

**Department of Commerce and Business Administration
University of Allahabad**

SYLLABUS



MBA

Full Time Four Semesters

(CHOICE BASED CREDIT SYSTEM)

W.E.F. JULY, 2016

M. B. A. Course Structure and Syllabus

The Programme: It is a regular Post Graduate Programme redesigned and updated under the Regulations on Choice Based Credit System. The MBA Programme has the following salient features:

- i. Seven Core Courses in the First Semester with 20 Credits in total;
- ii. Seven Core Courses in the Second Semester with 20 Credits in total;
- iii. Summer Training of 6 to 8 weeks duration after the Second Semester examination;
- iv. Four Core Courses including Project Report and Three Elective Courses from *any one* Elective Group opted by the student (out of Five Elective Groups each comprising of Three Courses) in the Third Semester with 20 Credits in all;
- v. Four Core Courses (including Viva-Voce) and Three Elective Course from *any one* Elective Group (out of Five Elective Groups) in the Fourth Semester with 20 Credits in all.

The details of the Course Structure are as follows:

MBA – First Semester shall comprise of the following Seven Core Courses:

MAN – 501 Management Concepts and Process	-	3 Credits
MAN – 502 Managerial Economics	-	3 Credits
MAN – 503 Accounting for Managers	-	3 Credits
MAN – 504 Business Environment	-	3 Credits
MAN – 505 Quantitative Techniques	-	3 Credits
MAN – 506 Computer and Information Technology	-	3 Credits
MAN – 507 Managerial Skill Development	-	2 Credits

MBA – Second Semester shall comprise of the following Seven Core Courses:

MAN – 508 Business Communication	-	3 Credits
MAN – 509 Operations Research	-	3 Credits
MAN – 510 Human Resource Management	-	3 Credits
MAN – 511 Operations Management	-	3 Credits
MAN – 512 Financial Management	-	3 Credits
MAN – 513 Marketing Management	-	3 Credits
MAN – 514 Research Methodology	-	2 Credits

MBA – Third Semester shall comprise of the following Seven Courses:

Core Courses:

MAN – 601 Organisational Behaviour & Dynamics	-	3 Credits
MAN – 602 Entrepreneurship and Small Business Management	-	3 Credits
MAN – 603 Project Report	-	3 Credits
MAN – 604 e-Commerce	-	2 Credits

Elective Courses

(All Courses from any One Elective Group)

Marketing (M) Group Courses:

MAN – 651 Marketing Research	-	3 Credits
MAN – 652 Advertising and Media Planning	-	3 Credits
MAN – 653 Digital Marketing	-	3 Credits

Human Resource Management (H) Group Courses:

MAN – 654 Human Resource Development	-	3 Credits
MAN – 655 Personal and Inter-Personal Dynamics	-	3 Credits
MAN – 656 Compensation Management	-	3 Credits

Finance (F) Group Courses:

MAN – 657 Security Analysis and Portfolio Management	-	3 Credits
MAN – 658 Tax Planning and Management	-	3 Credits
MAN – 659 Working Capital Management	-	3 Credits

Operations Management (O) Group Courses:

MAN – 660 Logistics and Supply Chain Management	-	3 Credits
MAN – 661 Production Planning & Control	-	3 Credits
MAN – 662 Automation and Computer Integrated Management	-	3 Credits

Information Technology (I) Group Courses:

MAN – 663 Decision Support and Business Intelligent Systems	-	3 Credits
MAN – 664 Big Data and Analysis	-	3 Credits
MAN – 665 Information Governance	-	3 Credits

MBA – Fourth Semester shall comprise of the following Seven Courses:

Core Courses:

MAN – 605 Strategic Management	-	3 Credits
MAN – 606 Management of Services	-	3 Credits
MAN – 607 Business Ethics and Corporate Governance	-	3 Credits
MAN – 608 Viva – Voce	-	2 Credits

Elective Courses:

(All Courses from *any one* Elective Group)

Marketing (M) Group Courses:

MAN – 666 Rural Marketing	-	3 Credits
MAN – 667 International Marketing Management	-	3 Credits
MAN – 668 Retail Management	-	3 Credits

Human Resource Management (H) Group Courses:

MAN – 669 e-Learning Design and Development	-	3 Credits
MAN – 670 Management of Industrial Relations	-	3 Credits
MAN – 671 International Human Resource Management	-	3 Credits

Finance (F) Group Courses:

MAN – 672 Investment and Project Management	-	3 Credits
MAN – 673 Financial Derivatives	-	3 Credits
MAN – 674 International Financial Management	-	3 Credits

Operations Management (O) Group Courses:

MAN – 675 Decision Models in Operations	-	3 Credits
MAN – 676 Quality Management	-	3 Credits
MAN – 677 Operations Management in Services	-	3 Credits

Information Technology (I) Group Courses:

MAN – 678 Market Leadership in Digital Age	-	3 Credits
MAN – 679 Knowledge Management	-	3 Credits
MAN – 680 Systems Analysis and Design	-	3 Credits

Student Evaluation and Examination
(Abridged adaptation from the Regulations on CBCS framed under Clauses 1(a) (i) and 3(a) (x) of Ordinance LX: The Organisation and Conduct of Examinations)

Note: These are meant for the general guidance of students. The students are advised to read the aforementioned Regulations duly approved by the Hon'ble Vice-Chancellor on 22nd August, 2016 and notified by the Controller of Examination vide his notification No. COE/456/2016 dated 23rd August, 2016. All decisions in the matter shall be governed by these Regulations.

A. Scheme of Examination

The scheme of Examination shall be divided into two parts: Internal assessment and Semester end examination. Internal Assessment includes Assignments, Seminars, Case Studies, Quiz, Unit Tests etc. The Internal Assessment will contribute 40% and the semester end examination will contribute 60% to the total marks.

B. Continuous Assessment

- i. Evaluation AND continuous assessment for each course shall be made on the basis of the student's performance in the best of the two tests/ assignments/ presentations/ group discussion / quiz (carrying 20% marks of the course) organized by the course Instructor and one Mid Semester Examination (carrying 20% marks of the course).
- ii. The schedule for the continuous assessment and the grading system shall be made known to the students at the beginning of the semester. The tests/ assignments/ quiz / group discussions / presentations shall be evenly spaced out throughout the semester.
- iii. The marks awarded for continuous assessment shall be made known to the students ordinarily within ten days of the conduct of the test etc. Students may seek clarifications, if any, about their performance from the teacher concerned within a week of the declaration of marks/grades. If there is any problem, then the student can request the Head / Coordinator to refer the matter to the Departmental Examination Committee.

C. End-Semester Examination:

- i. A student shall be eligible to appear in end-semester examination only if s/he has at least 75% of attendance in respect of classes delivered in each course separately. In case if a student failed to fulfill this condition due to some unavoidable circumstances beyond control like illness etc., attendance up to 20% can be condoned by the Dean/HOD on production of medical certificate/supporting documents on justified grounds.

- ii. If a student represents his/ her institution, University, State or Nation in Sports, NCC, NSS or Cultural or any other officially sponsored activities, he/ she shall be eligible for relaxation of attendance up to 20% in a course based on the specific recommendations of the Dean/Head of the Department.
- iii. Duration of end-semester examination for each course will be 3 Hours. The End-Semester examination paper will be divided into Five Units having equal marks. From each Unit there will be one question with internal choice. The students will be required to attempt one question from each Unit.
- iv. The marks will be given for all examinations and they will be converted into grade (quality) points based on grading system. The semester-end, final grade sheets and transcripts will have only Credits, Grades, Grade Points, SGPA and CGPA. A multiplication factor of 9.5 for conversion of CGPA into percentage of marks as required by certain employers / service commissions will be used.

D. Departmental Examination Committee:

- i. Each Departmental Committee / Course Advisory Committee of the Department / Centre shall constitute a Departmental Examination Committee of three members to oversee all work connected with evaluation of Sessional work and end semester examination. The senior most member of the Committee shall be the Ex-officio Chairman of this Committee.
- ii. The evaluation/grades approved by the Departmental Examination Committee will be final.

E. Grades and Grade Points for Absolute Scale:

Percentage of Marks	Grade Point	Letter Grade	Classification
Marks above 80	10	O	Outstanding
Marks > 73 & ≤ 80	9	A+	Excellent
Marks > 66 & ≤ 73	8	A	Very good
Marks > 59 & ≤ 66	7	B+	Good
Marks > 52 & ≤ 59	6	B	Above Average
Marks > 45 & ≤ 52	5	C	Average
Marks > 40 & ≤ 45	4	P	Pass
Marks < 40	0	F	Fail
ABSENT	0	Ab	Absent

F. PROMOTION TO NEXT SEMESTER AND ADDITIONAL EXAMINATION:

- i. A Student shall be declared as 'Passed' and promoted to the next semester when s/he earns 'C' Grade or above in the last concluded semester examination and has not got below 'P' grade in more than two courses in the previous semester.
- ii. A student who has earned an average of 'C' grade or above in the last concluded semester examination but has got below 'P' grade in not more than two courses in the previous semester shall be promoted to the next semester with the condition that the student shall appear in the additional examination for the courses in which the student has got below 'P' grade.
- iii. A Student shall be deemed as 'Failed' in a semester when s/he gets below 'P' Grade in more than two courses offered in the previous semester, or does not appear in the examination in more than two courses. Such students will repeat the semester on payment of semester fees.
- iv. Additional examination (except for the last two semesters of the programme) for the courses in which students have failed or were absent will be held along with the corresponding semester examination for those courses of the succeeding academic years, provided that the student does not carry more than four papers of the previous semesters at any time during the course of study.
- v. In case, a student has failed in less than three courses in the final semester, the student will be permitted to appear in the additional examination in those courses that would be conducted around forty days after the declaration of the final semester result. In case, a student fails in the thesis/project, the student has to complete the thesis/project and appear in the examination in the corresponding semester of the succeeding academic year.
- vi. A student who has passed all the papers in a semester but has failed to get an overall grade of 'C' shall be promoted to the next semester and shall appear in the additional examination for two of the courses of his/her choice from the previous semester.
- vii. The backlog course(s) additional examination shall be held for the semester end examination course only. The points scored by the candidate in the Continuous Assessment shall be carried forward.

- viii. The (provisional) results of the additional examination shall be announced within two weeks (subject to the ratification by the Departmental Examination Committee when it meets next).
- ix. A student who fails to pass in any semester or carries over more than four papers would not be allowed to be Promoted to the subsequent semester and has to repeat the semester in which he fails or accumulates fail grade in more than four papers.
- x. A candidate may get chance to clear all the courses within the duration of the course of study plus 2 years, i.e. for 2 year course within four years. However, the student shall be allowed only once to repeat the first semester. If s/he fails again in the first semester, s/he be required to withdraw from the programme.

G. RESULTS PREPARATION

a) Grade Card / Mark sheet: The Grade card issued at the end of each semester to each student will contain the following: i) Name, ii) Roll Number, iii) Enrolment Number, (iv) Course code, (v) Course title, (vi) Grade point in each course (G_i) (10 point scale), (vii) Credits earned for each course(C_i), (viii) SGPA for a semester and CGPA after final semester which will resemble consolidated results. The following procedure shall be used to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e. **SGPA** (S_i) = $\sum(C_i \times G_i) / \sum C_i$ where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.
- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e. **CGPA** = $\sum(C_i \times S_i) / \sum C_i$ where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

Illustration for SGPA (MBA Sem. I)

1	2	3	4	5
Course Code	Credit	Grade Letter	Grade Point	Credit Point (2 X 4)
MAN 501	3	O	10	30
MAN 502	3	B+	7	21
MAN 503	3	A	8	24
MAN 504	3	B	6	18
MAN 505	3	A+	9	27
MAN 506	3	B	6	18
MAN 507	2	C	5	10
	Σ 20			Σ 148

Thus,
SGPA = 148 / 20 = 7.4

Autumn Semester

Course Code: MAN – 501 - Management Concepts and Processes

3-0-0-3

Objective:

The objective is to develop understanding about management as a science and to acquaint the student with different functions, systems, techniques, and their application in the process of management.

Unit – I

Introduction and Planning Function

Concept and Nature of Management; Evolution of Management Thought; Management and Society: Essentials of Planning; Management by Objectives; Decision Making.

Unit – II

Organizing and Staffing:

The Nature of Organizing; Formal and Informal Organization; Organizational Structures; Authority-Responsibility Relationships; The Nature of Staffing Function; Human Resource Management- An Overview.

Unit – III

Directing and Leading:

The Nature of Directing; Theories of Motivation; Leadership and Interplay of Leadership with Management of Organizations; Leadership Styles; Basics of Communication; Organizational Communication.

