

BODOLAND UNIVERSITY

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

**TWO YEAR FULL TIME FOUR SEMESTER
POST GRADUATE DEGREE PROGRAMME**

**DEPARTMENT OF MANAGEMENT
STUDIES**

NEW COURSE, 2021

**MASTER OF BUSINESS ADMINISTRATION
(MBA)
NEW COURSE SYLLABUS**

SEMESTER	NUMBER OF PAPERS	MARKS			
		EXTERNAL	INTERNAL	SUMMER INTERNSHIP PROJECT (DISSERTATION and VIVA VOCE)	
I	8	8*70	8*30	-	
II	8	8*70	8*30	-	
III	8	8*70	8*30	-	
IV	7	7*70	7*30	INTERNAL	EXTERNAL
				140	60
TOTAL	31	2,170	930	200	

INTERNAL MARKS DISTRIBUTION

HEAD	MARKS
Assignments	10
Presentation	5
Class Participation	5
Class Test	5
Attendance	5
TOTAL	30

STRUCTURE OF MBA PROGRAMME

I SEMESTER

COURSE	INSTRUCTION/WEEK	MARKS			CREDITS
		INTERNAL	EXTERNAL	TOTAL	
6 Core Management Courses	6*3 Hours	6*30	6*70	6*100	6*3
1 Foundation Course	1*3 Hours	1*30	1*70	1*100	1*3
1 Open Elective Course	1*2 Hours	-	1*50	1*50	1*2
TOTAL	23	210	540	750	23

II SEMESTER

COURSE	INSTRUCTION/WEEK	MARKS			CREDITS
		INTERNAL	EXTERNAL	TOTAL	
6 Core Management Courses	6*3 Hours	6*30	6*70	6*100	6*3
1 Foundation Course	1*3 Hours	1*30	1*70	1*100	1*3
1 Open Elective Course	1*2 Hours	-	1*50	1*50	1*2
TOTAL	23	210	540	750	23

III SEMESTER

COURSE	INSTRUCTION/WEEK	MARKS			CREDITS
		INTERNAL	EXTERNAL	TOTAL	
2 Core Management Courses	2*3 Hours	2*30	2*70	2*100	2*3
6 Elective Courses In Finance/ Human Resource/ Marketing/ Operations	6*3 Hours	6*30	6*70	6*100	6*3
TOTAL	24 Hours	240	560	800	24

IV SEMESTER

COURSE	INSTRUCTION/WEEK	MARKS			CREDITS
		INTERNAL	EXTERNAL	TOTAL	
2 Core Management Courses	2*3 Hours	2*30	2*70	2*100	2*3
4 Elective Courses In Finance/ Human Resource/ Marketing/ Operations	4*3 Hours	4*30	4*70	4*100	4*3
Dissertation	-	1*140	1*60	1*200	1*8
TOTAL	18 Hours	280	520	800	26

FIRST SEMESTER

Course Code	Course Title	Number of Hours/Week			Duration of Exam in Hours	Marks		Total Marks	Credits
		Lecture	Tutorial	Practical		Internal	External		
MBA: 1.1	Management and Organizational Behaviour	3	-	-	3	30	70	100	3
MBA: 1.2	Business Environment and Business Communication	3	-	-	3	30	70	100	3
MBA: 1.3	Quantitative Techniques for Business	3	-	-	3	30	70	100	3
MBA: 1.4	Financial Accounting	3	-	-	3	30	70	100	3
MBA: 1.5	Managerial Economics	3	-	-	3	30	70	100	3
MBA: 1.6	Accounting for Managers	3	-	-	3	30	70	100	3
MBA: 1.7	Information Technology for Managers	2	-	1	3	30	70	100	3
MBA: 1.8	Soft Skills Development	2	-	-	2	-	50	50	2
TOTAL		22		01	23	210	540	750	23

SECOND SEMESTER

Course Code	Course Title	Number of Hours/Week			Duration of Exam in Hours	Marks		Total Marks	Credits
		Lecture	Tutorial	Practical		Internal	External		
MBA: 2.1	Financial Management	3	-	-	3	30	70	100	3
MBA: 2.2	Human Resource Management	3	-	-	3	30	70	100	3
MBA: 2.3	Production and Operation Management	3	-	-	3	30	70	100	3
MBA: 2.4	Marketing Management	3	-	-	3	30	70	100	3
MBA: 2.5	Research Methodologies for Business	3	-	-	3	30	70	100	3
MBA: 2.6	MIS and Project Management	3	-	-	3	30	70	100	3
MBA: 2.7	Operations Research	3	-	-	3	30	70	100	3
MBA: 2.8	Personal Finance (Open Elective)	2	-	-	2	-	50	50	2
TOTAL		23	-	-	23	210	540	750	23

