Implementing Theory of Constraints: Systems approach to implanting theory of constraints, Role of buffers, Identifying constraints, Decision on exploiting the constraint, Subordinating other processes to exploit constraint, elevating constraint performance, Iterative process till constraint shifts.

Applying Theory of Constraints: Simplified & Traditional Drum-buffer-rope approach, Drum-buffer-rope when no capacity constrained resource is active & Drum-buffer-rope when capacity constrained resources are active, IT in applying theory of constraints, Leverage points to implement Theory of Constraints, Theory of Constraints & Management Accounting, Throughput accounting.

### **Text/Reference Books**

1. A Study of Toyota Production System: From an Industrial Viewpoint. Shingo S. & Dillon A.P. Rev. Sub. Edition. Productivity Press. 1989.
2. The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer. Liker J. Reissue Ed. McGraw Hill Education. 2004.
3. Theory of Constraints. Goldratt E.M. North River Press. 1990.
4. TOC Executive Challenger: A Goal Game. Tripp J. North River Press. 2007.
5. Theory of Constraints Handbook. Lii J.C. & Schleier J. 1<sup>st</sup> Ed. McGraw Hill Education (India) Pvt. Ltd. 2010.

# Detailed Syllabus for MBA Degree Programme

## Semester - IV

### (Departmental Core subject)

BM-565	L-T-P-C
Dissertation	4-0-0-4

*Dissertation is an important part of the programme, which will help the students to prepare a detailed research analysis on a contemporary industry based topic. The topic of the dissertation shall be on any functional areas of management. Students will finalize the topic in consultation with a faculty member, who will act as the Supervisor. The dissertation shall involve in-depth review of literature/ case studies, analysis & interpretation.*

*Students will prepare the dissertation as per the prescribed format/guidelines, & submit the same to the Head of the Department, after being certified by the Supervisor.*

*The dissertations will be evaluated as per the approved procedure.*