Unit – IV

Controlling:

The Nature and Significance of Control; The Control Process; Emerging Horizons of Management in Changing Environment; Management of Change; The Nature of Co-ordination; Approaches to Co-ordination.

Unit – V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Terry and Franklin: Principles of Management
2. Koontz, 'O' Donnel & Wehrich: Essentials of Management
3. Stephen P. Robbins and Mary Coulter: Management, Pearson Education
4. William H. Newman: The Process of Management
5. Drucker, Peter: Management – Tasks Responsibilities & Practice

Autumn Semester

Course Code: MAN – 502 - Managerial Economics

3-0-0-3

Objective:

The objective of this course is to develop ability to apply the concepts, tools, and techniques of Economics in analyzing and interpreting business decisions.

Unit - I

Nature and Scope of Managerial Economics: Objectives of a Firm; Economic Theory and Managerial Theory; Role and Responsibilities of the Managerial Economist; Fundamental Economic Concepts – Incremental Principle, Opportunity Cost Principle, Equi-Marginal Principle. Demand Analysis: Individual and Market demand functions; Law of demand, Determinants of demand; Elasticity of demand – Concept and Importance; Price elasticity; Income elasticity and Cross elasticity; Using elasticity in Managerial decisions.

Unit – II

Theory of Consumer Choice: Cardinal utility approach, indifference approach; Demand estimation for major consumer durable and non-durable products. Demand forecasting techniques.

Unit – III

Production Theory: Production function, Production with one and two variable inputs; Economies of scale; Cost theory and estimation; Short and long term Cost functions – their nature, shape and inter- relationship ;Law of variable proportions ; Law of return to scale.

Unit – IV

Price Determination under different Market Conditions: Characteristics of different market structure; Price determination and firm's equilibrium in short- run and long- run under perfect competition, Monopolistic competition, Oligopoly and Monopoly. Price discrimination; International price discrimination and dumping.

Unit - V

Business Cycle: Nature and phases of a business cycle; Theories of business cycles – Psychological, Monetary, Innovation, Cobweb and Hicks Theories.

Inflation: Definition, Characteristics and Types; Inflation in terms of demand – pull and cost – push factor; Measures to control inflation.

Suggested Readings:

1. Mithani. D.M: Managerial Economics, Himalaya Publishing House, New Delhi.
2. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
3. Baumol, William J: Economic Theory and Operational Analysis, Prentice Hall, London.
4. Dean, Joel: Managerial Economics, Prentice Hall, New Delhi.

5. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc., New York.
6. G.S Gupta: Managerial Economics, TMH, New Delhi.
7. Chopra, O.P: Managerial Economics, Tata McGraw Hill, New Delhi.
8. Dholakia, R.H and A.L. Oza: Micro Economics for Management Students, Oxford University Press, New Delhi.
9. Eaton, B. Curtis and Diane Faton: Micro Economics, Prentice Hall, New Jersey.
10. Gough, J. and S. Hill: Fundamental of Managerial Economics, MacMilan, London.
11. Peterson, H. Carig and W. Cris Lewis: Managerial Economics, Prentice Hall, New Delhi.

Autumn Semester

Course Code: MAN - 503 - Accounting for Managers

3-0-0-3

Objective:

To impart the basic understanding of accounting to the managers with a view to enable them with the analysis and interpretation of the accounting information for use in managerial decision making.

Unit – I

Nature, Scope, Importance and Limitations of Financial Accounting, Management Accounting and Cost Accounting;

Basic Accounting Concepts; Accounting Mechanics: The Journal, The Ledger, Cash Book, Trial Balance; Bank Reconciliation Statement.

Unit – II

Company Accounts: Accounts relating to issue, forfeiture and re-issue of shares. **Final Account:** Manufacturing Account, Trading Account, Profit and Loss Account, Balance-Sheet of Non-corporate Entities.

Unit – III

Classification of Cost, Cost-Volume-Profit Analysis, Marginal Costing, Absorption Costing and their use in Profit Planning.

Unit – IV

Budgeting and Budgetary Control: Nature, Scope, Importance and Limitations, Preparation of Cash, Sales and Flexible Budgets; Controlling through Budgets, Standard Costing: Variance Analysis: Materials and Labour Variances;

Unit – V

Analysis and Interpretation of Financial Statements: Ratio Analysis; Cash Flow Statement, Management Reporting; Responsibility Accounting.

Suggested Readings:

1. Bhattacharya and Dearden: Accounting for Management
2. Guptas and Kothari: Accounting for Managers, Frank Bros. & Co. Publishers, New Delhi.
3. Sharma and Popli: Financial Accounting, Kitab Mahal, Allahabad
4. Anthony, Merchant and Hawkins: Management Accounting: Text and Cases
5. Horngren
6. Khan & Jain: Management Accounting - Text, Problems and Cases TMH, New Delhi
7. Horngren and Sundlen: Introduction to Management Accounting, PHI, New Delhi

Autumn Semester

Course Code: MAN – 504 - Business Environment

3-0-0-3

Objective:

The purpose is to provide knowledge of various economic and social issues and policies of India affecting business.

Unit – I

Framework of Business Environment: Environment - Concept, Significance and Nature of Business Environment; Elements of Environment – Internal and External; Changing Dimensions of Business Environment;

Unit – II

Economic Environment of Business: Significance and elements of Economic Environment; Economic Systems and Business Environment; Economic Reforms and Current Government Policies – Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy.

Unit – III

Politico Legal Environment of Business: Critical Elements of Political Environment; Legal Environment in India: Basic constitutional provisions regarding regulation of business. Industries (Development and Regulation) Act, 1951, Consumer Protection Act, 1986, Competition Act 2002.

Unit – IV

Socio-Cultural Environment: Elements of Socio-Cultural Environment. Social Institutions; Social Values and Attitudes; Social Groups; Income Disparity and its Socio-Cultural Implications.

Unit – V

International Environment: Major International Economic Institutions – World Bank, IMF, WTO and their Importance to India; Patent Laws and Transfer of Technology under WTO regime.

Suggested Readings:

1. Francis Cherunilam: Business Environment, Himalayan Pub. House, New Delhi.
2. Aswathappa, K, Legal Environment of Business, Himalaya Publication, New Delhi
3. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi
4. Alagh, Yoginder K.: Indian Development Planning and Policy, Vikas Publication, New Delhi

Autumn Semester

Course Code: MAN – 505 - Quantitative Techniques

Credits: 3-0-0-3

Objective:

The main objective is to provide the knowledge of basic mathematics and statistics and its techniques useful in business.

Unit - I

(a). **Numbers:** Natural Numbers, Integers, Divisor of an Integer, g.c.d and l.c.m. of two Integers, Prime Integer, Rational Numbers, Irrational Numbers, Real Numbers, Absolute Value of Real Numbers, Complex Numbers, Modulus of a Complex Number.

(b). **Set Theory:** Subset, Superset, Power of a set, Set Operations such as Union, Intersection, Difference, Symmetric Difference and Cartesian Product of two sets. Venn Diagram.

(c). Logarithmic Function and its properties.

Unit - II

Matrix Theory: Definition and types of Matrices, Addition, Scalar Multiplication and Multiplication of Matrices, Transpose of a Matrix, Determinant of a Square Matrix, Row and Column Operations on a Matrix, Rank of a Matrix, Solution of System of Linear Equations by Matrix Method.

Unit - III

Measure of Central Tendencies and Dispersions: Mean, Median, Mode and Weighted average – Concepts and Applications. Range, Quartiles, Percentiles, Mean Deviation and Standard Deviation - Concepts and Applications.

Unit - IV

Measures of Skewness, Moments, Kurtosis, Correlation and Regression Lines, Karl Pearson's Coefficient of Correlation, Rank Correlation.

Analysis of Time-series, Components of Time-series, Least Squares Method, Moving Averages.

Unit – V

Theoretical Frequency Distributions: Binomial, Normal, and Poisson Distribution.

Probability: Axiomatic and Classical Definitions, Events, Laws of Probability, Conditional Probability, Baye's Theorems; Independent Events.

Suggested Readings:

1. B. C. Mehta & G. K Madnani: Mathematics for Economists, Sultan Chand & Sons, New Delhi
2. J. D. Gupta, P. K. Gupta: Mathematics for Business and Economist, TMH, New Delhi
3. Ramendu Roy: Principles of Statistics, Prayag Pustak Bhawan, Allahabad
4. A. M. Goon, M. K. Gupta & B. Das Gupta: Fundamental of Statistics Vol. I & II, World Press Pvt. Ltd., Kolkata
5. A. M. Goon, M. K. Gupta & B. Das Gupta: An Outline of Statistical Theory Vol. I, World Press Pvt. Ltd., Kolkata

Autumn Semester

Course Code: MAN – 506 - Computer and Information Technology

3-0-0-3

Objectives:

1. To create awareness about the computers and information technology.
2. Develop an understanding of basic usage of Information systems in business
3. Develop awareness of implications of the technology in today's business world.

Unit - I

Digital technology and business, business process management, competitive advantage through digital technology, Career in digital age, IT architecture, data management and governance, cloud computing, data centers, data management leading to business intelligence.

Unit – II

Digital Networks and Ethical Issues – Data Networks, IP Addresses, and APIs, Wireless Networks and Mobile Infrastructure, Collaboration and Communication Technologies, Sustainability and triple bottom line, Internet technologies - Using Search Technology for Business Success, Organic Search and Search Engine Optimization, Pay-Per-Click and Paid Search Strategies, A Search for Meaning—Semantic Technology, Recommendation Engines, Social Media – strategies and communities, engagement, monitoring, media failures.

Unit – III

Tactical and Operational Support Systems - Solving Business Challenges at All Management Levels, Manufacturing, Production, and Transportation Management Systems, Sales and Marketing Systems, Accounting and Finance Systems, Human Resources Systems and Ethics, Strategic Technology and Enterprise Systems - Enterprise Systems, Enterprise Social Platforms, Enterprise Resource Planning Systems, Supply Chain Management Systems, Customer Relationship Management Systems,

Unit - IV

Data Visualization and Geographic Systems - Data Visualization, Enterprise Data Mashups, Digital Dashboards, Geographic Information Systems, IT Strategy and Balanced Scorecard - IT Strategy and the Strategic Planning Process, Aligning IT with Business Strategy, Balanced Scorecard, IT Sourcing and Cloud Strategy

Unit - V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Turban, Efraim, McLean, Ephraim, Wetherbe, James, Information Technology for Management, Wiley.
2. Rainer, Rex Kelly, Turban, Efraim, Potter, & Richard E., Introduction to Information Systems: Supporting and Transforming Business, Wiley.
3. Laudon, Kenneth C., & Laudon, Jane Price, Essentials of Business Information Systems, Pearson Prentice Hall.
4. Morgan, Tony, Business Rules and Information Systems: Aligning IT with Business Goals, Pearson.
5. Nickerson, Robert C., Business and Information Systems, Prentice Hall.
6. Post, Gerald V., & Anderson, David L., Management Information Systems: Solving Business Problems with Information Technology, Tata McGraw Hill.
7. O' Brien, James A., Management Information Systems, Tata McGraw-Hill.

Autumn Semester

Course Code: MAN – 507 - Managerial Skill Development

3-0-0-3

Objective:

To develop personal and professional skills of the students to cater to dynamic business environment, using a practical methodology with focus on current practices and trends.

Unit - I

Planning Skills: Time management; Identifying various relevant data sources; Appreciation of National and International reports; Preparing Curriculum Vitae; Career planning

Unit - II

Coordination and Decision Making Skills: Case Analysis; SWOT Analysis; Conducting Meetings; Report Writing

Unit - III

Leadership Skills: Developing and Managing Effective Teams; Basic Counselling Skills; Conducting Interviews; Marketing skills

Unit - IV

Interpersonal skills: Persuasive communication, Negotiation skills, Business etiquettes, Emotional Intelligence

Unit - V

Relevant activities/exercises for different managerial skills will be conducted in the classroom.

Suggested Readings:

1. McGrath, E.H., Basic managerial skills for All, Prentice Hall of India.
2. RV, Lesiker, EF Marie, Lentz P, Rentz, Pande, N, Business Communication, McGraw Hill Education.
3. Fredrick H. Wentz, Soft skills Training – A Workbook to Develop Skills for Employment, Create Space Independent Publishing Platform.
4. Barun K. Mitra, Personality Development and Soft skills, Oxford University Press.
5. Mackenzie, R. Alec, The Time Trap: the Classic book on Time Management, American Management Association.
6. Quinn, Robert E., Faerman, Sue R., Thompson, Michael P., Becoming a Master Manager: A Competing Values Approach, John Wiley & Sons.
7. Whetten, David A, & Cameron, Kim S., Developing Management Skills, Pearson Education Limited

Spring Semester

Course Code: MAN - 508 – Business Communication

3-0-0-3

Objective:

The purpose of this course is to develop the ability to communicate more effectively, enhance verbal and written communication skills, and to make clear and appropriate communication.