THIRD SEMESTER

Course Code	Course Title	Number of Hours/Week			Duration of Exam in Hours	Marks		Total Marks	Credits
		Lecture	Tutorial	Practical		Internal	External		
MBA: 3.1	Business Ethics and Corporate Governance	3	-	-	3	30	70	100	3
MBA: 3.2	Entrepreneurship and Small Business Management	3	-	-	3	30	70	100	3
Elective I	Specialization Specific Elective	3	-	-	3	30	70	100	3
Elective II	Specialization Specific Elective	3	-	-	3	30	70	100	3
Elective III	Specialization Specific Elective	3	-	-	3	30	70	100	3
Elective IV	Specialization Specific Elective	3	-	-	3	30	70	100	3
Elective V	Specialization Specific Elective	3	-	-	3	30	70	100	3
Elective VI	Specialization Specific Elective	3	-	-	3	30	70	100	3
TOTAL		24	-	-	24	240	560	800	24

III SEMESTER

GROUP A: FINANCE SPECIALIZATION

Sl. No.	COURSE TITLE	CREDIT
MBA A.1	Security Analysis and Portfolio Management	3
MBA A.2	Financial Services and Financial Markets	3
MBA A.3	Managing Banks and Financial Institutions	3

GROUP B: HUMAN RESOURCE SPECIALIZATION

Sl. No.	COURSE TITLE	CREDIT
MBA B.1	International Human Resource Management	3
MBA B.2	Human Resource Acquisition and Development	3
MBA B.3	Performance and Compensation Management	3

GROUP C: MARKETING SPECIALIZATION

Sl. No.	COURSE TITLE	CREDIT
MBA C.1	Consumer Behaviour	3
MBA C.2	Sales and Distribution Management	3
MBA C.3	Services and Retail Management	3

GROUP D: OPERATIONS SPECIALIZATION

Sl. No.	COURSE TITLE	CREDIT
MBA D.1	Manufacturing Planning and Control	3
MBA D.2	Logistics Management	3
MBA D.3	Quality Management	3

FOURTH SEMESTER

Course Code	Course Title	Number of Hours/Week			Duration of Exam in Hours	Marks		Total Marks	Credits
		Lecture	Tutorial	Practical		Internal	External		
MBA: 4.1	Strategic Management	3	-	-	3	30	70	100	3
MBA: 4.2	Business Law	3	-	-	3	30	70	100	3
MBA: 4.3	Summer Internship Project (Dissertation and Viva Voce)	24	-	-	3	140	60	200	8
Elective VII	Specialization Specific Elective	3	-	-	3	30	70	100	3
Elective VIII	Specialization Specific Elective	3	-	-	3	30	70	100	3
Elective IX	Specialization Specific Elective	3	-	-	3	30	70	100	3
Elective X	Specialization Specific Elective	3	-	-	3	30	70	100	3
TOTAL		42	-	-	18	320	480	800	26

IV SEMESTER

GROUP A: FINANCE SPECIALIZATION

Sl. No.	COURSE TITLE	CREDITS
MBA A.4	Corporate Finance	3
MBA A.5	Taxation	3

GROUP B: HUMAN RESOURCE SPECIALIZATION

Sl. No.	COURSE TITLE	CREDITS
MBA B.4	Labour Legislation	3
MBA B.5	Strategic Human Capital Management	3

GROUP C: MARKETING SPECIALIZATION

Sl. No.	COURSE TITLE	CREDITS
MBA C.4	Advertising and Brand Management	3
MBA C.5	International Marketing	3

GROUP D: OPERATIONS SPECIALIZATION

Sl. No.	COURSE TITLE	CREDITS
MBA D.4	Service Operations Management	3
MBA D.5	Purchasing and Inventory Management	3

1ST SEMESTER

Paper Code	Course Title	Credits
MBA: 1.1	Management and Organizational Behaviour	3
MBA: 1.2	Business Environment and Business Communication	3
MBA: 1.3	Quantitative Techniques for Business	3
MBA: 1.4	Financial Accounting	3
MBA: 1.5	Managerial Economics	3
MBA: 1.6	Accounting for Managers	3
MBA: 1.7	Information Technology for Managers	3
MBA: 1.8	Soft Skills Development (Open Elective)	2

Paper Code: MBA: 1.1

Paper Name: Management and Organizational Behaviour

Learning Objectives:

1. To provide an overview of the various environmental challenges faced by management in the 21st century.
2. To help the students of MBA to understand and relate the various theoretical frameworksOrganizational Behaviour

Course Contents:

UNIT I: Nature and concepts of Management, Fourteen Principles of Management, Scientific Management, Mission, Vision and Objectives of Management.