Unit - I

Management Communication: Definition, Elements, Levels, Principles, Barriers and tactics of communication, Achieving Success through communication, Using Technology to Improve Business Communication, Communication Ethics, Listening, Nonverbal communication, Feedback, Cross-cultural Communication,

Unit - II

Planning – Writing – Completing Business Messages. Analyzing Situation, Gathering Information, Selecting the Right Medium, Organizing Information. Composing Your Messages, Using Technology to Compose and Shape Your Messages. Revising, Producing, Proofreading and Distributing Message.

Unit - III

Crafting Messages for Electronic Media, E-mail Messages, Instant Messages and Text Messages, Business Blogs, Podcasts, Distributing Blog and Podcast Content. Writing Routine and Positive Messages, Writing Negative Messages, Writing Persuasive Messages

Unit - IV

Developing Oral and Online Presentations - Planning, Writing, and Completing Your Presentation. Enhancing Presentations with Slides and Other Visuals, Planning, Creating, and Completing Slides and Support Materials, Giving Presentation Online.

Unit - V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Bovée, Courtland L., & Thill, John V., Business Communication Today, Pearson.
2. Bailey, Gerry, & Way, Steve, Communication, Gareth Stevens Pub.
3. Blundel, Richard, & Ippolito, Kate, Effective Organisational Communication: Perspectives, principles and practices, FT Prentice Hall.
4. Veech, Annette M., Managerial Communication Strategies, Prentice Hall.
5. Brounstein, Marty, Bell, Arthur H., Isbell, Connie, Smith, Dayle M., Business Communication, John Wiley & Sons.

Spring Semester

Course Code: MAN - 509 - Operations Research

Credits: 3-0-0-3

Objective:

The objective is to provide scientific methods, techniques and tools to make decisions in obtaining optimum solutions to the problems involving the operations of large systems of men, machines and money in the industry, and business.

Unit - I

Linear Programming: Formulation of Linear Programming Problem (LPP), Solution of LPP by Simplex Method, use of artificial variables – M-technique and Two Phase Technique, Duality theory, Conversion of Primal into its dual, Special Cases of LPP: Infeasibility, Degeneracy and un-boundedness.

Unit - II

Transportation Technique: Formulation of a TP, Determination of Initial Basic Feasible solutions by North-West Corner Rule, the Least Cost Method, Vogel's Approximation Method (VAM). Optimum solution by MODI method.

Special cases of transportation: Unbalanced problem, maximization objective, degeneracy.

Unit - III

Assignment Problem: Solution of Assignment Problem by Hungarian Method, Special Cases of Assignment: Maximum, Unbalanced assignment.

Network Analysis: Construction of Networks, Time Calculation of Network Diagram by PERT / CPM, Critical activities and Slack Time.

Unit - IV

Sequencing Problem: 'n-jobs, two-machines', 'n-job, more than three machines' (Johnson Rule).

Queuing Theory (Simple Channel Model).

Unit - V

Game Theory: Two person, zero-sum game, Maximum and Maximin and Minimax Principle, Dominance Rule, Solution of 2×2 , $2 \times n$, $n \times 2$ ($n > 2$) games. Applications and Limitations of Game Theory.

Suggested Readings:

1. Operations Research - An Introduction: Hamdy A. Taha, PHI, New Delhi
2. Operations Research: Anand Sharma, HPH, New Delhi
3. Quantitative Techniques in Management: Vohra, N. D., Tata McGrawhill, New Delhi

Spring Semester

Course Code: MAN - 510 - Human Resource Management

3-0-0-3

Objective:

The objective of this is to develop a conceptual as well as practical understanding of Human Resource management.

Unit - I

Introduction: Meaning, Objectives, Nature, Need and Significance of HRM Limitations of HRM.

Unit - II

Human Resource Planning: Features, Need, Objectives, Process and Factors Affecting Human Resource Planning; Problems in Human Resource Planning.

Unit - III

Recruitment & Selection: Process of Recruitment & Selection.

Sources of Recruitment: Internal & External Methods, Test & Interviews Induction, Training and Placement.

Unit – IV (A)

Compensation Management & Performance Appraisal: Wage & salary Administration, Incentives and Fringe Benefits, Performance Appraisal.

Unit – IV (B)

Industrial Relations: Objectives, Causes for Poor Industrial Relations and Remedial Measures.

Unit: V

Case Studies: The List of the Case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. T.V. Rao: Readings in HRM, Oxford & IBH Pub. Co. Ltd.
2. P. Subba Rao: H.R.M., Chugh Publication, Allahabad
3. V.P. Michale: HRM & HR, HHPH, New Delhi
4. Ajai Kumar Singhal: Human Resource Management, Sharda Pustak Bhawan, Allahabad
5. Leonard R. Sayles: George Strauss.
6. Wayne F. Casio: Managing Human Resource, McGraw Hill Companies.
7. Aswathappa, K.: Human Resource Management – Text and Cases, McGraw Hill Companies.
8. Charles R. Greer: Strategic Human Resource Management: PEI, New Delhi
9. N.K. Singh: Human Resource Management, Excel Books, New Delhi.

Spring Semester

Course Code: MAN - 511 - Operations Management

Credits: 3-0-0-3

Objective:

Designed to provide the initial exposure of operations / production functional area to students who have already undergone through the basics of management process and functions.

Unit - I

Introduction:

Nature, Importance, Scope and Functions of Operations and Operations Management.

Evolution of Operations Management.

Types of Production/Operations Systems.

Nature of Decision making and Key Decision Areas.

Unit - II

Long-Term Strategic Decisions:

Capacity Planning

Location Selection.

Layout of Facilities.

Product Design.

Process Design.

Unit - III

Operations Planning:

Demand Forecasting.

Material Requirements Planning.

Planning, Sequencing and Scheduling of Operations in Job Order Production Systems.

Planning of Projects.

Unit - IV

Operations Control:

Inventory Management and Control.

Quality Management.

Maintenance of Facilities.

Unit - V

Miscellaneous Issues in Operations Management:

Service Operation Management.

Just-in-Time and Supply Chain Management.

Outsourcing and Offshoring.

Challenges and Priorities for Operations Management.

Suggested Readings:

1. Heizer Jay, Render Barry: Operations Management, Pearson, New Delhi
2. Steverson, Willian J.: Operations Management, TMH, New Delhi
3. Adam Everett E. Adam, Jr. and Ronald J. Ebert: Production and Operations Management, PHI, New Delhi
4. Bedi Kanishka: Production and Operations Management, Oxford Press, New Delhi
5. Mahadwan B., Operations Management – Theory and Practices, Pearson, New Delhi

Spring Semester

Course Code: MAN – 512 - Financial Management

3-0-0-3

Objective:

The objective is to provide conceptual knowledge of the tools of financial analysis and management. It also aims at helping the students develop skills for making financial decisions in business situations.

Unit - I

Nature and Scope of Financial Management, Financial Goal of the Firm, Valuation of Securities.

Unit - II

Capital Budgeting Under conditions of Certainty – Principles and Techniques: ARR, Payback, Net Present Value, Profitability Index, Internal Rate of Return; NPV Vs IRR.

Unit - III

Evaluation of Projects under Conditions of Uncertainty: Methods of incorporating risk – Risk Adjusted Discount Rate, Certainty Equivalent, Sensitivity Analysis, Probabilistic, Decision Tree, Capital Rationing.

Unit - IV

Concept and Measurement of Cost of Capital, Capital Structure Theories, Designing Capital Structure; Leverage – Operating, Financial and Combined.

Unit - V

(a). Management of Working Capital: Gross and Net Working Capital, Principles of Working Capital, (b). Dividend Decisions and Theories: (i). Irrelevance of Dividends: Modigliani and Miller (M-M) Hypothesis, (ii). Relevance of Dividends: Walter's Model, Gordon's Model, (iii). Determinants of Dividend Policy.

Suggested Readings:

1. Khan & Jain: Financial Management, TMH, New Delhi
2. I. M. Pandey: Financial Management, Vikas Publication
3. J. C. Van Horne: Financial Management and Policy, PHI, New Delhi.
4. S. C. Kuchhal: Financial Management, Chaitanya Publishing House.
5. V. K. Bhalla: Financial Management and Policy, Anmol Publications.
6. R. P. Rustagi: Financial Analysis and Financial Management, Sultan Chand & Sons

Spring Semester

Course Code: MAN - 513 – Marketing Management

3-0-0-3

Objective:

The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Unit - I

Marketing Management- Nature, Significance, Various concepts of Marketing, Functions, Strategic Marketing Planning, Marketing Mix and its application. Marketing Environment-Micro and Macro Environment,

Unit - II

Market Segmentation, Bases for segmentation and Purpose, Selection of Target Market and Positioning Strategies. Niche Market, Nature and factors influencing Consumer Behaviour, Decision Making Process, Life style and consumer behaviours,

Unit - III

Product Management-Concept of Product, Product Levels, Classification of Products, PLC, Marketing strategies at various stages of PLC, New Product Development, Go-error, Drop error, Product Positioning, Product Line and Product Line decisions, Product Mix, Branding Decisions, Brand equity, Packaging, Labelling.

Unit - IV

(a). Pricing-Factors Affecting price determination, Price Objectives &Strategies, Pricing Methods. **(b). Promotion** Mix- Characteristics, Advertising, Personal Selling, Publicity, Sales Promotion. Direct Marketing. **(c). Distribution Channels**- Type of Channels, Factors influencing Channel Decisions. Forward and Backward integration, Online shopping, Viral Marketing,

Unit - V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Kotler, Philip: Marketing Management: PHI, New Delhi
2. Stanton, W J: Fundamentals of Marketing
3. Cunduff & Still: Fundamentals of Marketing
4. Rusenberg, L J: Marketing
5. Pillai R S N, Bhagwati : Modern Marketing Principles & Practices
6. Neelmegham and Namakumari : Marketing Management, MacMillan, New Delhi
7. S.A.Sherlekar : Marketing Management

Spring Semester

Course Code: MAN – 514 - Research Methodology

2-0-0-2

Objective:

The objective is to equip the students with the basic understanding of research methodology and to provide an insight into the application of modern tools of analysis and interpretation.

Unit - I

Introduction: Meaning, Objectives and Types of Research,

Stages in Research Process:

- (a) Problem Identification, Definition and Formulation,
- (b) Hypothesis: Concept, Purpose, Types, Formulation
- (c) Review of Literature

Unit - II

Research Design: Components and Types of Research Design, Research Methods

Unit - III

Primary and Secondary Data: Primary Data - Nature, Sources, Advantages and Limitations.

Methods of Data Collection: Means and Issues in obtaining Primary Data – Census Method, Sampling method – Advantages and Limitation, Types and Size; Schedules, Questionnaires: Types and Design Interview and Observation.

Unit - IV

Measurement and Scaling:

- a. Measurement: Concept, Need, Process
- b. Reliability
- c. Validity
- d. Scaling: Procedures and Techniques

Sampling Design: Designs and Issues; Sample Size; Sampling Methods – Probability and Non-probability Sampling.

Unit - V

Reporting of Research Findings: Report Formats, Report Writing, References; Bibliography; Appendices

Suggested Readings:

1. Goode and Hatt, Methods in Social Research
2. Roy, Ramendu & Banerjee, S., Fundamentals of Research Methodology
3. Gupta, S. P.: Business Statistics, S. Chand Publication, New Delhi
4. Kothari, C. R., Research Methodology, New Age Publication, New Delhi
5. Das Gupta S., Methodology of Social Science Research

Autumn Semester

Course Code: MAN – 601 - Organisational Behaviour and Group Dynamics

3-0-0-3

Objective:

This course introduces the student to multidisciplinary approaches towards understanding of human behavior at the workplace from an individual, group, and organizational perspective. It offers a frameworks that helps to effectively analyze and comprehend various organizational situations so as to enhance effectiveness of managing behaviours at work.

Unit - I

Introduction:

Organisation: Concept, Features; Classical, Neo Classical Theories of Organization; Managerial Roles and Functions

Organisational Behavior: Concept and Features, Organisational Behaviour Models – Autocratic, Custodial, Supportive, Collegial; Challenges and Opportunities for Organisational Behavior

Learning: Concept, Theories of Learning: Classical Conditioning Theory, Operant Learning Theory; Behavior Reinforcement

Unit - II

Individual Behavior in Organization

Personality: Meaning, Determinants of Personality, Types of Personality: Myers Briggs Type Indicator, Big Five Model; Values

Perception: Meaning, Factors Affecting Perception, Errors of Perception

Motivation: Meaning, Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, Expectancy Theory, Equity Theory; Applications of Motivation Concepts in Organizations.

Unit - III

Group Behaviour in Organisation

Group Behaviour: Meaning and Types of Groups, Stages of Group Formation: The 5-stage Model, Group Structure: Roles, Norms, Size; Formal and Informal Groups. Importance of Team Building

Leadership: Concept, Styles of Leadership, Leadership Trait Theory, Behavioural Theories Contingency Theories- Fiedler's Model

Organisational Conflict: Concept, Reasons for Conflicts, Types of Conflicts; Stages of Conflict, Strategies for Resolving Conflicts

Unit - IV

Organisational Dynamics

Organisational Culture: Concept, Features and Elements, Emergence of Organizational Culture; Strong and Weak Culture

Organisational Change: Forces for Change- Social, Economic, Technological; Reasons for Resistance to Change; Overcoming Change Resistance

Organisational Development: Concept and Process; Organisation Development Interventions-Meaning, Overview of Team Interventions

Unit - V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Fred Luthans, Organisational Behaviour, New Delhi: McGraw Hill
2. Keith Davis and Newstorm, Human Behaviour at Work, New Delhi: McGraw Hill
3. Robbins, SP: Organisational Behaviour, Prentice Hall
4. Robbins, Judge and Sanghi: Organizational Behaviour, Prentice Hall of India
5. Prasad,L.M., Organisational Behaviour, New Delhi: Prentice Hall of India
6. Rao V.S.P. & Narayanan P.S., Organisational Theory & Behaviour, New Delhi: Konark Publishers (P) Ltd.
7. MN Mishra: Organisational Behaviour through Indian Philosophy, Hiamlaya Publishing House

Autumn Semester

Course Code: MAN – 602 - Entrepreneurship and Small Business Management

3–0–0-3

Objective:

The Objective of the course is to acquaint students with the principles of entrepreneurship and its role in industrial development of a country and to impart knowledge of the basic problems of management of small business units.

Unit - I

Introduction:

Concept of entrepreneurship; Functions of an entrepreneur; Entrepreneurial competencies; Emergence of entrepreneurial class; Theories of entrepreneurship.

Unit - II

Entrepreneurial Development:

Environmental factors affecting Entrepreneurial Development, Entrepreneurial Development Programmes and their evaluation; Government Policies and their effects; Role of Government and other Institutions.

Unit - III

Management of Micro Small and Medium Enterprises:

Role of MSMEs in Indian Economy; Problems of MSMEs; Institutional support. Various issues related to Production, Marketing, Finance and Human Resource Management of MSMEs.

Industrial sickness – Causes, Prevention and Remedies.

Unit – IV

Creativity and Innovation:

Creativity – Nature, Constituents, Types; Techniques of Creative Thinking – Focus Groups, Brainstorming, Attribute Analysis; Synectics; Innovation – Types and Phases.

Rural Entrepreneurship - Definition, Meaning, Need, Approaches, Opportunities and Challenges; Rural Entrepreneurship and Rural Development; Growth of Rural Entrepreneurship in India.

Unit – V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Vasant Desai: Dynamics of Entrepreneurial Development and Management, HPH
2. Zimmerver & Scarborough: Essentials of Entrepreneurship and Small Business Management, PHI

3. S. S. Khanka: Entrepreneurship and Small Business Management, S. Chand & Sons
4. Nandon: Fundamentals of Entrepreneurship of Management, PHI
5. Holt: Entrepreneurship- New Venture Creation, PHI
6. M. B. Shukla: Entrepreneurial and Small Business Management, Kitab Mahal
7. S. B. Srivastava:A Practical Guide to Industrial Entrepreneurs, S. Chand & Sons

Autumn Semester

Course Code: MAN – 603 – Project Report

0-1-4-3

Objective:

The course objective is to provide the students an opportunity to use their conceptual and analytical skill in the understanding of business problems and to present them in the right perspective.

Note:

The Project Report carrying three credits (comprised of one Tutorial and four Library / Field Work per week) shall be on a topic from the student's area of specialisation in this semester under the supervision of a teacher assigned by the Departmental Examination Committee. In writing the Project Report the student may opt to use primary data collected through Market Survey or Summer Training or use Secondary Data.

Autumn Semester

Course Code: MAN - 604 – e-Commerce

2-0-0-2

Objective:

The objective of this course is to provide the student with an understanding of the relationships between commerce and electronics. To acquire an understanding of the opportunities and leading edge practice in electronic shopping and electronic distribution.

Unit - I

Introduction to e-Commerce and E-Marketplaces:

Overview of e-Commerce, e-Marketplaces: Structure, Mechanisms, Economics, and Impact, e-Commerce business models and concepts, retailing in e-Commerce, e-Commerce enablers: the gold rush model.

Unit - II

Technology Infrastructure for e-Commerce:

The internet, the web, mobile apps, building e-Commerce presence: website, mobile sites, and apps, e-Commerce payment and security.

Unit - III

Business Concepts and Social Issues:

e-Commerce marketing and advertising: internet audience and consumer behavior, internet marketing technologies, cost and benefit, social mobile, and local marketing.

Unit – IV

e-Commerce in Action:

Dynamic trading: e-Auctions, bartering, and negotiations, online financial, travel, career, services, ethical, social and political issues in e-Commerce, online content and media.

Unit – V

EC Strategy and Implementation:

E-Commerce Strategy, globalization and SMEs, Implementing EC systems, Economics and Justification of Electronic Commerce, Launching a Successful Online Business and logistics

Suggested Readings:

1. Kenneth C. Laudon, Carol Guercio Traver; E-Commerce: Business, Technology, Society, Pearson
2. Efraim Turban, David King, Electronic Commerce: Business, Technology, Society, Prentice Hall

Autumn Semester

Course Code: MAN – 651 - Marketing Research

3-0-0-3

Objective:

The course objective is to familiarize students with decisional research which is done to provide information for a pending decision. The course has also been designed to provide students an insight into the various aspects of Marketing Research.

Unit - I

Introduction and Basic Concepts:

Nature, Scope, Objectives, Importance, Limitations and Threats to Marketing Research, Marketing Information System, The Research Process, Status of Marketing Research Industry in India.

Unit - II

Data Collection, Sampling and Interviewing:

Secondary Data, Collection of Primary Data, Sampling: Process, Design and Sample Size, Interviewing, The Interviewing Technique, Interviewing Errors, Questionnaire Design, Construction, Types of Questions, Limitations.

Unit - III

Data Processing and Analysis:

Editing, Coding, Tabulation, Data Analysis Techniques.

Unit - IV

Presentation and Report Writing:

Written Reports, Factors in Organising a Written Report, Use of Visual Aids / Graphic Devices, Verbal / Oral Reporting, Informal Verbal Reports, Formal Verbal Reports.

Unit - V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Marketing Research – Measurement and Method: Donald S. Tull & Dell I. Hawkins, MacMillan Publishing Co., Inc. New York,; Collier MacMillan Publishers, London
2. Marketing Research – Methodological Foundations: Gilbert A. Churchill Jr. & Dawn Iacobucci, South – Western Cengage Learning, India

Autumn Semester

Course Code: MAN - 652 - Advertising and Media Planning

3-0-0-3

Objective: The Course objective is to familiarize* the students with the world of media and advertising which has gradually emerged as an industry with reference to India. Effort has also been made to provide them practical exposure to the field through illustrations, case studies and exercises in various aspects of craft of advertising and media planning.

Unit - I

Communication Process-Nature, Elements, Obstacles in Communication Process, Perception ,Learning and Attitude Change through advertising. Corporate Image Building, Planning for Market Communication-Strategic Analysis for Market Communication, Communication Objective, Market Segmentation, Target Group and target audience, Brand Positioning

Unit - II

Advertising-Importance, Types of Advertising, Advertising Decision. Message Copy, Message Strategy, Message design, Elements of Advertising Copy, Developing Effective Advertising Copy, Creativity and Visualization in Advertising, Method of Creative development.

Unit - III

Media Planning-Comparative Study of different Advertising Media, Media Choice, Media Scheduling, Budgeting for Advertising, Advertising Effectiveness– Pre-Testing and Post-testing Techniques. Gallup Robinson Test, DAGMAR approach,

Unit - IV

Advertising Organisations-Advertising Department and its structure, Major Advertising Agencies and their significant ads, Event management, Legal aspects of Advertising in India, Advertising Ethics, Use of children in Advertising .

Unit - V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings

1. Wright, Winters and Zeiglas: Advertising Management
2. Dunn and Barban: Advertising-its Role in Modern Marketing
3. Kenneth F Runyend Advertising
4. Chunawala, S. A.: Foundation of Advertising – Theory and Practice, HPH

5. Aaker, David A., Batra, Rajiv, Myers, John G.: Advertising Management, New Age International Publishers
6. Mathur, U. C.: Advertising Management, New Age International Publishers
7. Gupta, S. L. and Ratna, V. V.: Advertising and Sales Promotion Management, Sultan Chand and Sons.

Autumn Semester

Course Code: MAN – 653 - Digital Marketing

3-0-0-3

Objective:

Technological advances are being embraced by the modern organisations; the buzzword of globalisation holds no meaning without the concept of digitisation. Digital Marketing explores the developments in the virtual world and analyse its applicability in the field of marketing.

Unit-I: Conceptual Framework:

- The evolution of marketing and the changing Marketing Landscape
- Internet and Business
- E-Marketing-Strengths and Applications
- E-Marketing Communication Modes
- Need for Digital Engagement
- The Implications of Digital Change

Unit-II: Online Marketing Mix:

- E-product; E-place; E-price; E- promotion; Marketing Segmentation, Targeting and Positioning
- Digitization and Implications to Online Marketing Mix Decisions

Unit-III: Understanding of Social Media and Online Branding:

- Web 2.0; Social Media: McKinsey Model; Social Media Tools; Social Web; Viral Marketing; Cyber-branding; Digital Brand Ecosystem and Brand Experience; Brand Customer Centricity; Brands and Emotions

Unit-IV: Influence of major digital players:

- Digital Ecosystem; Dynamics of Online Consumer Behaviour; Web 2.0 and Marketing; Google ; Apple; Facebook; Twitter; Mobile Marketing; E-mail Marketing; Gamification and Game-based Marketing; Apps-Applications in Marketing

Unit- V:

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Digital Marketing: Strategies for Online Success- Godfrey Parkin

2. Digital Marketing-Vandana Ahuja, Oxford University Press
3. Digital Marketing: Integrating Strategies and Tactics with Values-Ira Kaufman & Chris Horton,Routledge.
4. Digital Disciplines: Attaining Market Leadership via the Cloud, Big Data, Social, Mobile, and the Internet of Things.-Joe Weinman, Wiley.

Autumn Semester

Course Code: MAN – 654 - Human Resource Development

3-0-0-3

Objective:

The objective of this paper is to develop a conceptual as well as practical understanding of Human Resource Development in the organizations.

Unit - I:

Human Resource Planning

Need for Human Resource Planning, Objectives. Types of Human Resource Planning, Problems in Human Resource Planning, Induction and Placement.

Unit - II

Human Resource Development:

Concepts, Objectives, Features, Significance; role of training in Skill and Multi Skill Development; Career Planning, Succession Planning.

Unit – III

Human Resource Development Strategies :

Total Quality Management, Kaizen, Just-in-Time, Empowerment, Benchmarking.

Unit – IV

Human Resource Strategies and Issues:

Human Resource Retention Strategies: Monitoring and Counselling, HRD Practices in Indian Corporate Sector, Quality of Work Life, Issues and Restructuring Layoffs.

Unit-V

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Pareek & Rao: Designing & Managing Human Resource System, IBH, New Delhi
2. Bhattacharya: Human Resource Planning, Excel Books, New Delhi.
3. Beardwell & Holden: Human Resource Management, McMillan India Ltd.
4. Arthur, M. Career Theory Handbook, Englewood Cliff, Prentice hall Inc.
5. Belkaoui, A.R. and Belkaoui, J.M.: Human Resource Valuation: A Guide to Strategic and Techniques, Greenwood, Quorum Books.