UNIT II: Management functions ,Japanese Style of Management, Management by Objective, Decision Making, Forecasting.

UNIT III: Organisational structure , Authority and Responsibility, Management Control.

UNIT IV: Concept and nature of OB, The individual: Ability, Learning, Attitudes, Personality and Values, Perception, Motivation, Leadership, Teams and Groups.

UNIT V: Conflict and Change Management, Stress Management.

Prescribed Texts:

1. Uday Pareekh, Organizational Behaviour, Oxford
2. Stephen Robbins and Timothy Judge, Organizational Behaviour, PHI
3. Fred Luthans, Organizational Behaviour, TMH
4. Steven Robbins and Seema Sanghi, Organisational Behaviour, Pearson
5. P Subba Rao, Management of Organizational Behaviour, HPH
6. Fred Luthans: Organisational Behaviour – Prentice Hall.
7. Dwivedi: Human Relations and Organisational Behaviour – Macmillan India Ltd.

References:

1. Prasad L.M., Principles and Practices of Management, New Delhi: Sultan Chand & Sons.
2. B.S. Moshal, Organisational theory & Behaviour, text & cases, Anne student edition, 2nd, Anne Books Pvt Ltd, 2009.
3. Drucker, Peter, F The practice of Management – Allied Publishers, Delhi.
4. Newman & Warrant Process of Management – PHI, Delhi
5. Hannagan - Management Principles – Macmillan India Ltd.

Paper Code: MBA: 1.2

Paper Name: Business Environment and Business Communication

PART A

Business Environment

Course Objective

1. The basic objective of the course is to develop understanding and provide knowledge about the business environment to the management students.
2. To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of the environment on Business.
3. They provide knowledge about the Indian and international business environment.

Course Contents:

UNIT I: Business Environment: Internal environment and external environment, Economic Systems, Business Cycle, New Economic Policy

UNIT II: Indian Financial System; Economic Role of Government; Public, Private, Joint and Cooperative Sectors. Export Promotion Council, EXIM Policy; FDI Policy;

UNIT III: International Environment: GATT/WTO; Competition Act; Globalization; MNCs and TNCs; Technology Transfer, Appropriate technology

PART B

Business Communication

Course Objective

1. To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public

UNIT IV: Introduction to business communication; Employment Communication; Oral Communication; Group Communication; Principles of nonverbal communication; Written Communication, Technical Articles.

UNIT V: Business etiquettes; Presentation Skills; Corporate Communication; Internal and External Business Communication. Report writing, Negotiation skill.

Reference books for Business Environment:

1. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
2. Mittal - Business Environment (Excel Books).
3. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
4. Morrison J, The International Business Environment, Palgrave
5. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
6. MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi
7. Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi

8. Economic Environment of Business – M. Adhikary, Sultan Chand & Sons.

Reference books for Business Communication:

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mcgraw Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)
3. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
4. P.D. Chaturvedi – Business Communication (Pearson Education, 3st Edition 2006).
5. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
6. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).

Paper Code: MBA: 1.3

Paper Name: Quantitative Techniques for Business

Objectives: The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.

Course Contents:

UNIT I: Introduction to statistics: meaning, scope, importance and limitations, applications of inferential statistics in managerial decision-making. Analysis of data: source of data, collection, classification, tabulation, Measures of central tendency: Mean, Median and Mode.

UNIT II: Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes Theorem and its applications. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

UNIT III: Sampling and Sampling Distribution: Concept and definitions, census and sampling, Sampling techniques Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size, Probability samples and non-probability samples, relationship between sample size and errors, simple numerical only. Hypothesis Testing

UNIT IV: Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation; Simple linear regression, Assumptions for a simple linear regression model, Parameters of simple linear regression mode, Importance, scope, types, forecasting techniques (Time Series Analysis) Decision Theory, Decision Tree

Recommended Books:

1. Business Statistics by Levine, Krehbiel, Berenson and Viswanathan (Pearson)
2. Business Statistics by Naval Bajpai (Pearson)
3. Mathematics & Statistics for CA Professional by Ajay Goel and AlkaGoel (Taxmann, 4th edition)
4. Statistical and Quantitative Methods – By RanjitChitale
5. Statistical Methods - S.P.Gupta
6. Statistics for Management - Levin and Rubin
7. Quantitative Techniques Vol. 1 and 2 - L.C.Jhamb
8. Statistics and Quantitative Techniques - M.G.Dhaygude

Paper Code: MBA: 1.4

Paper Name: Financial Accounting

Course Objective: The basic objective of the course is to develop understanding on accounting postulates, principles and techniques.