Autumn Semester

Course Code: MAN - 655 - Personal and Inter Personal Dynamics

3-0-0-3

Objective:

The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Unit – I

Social Process and Issues:

Social issues and organizational relevance, Inside-out, Paradigms and their relevance, Principles of growth and change, Dependence-independence-interdependence, Changes cycle, Challenges for organization – Life cycle of organization, Values and work ethics, Effectiveness and efficiency, Your true assets.

Unit – II

Intra Personal Process:

Understanding human behavior – Models, Personality Construct & Theories, Types and Trait approach of Personality, Attitudes, Values, Principles of Personal Vision, Proactive model, Expanding the Circle of Influence, Principles of Personal Leadership, Roles and goals, Mission statement, Principles of Personal Management, Behaviour Modification – Theories Concepts and Skill, Human Emotions at work, Emotional Intelligence.

Unit – III

Interpersonal Processes:

Issues of Interpersonal process, Factors affecting interpersonal relations, communication, Interpersonal conflicts, Principles of Interpersonal Leadership, Maturity, Principles of empathic communication, Understanding and perception, Principles of creative cooperation, Third alternative, Conflict Management.

Unit – IV

Organisational Processes:

Culture construct, Organisational culture, Concepts, Rules, Developing Organisational Culture, Corporate culture, Work culture. Strategic and cultural values, Cross culture issues, Principles of balanced growth and renewal and sustainability, Power Dynamics: Concepts and differences between power, authority and influence, Source, Bases, Using power ethically, Changing organizational scenario at National and International levels.

Unit – V

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Covey, Stephen R., *The 7 Habits of Highly Effective People*, Simon & Schuster, New York
2. Bennis, W. G.: *Essay in Interpersonal Dynamics*, Dorsey Press, USA
3. Kolb, D. etc.: *Organisational Behaviour: An Experiential Approach*, Englewood Cliffs, Prentice Hall Inc., New Jersey
4. Kolb, D. etc.: *Organisational Behaviour – Practical Readings for Management*, Englewood Cliffs, Prentice Hall Inc., New Jersey
5. Mainiero, L. A. & Tromley C. L.: *Developing Managerial Skills in OB*, PHI, New Delhi
6. Moore, M. D. etc.: *Inside Organisations – Understanding the Human Dimensions*, Sage, London
7. DuBrin, Andrew J., *Human Relations*, Pearson Education.

Autumn Semester

Course Code: MAN – 656 - Compensation Management

3-0-0-3

Objectives

The objective of the course is to familiarize the students with the basic concepts, techniques, and tools for designing compensation packages, promote understanding of wages determination and compensation package of industrial employees and develop the skills for formulation of effective compensation policies and plans.

Unit - I

Job Evaluation: Methods of Job Evaluation; Labour Market: Concept, Types of Labour Market, National Wage Policy: Objectives; Company Wage Policy: Wage Determination, Pay Grades

Unit - II

Inter and Intra Industry Compensation Differentials; External Equity: Wage Surveys, Wage Components; Internal Equity: Compensation Systems; Compensation Designs: Cost to Company

Unit - III

Components of Compensation Package: Dearness Allowance and other Allowances, Retirement Plans, Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits; Incentives; Bonus: Evolution of the Concept, Method of Determining Bonus, Profit Bonus; Social Welfare Package

Unit - IV

Wage Incentives: Concept; Different Kinds of Wage Incentives Plans and their Application, pay for Performance, Competency based Pay

Wage Administration: Pay Roll Management, Deductions etc., Statutory Provisions Governing Wage Structures in India, Pay Commissions

Unit -V

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Human Resource Management, L.M Prasad, Sultan Chand & Sons.
2. Personal & Human Resource Management, P. Subba Rao, Himalaya Publishing House.
3. Human Resource Management, K. Aswathappa, Tata McGraw Hill Publishing Company Ltd.
4. Current Trends in HRD: Challenges & Strategies in a changing scenario, Bhawdeep Singh & Prem Kumar, Deep & Deep Publications, New Delhi
5. Compensation Management, Mousumi. S. Bhattacharya and Nilanjan Sengupta, Excel Books New Delhi.

Autumn Semester

Course Code: MAN – 657 - Security Analysis and Portfolio Management

3-0-0-3

Objective:

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and to give the students an in-depth knowledge of theory and practice of Portfolio management.

Unit - I

Introduction: Concept, Meaning, Nature and Scope of Security Analysis, overview of Security Market, Various Approaches to Investment Decisions; Investment Process.

Unit – II

Fundamental Analysis: Meaning and Scope of Fundamental Analysis; Features and Impact of Economic Indicators and Industry Level Factors; Company Analysis.

Technical Analysis: Meaning and Significance of Technical Analysis; Technical Analysis vs. Fundamental Analysis; Tools & Techniques of Technical Analysis.

Unit – III

Efficient Market Hypothesis: Weak, Semi-strong and Strong Market; Testing of Different Forms of Market Efficiency and their Significance.

Portfolio Analysis: Portfolio Risk and Return, Effects of combining securities Markowitz Model-Return optimization.

Unit - IV

Single Index Model – Sharpe's Optimization Solution, Capital Asset Pricing Model (CAPM) - Capital market line, Security market line; Risk free lending and borrowing,

Unit – V

Portfolio Performance Evaluation & Revision – Risk Adjusted measures of Performance Evaluation, Market Timing, and Evaluation Criteria & Procedures.

Suggested Readings:

1. Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI, New Delhi.
2. Bhalla, V. K.: Investment Management – Security Analysis and Portfolio Management, S. Chand, New Delhi

3. Alexander, Gordon J. and Sharpe, William F.: Fundamentals of Investments: Englewood Cliffs, Prentice Hall Inc, New Jersey.
4. Pandian, Punithavathy, Security Analysis and Portfolio Management, Vikas Publication.
5. Elton, Edwin J and Gruber, martin J. : Modern Portfolio Theory and Investment Analysis ,johan Wiley, new york
6. Chandra ,P. : Investment Analysis & Portfolio management, Himalaya Publication New Delhi.
7. Khatri, Dhanesh., Security Analysis and Portfolio Management, Macmillan, New Delhi

Autumn Semester

Course Code: MAN - 658 - Tax Planning and Management

3-0-0-3

Objective:

The objective is to achieve the students with important provisions of Income Tax and Techniques of planning and management.

Unit – I

Basic Concepts of Income Tax; Residence and Tax Liability, Exempted Incomes under Sec. 10, Relief under Sec. 80.

Unit – II

Computation of Income under the Head Business and Profession, Provisions related to Depreciation.

Computation of Income under the Head Capital Gains: Short term and Long term gains, Capital Gains on Depreciable Assets, Various Provisions Relating to Cost of Acquisition and Exemptions under the Head Capital Gains.

Unit – III

Tax Planning: Concept, Significance and Problems of Tax Planning. Distinction between Tax Evasion and Tax Avoidance. Tax Planning regarding Setting up New Business; with reference to Location, Nature and Forms of Organizational of New Business.

Tax Planning for Financial Management Decisions: Tax Planning relating to Capital Structure Decision, Dividend Policy, Inter- Corporation Dividend and Bonus Shares.

Unit- IV

Tax Planning in Specific Managerial Decisions: Make or Buy Own or Lease, Repair or Replace, Shut- down or continue. Special Tax Provisions relating to Special Economic Zones, Infrastructure Sector and Backward areas.

Unit – V

Corporate Tax Administration: Assessment Procedure, Tax Authorities, Appeal and Revision, Filing of Return including e-filing, Advance payment of Tax.

Suggested Readings:

1. Singhania, V.K: Direct Taxes- Law and Practices, Taxman Pub. (P) Ltd. Delhi.
2. Srinivas, E.A.: Corporate Tax Planning, TMH.
3. Prasad, Bhagwati: Income Tax Law and Practices.
4. Palkiwala, N.A, Palkiwala B.A.: Law & Practice of Income Tax, N.M. Tripathi, Mumbai.
5. Shah, D.A.: A Treatise on Tax Planning, N.M.Tripathi, Mumbai.

Autumn Semester

Course Code: MAN- 659 - Working Capital Management

3-0-0-3

Objective: To acquaint the students with the theory and practice of working capital management through aggregative and componential methods.

Unit - I

Introduction: Concept, Components, Relevance and kinds of Working Capital; Estimating Working Capital requirements; Factors Affecting the Need for Working Capital; Objectives of Working Capital Management; Approaches to Management of Working Capital.

Unit - II

Sources of Financing Working Capital : Sources of Working Capital Finance – A Brief Overview of Long-term and Short-term Sources of Finance; Long-term Vs. Short-term Sources-Speed, Flexibility, Cost, Risk, Liquidity, and Profitability; Working Capital Financing Policies; The Concept of Zero Working Capital.

Unit - III

Management of Cash : Motives for Holding Cash and Marketable securities; Need for and Objectives of Cash Management; Cash Management Models - Boumols model and Miller-Orr model; Cash Forecasting and Cash Budgets; Managing Float; Collection and Disbursement Strategies; Investment in Marketable Securities;

Unit - IV

Management of Receivables : Concept and Nature of Receivables; Purpose of Receivables; Costs and Benefits of Receivables; Factors Affecting Size of Receivables; Managing Receivables – The Profit Decision and Optimum Size Determination; Sound Credit Policy – Credit Standard and Credit Limit, Credit Period, Cash Discounts and Collections.

Unit - V

Management of Inventory and Regulations of Financing Working Capital

Benefits of Holding Inventory; Risks and Costs of Inventory; Managing Inventory–Minimizing Costs and Optimum Size Determination; Inventory Management Techniques - EOQ, Reorder-Point, ABC Analysis of Stock; Just in Time Concept of Inventory Management.

Working Capital Control and Banking Guidelines for Working Capital

Suggested Readings:

1. Working Capital Management, by R. P. Rustaggi, Taxman, New Delhi
2. Management of Working Capital In India, Mishra, R.K.,
3. Financial Management, by Khan & Jain, TMH, New Delhi
4. Financial Management, by Pandey, I.M., Vikas Publication, New Delhi
5. Financial Management and Policy, by James C. Vanhorne, PHI, New Delhi

Autumn Semester

Course Code: MAN – 660 - Logistics and Supply Chain Management

3-0-0-3

Objectives:

To provide in depth knowledge in the newly emerged area of knowledge to those seeking specialization in Operations Management.

Unit – I

Basics of Supply Chain

Concept, Strategic importance, Process, Decision phases, Drivers and Obstacles, and Elements/Facilities in Supply Chains.

Unit – II

Planning and Designing Supply Chains:

Designing Distribution Networks, Networking under Uncertainty, Demand and Supply Forecasting, Planning and Managing Inventory.

Unit – III

Sourcing, Transporting, and Pricing Decisions:

Supplier Assessment and Selection, Designing Collaborations, Transportation Network Designing. Pricing and Revenue Management.

Unit – IV

Coordination and Technology in Supply Chains:

Supply Chain Coordination, Bullwhip Effect, Role of IT, Relationship Management, e-Business and the Supply Chains.

Unit –V

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Alteker, Rahul V.: Supply Chain Management: Concept and Cases, PHI
2. Ailawadi, Satish C., Singh Rakesh: Logistics Management, PHI
3. Kapoor, Satish K.: Basics of Distribution Management – A Logistical Approach, PHI
4. Kulkarni, Sarika: Supply Chain Management, TMH
5. Jacobs and Whybark: Why ERP?, TMH
6. Lombert and Stock: Strategic Logistics Management, TMH

Autumn Semester

Course Code: MAN – 661 - Production Planning and Control

3-0-0-3

Objective:

To provide in depth knowledge of PPC which is an important dimension of Operations Management given the fact that the student has already been exposed to the fundamentals of Operations Management in the of the programme.

Unit – I

Concept, Role, and General Tools and Techniques:

Concept and Importance. Responsibility and organizational set-up for PPC. Demand forecasting. Budgeting for production, Material Resource Planning and Enterprise Resource Planning, JIT, Supply Chain Management.

Unit – II

PPC in Continuous Production Systems:

Strategies for meeting even and uneven demand, techniques for aggregate planning, master scheduling and line of balance, aggregate planning in services.

Unit – III

PPC in Batch/Job Order Production Systems:

Features of batch and job order production, determination of economic batch size determination, sequencing criteria for job orders and scheduling of job order production systems, Johnson's rule and construction of Gantt Charts.

Unit – IV

PPC of Projects:

Concept and distinguishing features, project life cycle, work breakdown structure, network construction techniques – PERT/CPM, deterministic and probabilistic. Time and cost estimation and tradeoffs, inferring from networks.

Unit –V:

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Panerselvam, R.: Production and Operation Management, PHI
2. Vollmann, Thomas: Manufacturing Planning and Control for Supply Chain Management, TMH
3. Chary, S., Production and Operations Management, TMH
4. Nair, N., POM, TMH

Autumn Semester

Course Code: MAN - 662 - Automation and Computer Integrated Manufacturing

3-0-0-3

Objective:

The objective of this paper is to provide the balanced coverage of the subjects like Automation, Production Systems, and Computer-Integrated Manufacturing and explaining how these technologies are used to construct modern manufacturing systems.

Unit – I

Overview of Manufacturing, Manufacturing Operations, Manufacturing Metrics and Economics, Automation and Control Technologies, Introduction to Automation, Hardware Components for Automation and Process Control, Industrial Robotics

Unit – II

Material Handling and Identification, Material Transport Systems, Storage Systems, Automatic Identification and Data Capture. Overview of Manufacturing Systems, Single-Station Manufacturing Cells, Manual Assembly Lines, Automated Production Lines, Automated Assembly Systems, Group Technology and Cellular Manufacturing, Flexible Manufacturing Cells and Systems

Unit – III

Quality Control Systems, Quality Programs for Manufacturing, Inspection Principles and Practices, Inspection Technologies, Geometric Feature Construction.

Unit – IV

Manufacturing Support Systems, Product Design and CAD/CAM in the Production System, Process Planning and Concurrent Engineering, Production Planning and Control Systems, Just-In-Time and Lean Production

Unit V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Groover, Mikell P., Automation, Production Systems, and Computer-Integrated Manufacturing, Pearson.
2. Waldner, J. B., Cim: Principles of Computer-Integrated Manufacturing, John Wiley & Sons.
3. Alavudeen, A. & Venkateshwaran, N., Computer Integrated Manufacturing, PHI Learning Pvt. Ltd.
4. Benhabib, Beno, Manufacturing: Design, Production, Automation, and Integration, Marcel Dekker, Inc.

Autumn Semester

Course Code: MAN - 663 - Decision Support and Business Intelligent System

3-0-0-3

Objective:

This is a specialized course in information systems and information technology (IS/IT). The course is meant for expertise in developing, managing and using Decision Support Systems.

Unit - I:

Introduction to Decision Support Systems and Business Intelligence, Decision Support Systems Concepts, Methodologies, and Technologies, Decisions and Decision Makers, Decision in the Organization, Modeling Decision Processes.

Unit - II:

Executive Information Systems, Expert Systems and Artificial Intelligence, Artificial Neural Networks for Data Mining, Text and Web Mining, Business Performance Management.

Unit - III:

Systems Perspective of a DSS, Designing and Building Decision Support Systems, Implementing and Integrating Decision Support Systems, Creative Decision Making and Problem Solving, Advanced Intelligent Systems, Management Support Systems – Emerging Trends and Impact.

Unit - IV:

Comprehensive Case Study equivalent to Two Units.

Note: A compulsory comprehensive case relating to the issues detailed under one or more of the first three units shall be given as Unit IV. As far as possible the theoretical questions and the case should not relate to the same issues / topics. The case study will be equivalent to two units value

Suggested Readings:

1. Turban, Efraim, Sharda, Ramesh E, & Delen, Dursun, Decision Support and Business Intelligence Systems, Prentice Hall.
2. Marakas, George M., Decision Support Systems, Prentice Hall.
3. Biere, Mike, Business Intelligence for the Enterprise, Pearson Education.
4. Sauter, Vicki L., Decision Support Systems for Business Intelligence, Wiley.

Autumn Semester

Course Code: MAN - 664 - Big Data and Analytics

3-0-0-3

Objective:

The objective of this paper is to implement an understanding about utilizing the large volumes of mostly unstructured data resulting from computerization of every aspect of economic and social activity; and to extract relevant information and knowledge for the business which is critical to the success now-a-days.

Unit – I

Big Data, Importance of Big Data, Analytics, Importance of Analytics, Three Types of Analytics, Big Data Analytics.

Unit – II

Analytics of Web Data, The Analytics of Online Engagement, the Path to “Next Best Offer” for Retail Customers, Key Technologies Used to Manipulate, Store, and Analyze Big Data; Predictive Analytics in the Cloud.

Unit – III

Use of Hadoop, Python and R in Big Data Analytics, Linking Decision and Analytics for Organizational Performance, Return on Investment in Analytics; Which Model Fits Your Business.

Unit – IV

Comprehensive Case Study Equivalent to Two Units.

Note: A compulsory Comprehensive case (running into not more than 3 to 4 printed pages) relating to the issues detailed under one or more of the first units shall be given as Unit IV. As far as possible the theoretical questions and the case should not relate to the same issue/topic. The case study will be equivalent to Two units value.

Suggested Readings:

1. Davenport, Thomas N, Enterprise Analytics, New Delhi, Dorling Kindersley India Pvt. Ltd.
2. Baesens, Bart, Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Wiley.
3. Manoochchri, Michael, Data Just Right: Introduction to Large-Scale Data & Analytics, Pearson.
4. Erl, Thomas, Khattak, Wajid, & Buhler, Paul, Big Data Fundamentals: Concepts, Drivers & Techniques, Prentice Hall.
5. Agneeswaran, Vijay Srinivas, Big Data Analytics Beyond Hadoop, Noida, Dorling Kindersley India Pvt. Ltd.

Autumn Semester

Course Code: MAN - 665 - Information Governance

3-0-0-3

Objective:

To Provides guidance on the imperative for information governance and best practice guidance on electronic document and records management. Give crucial advice and insights for compliance and risk managers, operations managers, corporate counsel, corporate records managers, legal administrators, information technology managers, archivists, knowledge managers, and information governance professionals.

Unit - I

The Onslaught of Big Data and the Information Governance Imperative, Difference between Information Governance, IT Governance, Data Governance, Information Governance Principles, Information Risk Planning and Management, Strategic Planning and Best Practices for Information Governance

Unit - II

Information Governance Policy Development, Business Considerations for a Successful IG Program, Information Governance and Legal Functions, Information Governance and Records and Information Management Functions

Unit - III

Information Governance and Information Technology Functions, Information Governance and Privacy and Security Functions, Information Governance for E-Mail and Instant Messaging, Information Governance for Social Media

Unit - IV

Information Governance for Mobile Devices, Information Governance for Cloud Computing, SharePoint Information Governance, Long-Term Digital Preservation, Maintaining an Information Governance Program and Culture of Compliance

Unit - V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Smallwood, Robert F., Information Governance: Concepts, Strategies, and Best Practices, Wiley.
2. Chandra, Ramesh, Information Technology in 21st Century, Kalpaz Publications.
3. Brothby, Krag, Information Security Governance: A Practical Development and Implementation Approach, Wiley.

4. Giordano, Anthony David, Performing Information Governance: A Step-by-step Guide to Making Information Governance, Pearson Plc.
5. C.S.R. Prabhu, E-Governance: Concepts and Case Studies, PHI Learning Pvt. Ltd.

Spring Semester

Course Code: MAN - 605 – Strategic Management

3-0-0-3

Objective:

The objective of the course is to impart an understanding of the comprehensive process of top management in any business enterprise so as to develop the ability to analyse business problems and provide an opportunity to experience the process of decision making.

Unit - I

Introduction and Basics

- Concept of Strategic Management
- Strategic Imperatives
- The Role of Strategists in Strategic Management
- Hierarchy of Strategic Intent
- General, Industry and International Environment Appraisal

Unit - II

Formulation and Choice of Strategies

- Competitive Environment and its Appraisal
- Internal Analysis and Diagnosis
- Corporate Level Strategic Alternatives
- Business Level Strategies
- Process of Strategic Choice

Unit - III

Implementation and Control

- The Implementation Process
- Structural Implementation
- Behavioural Aspects of Implementation
- Functional Plans and Policies
- Evaluation and Control of Strategy

Unit - IV

Applying the Strategic Management Process

- This Unit consists of Six (6) Case Studies to Impart the Skills relating to the Process of Strategic Management.
- The List of Cases shall be provided in the Class.

Note: A compulsory comprehensive case (running into not more than 3 to 4 printed pages) relating to the issues detailed under one or more of the first three units shall be treated as Unit IV, and shall carry marks equivalent to two theory questions. As far as possible the theoretical questions and the case shall not relate to the same issues / topics.

Suggested Readings:

1. Jauch, L. R., Gupta R and William F. Glueck: Business Policy and Strategic Management, Frank Bros. & Co. (Publishers) Ltd., New Delhi.
2. Kazmi: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi
3. Ghosh, P. K.: Strategic Planning and Management, Sultan Chand & Sons, New Delhi.
4. McCarthy, DJ, RJ Minichiello and JR Curran: Business Policy and Strategy: Concept and Readings, A. I. T. B. S. Publishers and Distributors, New Delhi.
5. Ramaswamy, VS and S. Namakumari: Strategic Planning: Formulation of Corporate Strategy, Macmillan India Ltd., New Delhi.
6. Ansoff, HI: Corporate Strategy, McGraw Hill Book Company, New York.
7. David, F. R. And Forest R. David: Strategic Management: A Competitive Advantage Approach Concepts and Cases, Pearson India Education Services Pvt. Ltd., Chennai

Spring Semester

Course Code: MAN - 606 – Management of Services

3-0-0-3

Objective:

To develop an insight into growing importance of services and provide a conceptual frame to identify and understand various managerial issues connected with services.

Unit - I: The Role, Importance, and Nature of Services

- Services and Economic Development
- Definition, Characteristics, and Classification of Services
- Service Package
- HR Strategies, CRM and Planning for Effective Service Encounter

Unit - II: Marketing Considerations

- New Service Designing and Development
- Service Vision and Design
- Consumer behaviour and Redressal of Complaints
- Service Failure and Recovery

Unit - III: Operation Considerations

- Physical Evidence and Services Cape
- Managing Location, Capacity, and Demand
- Service Standards, Quality Gaps and Management, SERVQUAL

Unit – IV: Major Service Sectors

- Financial Services
- Health Care Services
- Hospitality and Tourism Services
- Banking and Insurance Services

Unit – V:

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Fitz Simmons, JA and MJ Fitzsimmons: Service Management – Operations Strategy and Information Technology, TMH, New Delhi
2. Van Looy, B, Gemmel P and R. Van Dierdonck: Services Management – An Integrated Approach, Pearson Education, New Delhi
3. Jauhari Vinnie and Dutta Kirti: Services – Marketing, Operations, and Management, Oxford, New Delhi
4. Zeithaml, VA, Gremler DD, Bitner MJ and Ajay Pandit: Services Marketing – Integrating Customer Focus Across the Firm, TMH, New Delhi
5. Verma, Harsh; Services Marketing – Text and Cases, Pearson Education, New Delhi

Spring Semester

Course Code: MAN - 607 - Business Ethics and Corporate Governance

3-0-0-3

Objective

To generate the awareness among students about ethical principles that may be applied in working of an organization. The course also aims to familiarize with various aspects of corporate governance in general and in India, in particular, that provide sound basis for functioning of a responsible organization.

Unit - I

Ethics and Business: Introduction; Moral Reasoning; Ethical Relativism, Ethical Principles in Business: Utilitarianism, Justice and Fairness, Ethics of care; Ethical Dilemma

Unit - II

Market and Business: Ethics in Marketplace- Perfect Competition, Monopoly and Oligopoly; Ethics of Consumer Production and Marketing; Ethics and Environment; Employees' Duties and Obligations to Organization

Unit - III

Corporate Governance: Concept and Significance; Shareholders and their Role; Corporate Social Responsibility – Concept and Nature, Models-Carroll's Model, Stakeholder's Model, CSR Practices in India; Insider Trading; Whistle Blowing.

Unit - IV

Corporate Governance in India: Role of Securities and Exchange Board of India (SEBI); Directors and their Soles; Responsibilities of Board; Measurement of Board Performance; Roles and Functions of Board Committees;
CSR in Companies Act, 2013; Kumar Mangalam Birla Report; NR Narayanmurty Committee Report

Unit - V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Reading:

1. MG Velasquez: Business Ethics: Concepts and Cases, Pearson Education
2. J Boatright: Business Ethics, Pearson Education
3. S.K., Chakraborty: Values and Ethics for Organizations: Theory and Practice, Oxford University Press

4. Chakraborty, S.K., Management by Values, Oxford University Press
5. Kesho Prasad: Corporate Governance, Prentice Hall of India
6. BN Ghosh: Business Ethics and Corporate Governance, McGraw Hill
7. Sharma, J.P., Corporate Governance, Business Ethics and CSR, Ane Books Pvt Ltd, New Delhi.

Spring Semester

Course Code: MAN - 608 – Viva-Voce

0-2-0-2

Objective:

The objective is to develop the skills to present orally the conceptual knowledge acquired during the programme.

Note: Tutorial classes will focus on development on individual communication ability through personal attention and counselling under the supervision of faculty members.

Spring Semester

Course Code: MAN – 666 - Rural Marketing

3-0-0-3

Objective:

The paper is designed to serve the objective of exposing the students to the rural market environment and the emerging challenges of globalization.

Unit - I

Nature, Concept and Scope of Rural Marketing, An Overview of Rural Marketing in India, Socio-Cultural, Economic and Other Environmental Factors Affecting Rural Marketing.

Unit - II

Behavioural Pattern of Rural Consumers, Marketing of Consumer Durables and Non Durable in Rural Markets, Brand Awareness and Purchase Decision, Decision Making Process of Rural Consumer; Rural Marketing Behaviour.

Unit - III

Distribution Channels, Organizing Personal Selling in Rural Markets. Marketing of Agricultural Inputs in context of Fertilizers, Seeds, Agricultural Implements;

Unit - IV

Rural Marketing Research and Information System, Retailing in Rural Areas, Institutional Linkages, Monitoring and Evaluation of Rural Marketing.

Unit - V

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Raja Gopal: Organizing Rural Business Policy, Planning & Management
2. Raja Gopal: Indian Rural Marketing
3. T P Gopalswamy: Rural Marketing- Environment, Problems and Strategies
4. Ramachandra & Shastri: Behaviour in Space- Rural Marketing in Underdeveloped Economy

Spring Semester

Course Code: MAN – 667 - International Marketing Management

3-0-0-3

Objective: The objective of this course is to make the students familiar with international marketing with a view to bridge the gap between domestic and international strategies with respect to products and services.

Unit - I

International Marketing-Concept, International Marketing Tasks and Nature. Selection of Foreign markets, International Marketing Mix, Organization and Control for International Marketing,

International Marketing Environment- Cultural, Social, Economic, Political and Geographical Conditions, Legal, Regulatory and Financial Influences.

Unit -II

International Market Segmentation, Market Entry and Operation Strategies-Export, Joint Venture, Direct Investment, Strategic Alliances, Multinational Operations.

International Product Policies, Strategic Considerations in making Product decisions, Alternative strategies in Multi-national Product Planning, Methodology in Making Product decisions for International markets.

Unit -III

International Pricing Decisions, Price Escalation, International Transfer Pricing, Factors Influencing Pricing Decisions for International Markets, Export Pricing & Differential Pricing.

Unit -IV

International Distribution System and Logistics, International Marketing Channel Decisions, Importance, Scope of Channel Decisions, Nature of International Distribution Channels, Factors Influencing Channel decisions

Unit -V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Leighton:-International Marketing,

2. Scраванавел P: International Marketing,
3. Kotler, Armstrong: Principles of Marketing, PHI, New Delhi
4. Warren J. Keegan: Managing Global Marketing,
5. Franking R Root: International Marketing,
6. Foss and Caleore: International Marketing,

Spring Semester

Course Code: MAN – 668 - Retail Management

3-0-0-3

Objective:

The objective of this course is to create an understanding of retailing and retail salesmanship and its various dimensions.

Unit - I

Retailing – Concept, Characteristics, Retail Institutions, Retail Organisation Structure, Retail Management Process – Buying, Receiving and Pricing, Retail Credit. Retailing in Changing Environment.

Unit - II

Retailing Strategies and Merchandising: Services, Retail Contract, Location Strategy, Merchandise Management, Merchandise Support Management.

Unit -III

Distribution Management – Meaning, Nature, Objectives and Constraints, Channel Design, Channel Levels, Channel management-Selection, Motivation, Evaluation and Control of Channel Members, Channel Conflict Management.

Unit -IV

- Market Logistics – Objectives, Logistics Decision, Nature and Scope of Sales Management. Warehousing
- Personal Selling, Theories of Selling-Canned Approach, AIDA Model, Right set of Circumstances Theory, Sales Organisation, Direct selling,

Unit- V

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Diamond Allen, Fashion Retailing, Delmar Pub.
2. Diamond, Jay and Gerald Pintel Retailing, PH, New Jersey
3. Drake, Mary Francis, J. H. Spooone and H. Greenwald Retail Fashion, Promotion, and Advertising, McMillan, New Jersey
4. Levy, Michael & Barton A. Weitz: Retailing Management, 2nd Ed., Irwin, London
5. Morgenstein, Melvin and Harriat Strongin Modern Retailing, PH, New Jersey

Spring Semester

Course Code: MAN - 669 – e-Learning Design and Development

3-0-0-3

Objective:

The purpose of this paper is to familiarize the learners with effective eLearning instructional design and development methods, theories and tools so that they may build pedagogically-sound educational materials.

Unit – I

How is eLearning Unique, Introduction to eLearning Design and Development, Varieties of eLearning, eLearning Components, Synchronous and Asynchronous eLearning, Instructor Led or Facilitated Course.

Unit – II

Learner Procrastination in eLearning, Designing an eLearning Course - Identifying and Organizing Course Content, Defining Instructional Media, Evaluation and Delivery Strategies; Developing an eLearning Course – Preparing Content, Content Storyboards, Courseware Development, Course delivery and evaluation; Role of Trainer, Role of Learner.

Unit – III

eLearning Platforms, eLearning Standards, LMS and LMS Integration, Proprietary vs. Open-source LMS, Moodle and Other Open-source LMS Solutions, MOOCs, Utilizing Social Learning and Mobile Learning Platforms, eLearning for Global Audience.

Unit – IV

Case Study:

Note: A compulsory comprehensive case (running into not more than 3 to 4 printed pages) relating to the issues detailed under one or more of the first three units shall be treated as Unit IV, and shall carry marks equivalent to two theory questions. As far as possible the theoretical questions and the case shall not relate to the same issues / topics.

Books:

1. Horton, William: E-Learning by Design, California, Pfeiffer.
2. Khan, Badrul Huda: Managing E-learning: Design, Delivery, Implementation, and Evaluation, Pennsylvania, Information Science Publishing.
3. Malamed, Connie: The Learning Designer's Visual Design Book: How to Design Instruction Like a Pro, New Jersey, John Wiley & Sons.
4. Iverson, Kathleen M. E-Learning Games: Interactive Learning Strategies for Digital Delivery, Pearson/Prentice Hall.

Spring Semester

Course Code: MAN - 670 - Management of Industrial Relations

3-0-0-3

Objective

The objective of the course is to familiarize the students with various dimensions of industrial relations, in general and in India, in particular. It also provides knowledge of certain labour legislations so that students may understand and interpret them. The course aims at developing skills in the future managers for maintaining harmonious management and employees relations.

Unit - I

Concept of Industrial Relations, Theoretical Perspectives: Systems Model, Unitary Perspective, Trade Union: Meaning and Functions, Structure of Trade Unions, Problems of Trade Unions.

Unit - II

Industrial Discipline; Grievances Handling; Industrial Disputes- Nature and Causes, Dispute Settlement Machinery; Collective Bargaining; Workers Participation in Management, Workers' Education and Training.

Unit - III

Factories Act, 1948; Trade Union Act, 1926; Industrial Disputes Act, 1947

Unit - IV

Maternity Benefit Act, 1961; Employees' Compensation Act, 1923; Employee State Insurance Act, 1948.

Unit -V

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Piyali Ghosh and Shefali Nandan: Industrial Relations and Labour Laws, McGraw Hill India
2. Arun Monappa: Industrial Relations, McGraw Hill India
3. SN Mishra: Labour Laws, Kitab Mahal, Allahabad
4. CS Venkataratnam: Industrial Relations, Oxford University Press, New Delhi
5. PRN Sinha, Indubala Sinha, Seema and P. Shekhar: Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education India
6. Kochan, TA and Katz, H: Collective Bargaining and Industrial Relations, Homewood, Illinois
7. Ramaswamy, EA: The Rayon Spinners-The Strategic Management of Industrial Relations, Oxford University Press, New Delhi

Spring Semester

Course Code: MAN - 671 - International Human Resource Management

3-0-0-3

Objective

The objective of the course is to study Human Resource Management in a broader, comparative and international perspective. It aims at developing cross-cultural sensitivity among the students to deal with complex issues, challenges and problems of multinational organizations as future international human resource manager.

Unit - I

Introduction:

International HRM-Concept and Objectives; Understanding Culture and Cultural Diversity; Cross Cultural Theories- Hofstede's Theory; Understanding Types of Corporate Structures.

Unit – II

International Human Resource Management Approaches:

Geocentric, Regiocentric, Ethnocentric, and Polycentric Approach ; Different Motivational Factors Across the Cultures; Leadership Styles Across Cultures; Cross Cultural Communication.

Unit - III

Human Resource Management Functions in Multinational Organizations: Recruitment: Sources; Selection: Methods, of Selection for Overseas Assignments, Performance Management for International Staff; Compensation Management: Methods, Factors Affecting Salary Structures.

Unit - IV

Direction and Control:

Managing Cross Cultural Teams- strategies and Challenges; Culture Shock- Stages and Coping Strategies; Training and Development for Expatriates and International Staff; Managing Repatriation; Understanding Industrial Relations in International Perspective: Role of Trade Unions.

Unit V

Case Study: The List of the case studies shall be provided in the class.

Note: A single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Gupta, SC: Text book of International HRM, Macmillan India
2. Dipak Kumar Bhattacharya: Cross Cultural Management:, Prentice Hall of India
3. RM Hodgetts, F. Luthans and JP Doh: International Management, Tata McGraw-Hill
4. Philip Harris, Robert Moran & Sarah Moran: Managing Cultural Differences, Elsevier

5. Susan Schneider & Jean-Louis Barsoux: *Managing Across Cultures*, Prentice Hall Pearson Education, Ltd.
6. Marie-Joelle Browaeys, Roger Price: *Cross-cultural Management*, Pearson
7. Tarique, I., Briscoe, D. and Schuler, R.: *International Human Resource Management: Policies and Practices for Multinational Enterprises*, Routledge, London
8. Hayton, J.C., Biron, M., Christiansen, L.C. and Kuvaas, B.: *Global Human Resource Management Casebook*, Routledge, London
9. Harzing, A. W. & Ruysseveldt, J.: *International Human Resource Management*, Sage Publication: London.

Spring Semester

Course Code: MAN - 672 - Investment and Project Management

3-0-0-3

Objective:

The objective of the course is to provide to the students a specialized knowledge of the techniques of evaluating proposed investments and to acquaint them with the problems encountered in the decisional process pertaining to capital investments.

Unit – I

Dynamics of Capital Investment Decisions:

The concept of Capital Expenditure, Pressures of Capital Expenditure, Capital Expenditure Decisions and the Financial Goal of the Firm, Capital Expenditure Management Programme.

Unit – II

Evaluation of Investment Proposals:

Accounting Rate of Return, Payback Period, Present Value Method, Benefit-Cost Ratios, Internal Rate of Return Method, Comparative Analysis of the Different Methods of Evaluations-

(a) NPV Vs IRR

(b) Multiple Yields

Unit - III: Risk and Uncertainty Analysis in Investment Decisions

Conventional Techniques of Risk Incorporation: Risk Adjusted Discount Rate, Certainty Equivalent, Sensitivity Analysis.

Unit – IV

Statistical Techniques of Risk Analysis:

Probability Distribution, Simulation Analysis, Decision – Tree Analysis, Utility Theory, Abandonment Evaluation.

Unit –V

Project Planning and Analysis:

Project Characteristics, Different Phases of a Project, Market and Demand Analysis, Technical Analysis, Financial Analysis, Social Cost Benefit Analysis, UNIDO Model, Little Mirrlees Model.

Suggested Readings:

1. Singh, S. P.: Capital Expenditure Decisions, Wisdom Publications, Allahabad
2. K. Nagarajan: Project Management, New Age International Publication, New Delhi
3. Van. Horn C.: Financial Management and Policy, Prentice Hall of India Pvt. Ltd.
4. David Qwein: Capital Expenditure Decision
5. Prasanna Chandra: Financial Management, Prentice Hall of India Pvt. Ltd.
6. Goel B. B.: Project Management
7. Albert Lester: Project Planning and Control, Butterworth & Co. (Publication) Ltd., London
8. Mohsin M.: Project Planning and Control, Vikas, New Delhi
9. R. P. Rustagi: Financial Analysis and Financial Management, S. Chand & Sons, New Delhi

Spring Semester

Course Code: MAN – 673 - Financial Derivatives

3-0-0-3

Objective:

To give an in-depth knowledge of the functioning of derivative securities market.

Unit – I

Introduction:

Meaning and Purpose of Derivatives; Forward Contracts, Future Contracts, Options, Swaps and other Derivatives; Type of Trader; Trading Future Contracts; Specification of the Future Contracts; Operation of Margins, Settlement and Regulations.

Unit – II

Options:

Types of Options; Options Trading; Margins; Valuation of Options; Binomial Option; Pricing Model; Black-Scholes Model, Exchange Traded Options, Over – the Counter Options, Quotes, Trading Margins, Clearing,

Unit – III

Futures:

Hedgers and Speculators; Futures Contracts; Futures Market – Clearing House Margins, Trading Futures Positions; Futures Prices and Spot Prices; Forward Prices Vs Futures Prices; Futures Vs Options.

Unit – IV

SWAPS:

Mechanics of Interest Rate Swaps, Valuation of Interest Rate Swaps, Currency Swaps and its Valuation, Credit Risk and Swaps.

Unit – V

Managing Market Risk:

Hedging Schemes: Delta Hedging, Theta, Gamma, Relationship among Delta, Theta and Gamma; Vega and Rho;

Suggested Readings:

1. Chance, Don M; An Introduction to Derivatives; Dryden Press, International Edition
2. Chew Lillian: Managing Derivative Risk, John Wiley, New Jersey
3. Das, Satyajit: Swap & Derivatives Financing, Probes
4. Hull, J. Robert W: Understanding Futures Markets, Prentice Hall, New Delhi
5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc, New Delhi
6. Kolb, Robert: Financial Derivatives, New York Institute of Finance, New York
7. Marshall, John and V. K. Bansal: Financial Engineering – A Complete Guide to Financial Innovation, Prentice Hall Inc, New Delhi
8. Report of Prof. L. C. Gupta, Committee on Derivatives Trading
9. Report of Prof. J. C. Verma, Committee Report on Derivatives Trading.

Spring Semester

Course Code: MAN – 674 - International Financial Management

3-0-0-3

Objective:

To give the students an overall view of the International Financial System – Instruments and Markets.

Unit – I

International Financial System: Introduction; Role of Financial Market; Market Participants; Elements of International Financial System; International Financial Institutions – IMF; World Bank.

Unit – II

International Capital Market Instruments: ADR, GDR and IDR – Concept, Procedure of Issue, Documentation; FCCB; FCEB; External Commercial Borrowing – Concept and Procedure

Unit – III

International Money Market Instruments: Commercial Paper; Certificate of Deposit, Floating Rate Instruments, Loan Syndication, Euro Bond, Euro Loan, Euro Deposit

Unit – IV

Foreign Exchange Market: Features; Participants of Foreign Exchange Market; Foreign Exchange Rate; Factors affecting Exchange Rate; Determination of Exchange Rate – Balance of Payment Theory and Purchasing Power Parity Theory; Exchange Rate Quotes – Types of Rate – Spot and Forward Exchange rate, Relationship between Spot and Forward Rate.

Unit – V

Foreign Exchange Risk: Transaction Exposure, Translation Exposure and Economic Exposure, Management of Exposure – Internal Techniques, Netting, Matching, Leading, Lagging and Transfer Pricing

Suggested Reading:

1. Shapiro, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
4. Eitman, D. K. and A. I. Stenehill: Multinational Business Cash Finance, Addison Wesley, New York
5. Henning, C. N., W. Pggot and W. H. Scott: International Financial Management, McGraw Hill,
6. International Edition.
7. Yadav, Surendra S, P. K. Jain and Max Peyrard: Foreign Exchange Markets, Mac Million, New Delhi
8. International Financial Management, PHI, New Delhi

Spring Semester

Course Code: MAN – 675 – Decision Models in Operations

3-0-0-3

Objectives:

To impart in-depth knowledge and facilitate practice in the application of quantitative models in Operations Management.

Unit – 1

Introduction:

Nature and scope of decision making in Operations Management. An overview of modelling and use of OR techniques in Operations Management. Steps in modelling and limitations of OR techniques.

Unit – II

Linear Programming Models:

Meaning and application as resource allocation tool. Graphical and Simplex methods. Sensitivity Analysis Transportation and Assignment models.

Unit – III

Sequencing and Scheduling Techniques:

Criteria for sequencing and their comparative analysis. Johnson's rule. Construction of Gantt Charts.

Unit –IV

Machine Replacement techniques and applications of Queuing Theory in planning of Operations infra-structure.

Unit – V

Applications of OR in Operations Management:

Use of OR techniques in Inventory Management, Statistical Quality Control, and Project Management.

List of cases and presentations/practical assignments to be announced at the beginning of the semester by the concerned teacher/instructor.

Suggested Readings:

1. Hillier and Hillier: Introduction to Management Science, TMH
2. Kapoor, V. K.: Operations Research, Sultan Chand & Sons
3. Gupta, P.K. and Hira D. S.: Operations Research and Quantitative Analysis, Sultan Chand & Sons
4. Vohra, N. D.: Quantitative Techniques in Management, TMH

Spring Semester

Course Code: MAN – 676 - Quality Management

3-0-0-3

Objectives:

To provide an exposure to students specializing in this field to evolving philosophies and techniques of Quality Management.

Unit – I

Concept and Evolution of Quality Management:

Meaning, Nature, Scope, Importance, Advantages and Limitations of Quality Management. Evolution from SQC to TQM.

Unit – II

Statistical Quality Control:

Meaning and Scope. Steps in SQC. Product and Process Control. Inspection vs Sampling. Acceptance Sampling. Operating Characteristic Curve. Control Charts.

Unit – III

Modern Concepts in Quality Management:

Quality Assurance. Zero Defects. Total Quality Management. Japanese Concepts, Techniques, and Philosophies of Quality.

Unit – IV

Quality Standards and Organizational Setup:

National and Global Quality Standards, Certification, and the related setup and organizations.

Unit - V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Suganthi, L. and Samvel, Anand A.: Total Quality Management, PHI
2. Sundara Rajiv, TQM – A Primer, TMH
3. Jain, P.: Quality Control and TQM, TMH
4. Melnyk and Swink: Value – Driver Operations Management, TMH

Spring Semester

Course Code: MAN – 677 - Operations Management in Services

3-0-0-3

Objectives:

To provide an exposure to students specializing in production/operations management to the use of production/operations management techniques in the fast emerging field of services.

Unit – I

An Operations View of Services:

Concept, Characteristics and Distinguishing Features of Services, Comparison with Physical Goods, Implications for Production Management in terms of Intermittance.

Unit - II

Design Decisions:

Size and Capacity, Location and Layout Planning, Service Design, Process Planning.

Unit – III

Operational Decisions:

Demand Forecasting, Planning of Operations, Scheduling and Sequencing, Network Planning.

Unit – IV

Control Decisions:

Inventory Management and Control, Quality Management, System Maintenance.

Unit – V

Case Studies:

The List of the Case studies shall be provided in the class.

Note: A one page single case relating to the issues detailed under one or more of the first four units shall be given as Unit V. As far as possible the theoretical questions and the case should not relate to the same issues / topics.

Suggested Readings:

1. Davis and Heinek: Managing Services, TMH
2. Fitzsimmons and Fitzsimmons: Service Management, TMH
3. Heizer Jay, Render Barry: Operations Management, Pearson, New Delhi
4. Bedi Kanishka: Production and Operations Management, Oxford University Press, New Delhi
5. Mahadwan B., Operations Management – Theory and Practice, Pearson, New Delhi

Spring Semester

Course Code: MAN - 678 - Market Leadership in Digital Age

3-0-0-3

Objective

The objective of this paper is to help learners map out the digital business market and to instill in them the digital age disciplines. It aims to support learners in knowing technology's potential and impact on market strategy.

Unit – I

Digital Age, Market Leadership, Value Disciplines and Related Framework for Market Leadership, From Value Disciplines to Digital Disciplines, the Leadership Agenda, Information Technology in Context.

Unit – II

Digital Disciplines: Information Excellence, Solution Leadership, Collective Intimacy, Accelerated Innovation.

Unit – III

Human Behavior and Gamification, Human Behavior and Energy Consumption, Digital Disasters, Future Technologies and Opportunities.

Unit – IV

Comprehensive Case Study Equivalent to Two Units.

Note: A compulsory Comprehensive case (running into not more than 3 to 4 printed pages) relating to the issues detailed under one or more of the first units shall be given as Unit IV. As far as possible the theoretical questions and the case should not relate to the same issue/topic. The case study will be equivalent to two units' value.

Suggested Readings:

1. Weinmann, Joe, Digital Disciplines, Wiley India Pvt. Ltd.
2. Treacy, Michael, & Wiersema, Fred: The Discipline of Market Leaders: Choose Your Customers, Narrow Your Focus, Dominate Your Market, Basic Books.
3. A. Brea, Cesar, Marketing and Sales Analytics, Pearson Education.
4. Cortada, James W., The Digital Hand, Oxford University Press.

Spring Semester

Course Code: MAN - 679 - Knowledge Management

3-0-0-3

Objective:

This course focuses on the aspect and issues of Knowledge Management and Information Systems used for KM. The goal is to enable students to learn about this practice in the context of managing the design, development and operations of information technologies that can facilitate knowledge management.

Unit - I

Principles and Nature – Overview of Knowledge Management, the Nature of Knowledge, Knowledge Management Solutions, Organizational Impact of Knowledge Management, Factors Influencing Knowledge Management, Knowledge Management Assessment of an Organization.

Unit - II

Technologies – Technologies to Manage Knowledge, Analytical Intelligence, Digital Libraries, Repositories, Preserving and Applying Human Expertise, Knowledge Based Systems, Using Past History Explicitly as Knowledge: Case Based Systems, Knowledge Elicitation, Converting Explicit Knowledge to Explicit, Discovering New Knowledge: Data Mining, Text Knowledge and Text Mining.

Unit - III

Knowledge Modelling and Systems – Knowledge Discovery: Systems that Create Knowledge, Knowledge Capturing Systems, Concept Maps, Process Modelling, Really Simple Syndication (RSS), WIKIS, Delphi Method.

Unit - IV

Knowledge sharing – knowledge sharing systems: systems that organize and distribute knowledge, ontology development systems, categorization and classification tools, XML based tools, knowledge application systems, systems that utilize knowledge.

Unit - V

Knowledge Transfer – Transfer Methods, Role of Internet, Knowledge Transfer in e-world, Knowledge Management System Tools, Neural Networks, Data Management, Association Rules, Classification Trees, Decision Making Architecture, Management Protocols, Managing Knowledge Workers.

Suggested Readings:

1. Elias M. Awad, Hassan M. Ghaziri, Knowledge Management, Pearson Education
2. Dalkir K., Knowledge Management in Theory and Practice, The MIT Press
3. Becerra Fernandez Irma, Gonzalez Avelino, Sabherwal Rajiv, Knowledge Management and KM Software Package, Pearson
4. Groff Todd R., Jones Thomas P., Introduction to Knowledge Management, The MIT Press

Spring Semester

MBA 680 System Analysis and Design

3-0-0-3

Objective:

The objective of this course is to learn and demonstrate an understanding of systems analysis and design principles, concepts, and evaluation. To gain an appreciation for the scope of systems analysis and design.

Unit - I

The Context of Systems Development Projects - The Context of Systems Analysis and Design Methods, Information System Building Blocks, Information Systems Development, Project Management

Unit - II

Systems Analysis Methods - Systems Analysis, Fact-Finding Techniques for Requirements Discovery, Modeling System Requirements with Use Cases, Data Modeling and Analysis, Process Modeling, Object-Oriented Analysis and Modeling Using the UML,

Unit - III

Systems Design Methods I - Feasibility Analysis and the System Proposal, Systems Design, Application Architecture and Modeling, Database Design

Unit - IV

Systems Design Methods II - Output Design and Prototyping, Input Design and Prototyping, User Interface Design, Object-Oriented Design and Modeling Using the UML

Unit - V

Beyond Systems Analysis and Design - Systems Construction and Implementation, Systems Operations and Support.

Suggested Readings:

1. Whitten, Jeffrey L., Bentley, Lonnie D., Systems Analysis and Design Methods, McGraw Hill.
2. Valacich, Joseph S. and George, Joey, Modern Systems Analysis and Design, Pearson.
3. Dennis, Alan, Wixom, Barbara Haley, Roth, Roberta M., Systems Analysis and Design, Wiley.
4. Phillips, Charles L., Nagle, H. Troy, Digital Control System Analysis and Design, Prentice Hall.