Course Contents

UNIT I: Introduction to Bookkeeping and Accounting; Financial Accounting, Concept, Importance and Scope; Event versus Transactions; Basic Accounting Terminology-Account, Debit and Credit; Systems of Bookkeeping; Classification of Account; Rules of Debit and Credit; Accounting Concepts and Conventions; GAAP; IFRS; Accounting Standards

UNIT II: Recording of Transactions; Journal; Ledger; Subdivision of Journal; Cash Book; Bank Reconciliation Statement; Trial Balance

UNIT III: Depreciation and Inventory Valuation

UNIT IV: Measurement and Matching of Revenue and Expense; Preparation of Final Accounts - Trading Account, Profit and Loss Account and Balance Sheet, Adjustment entries; Cash Flow Statement; Fund Flow Statement

Suggested Readings:

1. Tulsian, P.C., Financial Accounting, Pearson, New Delhi, 2011.
2. Mukherjee, A and M, Hanif, Modern Accountancy, McGraw Hill, 2013.

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

Paper Code: MBA: 1.5

Paper Name: Managerial Economics

Learning objectives:

1. Understanding the fundamental economic problems and PPF.
2. Enabling the importance of demand and supply and consumer equilibrium
3. To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries.
4. To develop an economic way of thinking in dealing with practical business problems and challenges.

UNIT I: Introduction to Managerial Economics; Fundamental economics problem and PPF; Productive efficiency Vs economic efficiency.

Production function; isoquants, Producers' equilibrium; returns to scale-economies vs diseconomies of scale.

Cost function; economies of scale and scope.

UNIT II: Demand and Supply; Market equilibrium.

Indifference Curve Analysis; consumer behaviour-consumer equilibrium-approaches to consumer behaviour.

UNIT III: Pricing; Competitive Market Structure; Game theory; Profit.

UNIT IV: Macroeconomics- concept of GDP, GNP, NI, Per capita income; trade or business cycle-theories, economic growth and development; Inflation.

Consumption function.

Textbooks:

1. D.M. Mithani, Managerial economics theory and applications, Himalaya Publishing House.
2. V L Mote, Samuel Paul and G. S. Gupta, Managerial Economics, TMH.
3. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi. 7.
4. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010
5. Managerial Economics by Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall

Paper Code: MBA: 1.6

Paper Name: Accounting For Managers

Course Objective: The basic objective of the course is to develop insights on use of financial and accounting information for decision making.

Course Contents

UNIT I: Management Accounting, Need, Importance and Scope; Use of accounting information for managerial decision making; Tools and Techniques of managerial accounting needed for managerial decisions.

UNIT II: Cost Accounting; Cost Concepts; Records and Processes; Overhead Cost and Control; Job and Process Costing; Service Costing;

UNIT III: Marginal Costing and Absorption Costing; Differential Cost Analysis and Business Decisions; Cost –Volume and Profit Analysis; Break Even Analysis

UNIT IV: Budget and Budgetary Control; Type of Budgets;

UNIT V: Standard Costing and Variance Analysis

Suggested Readings:

1. Khan, M.Y. and Jain, P.K , Cost Accounting, Tata McGraw Hill , New Delhi,2011.
2. Tulsian, P.C, Introduction to Cost Accounting ,S.Chand, New Delhi, 2011.
3. Banerjee,B, Cost Accounting, PHI Learning, New Delhi, 2010

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

Paper Code: MBA: 1.7

Paper Name: Information Technology for Managers

Objective: The course focuses on the concepts, applications, and technology available for managers

UNIT I: Basic Concept on Information , Application of IT; Field and Areas, Importance of IT in Management, Security Issues, IT in business , Computer hardware and software.

UNIT II: Information system, Transaction Processing Information system, Marketing and sales systems, Production and operations systems, Integrated information systems and ERP, Global information system, EDI .

UNIT III: Electronic commerce, SDLC, Ethics, impacts and security: Ethical issues, Impacts of IT on organization and jobs, impact on individual at works, societal impact, Security is concern to everyone; Protecting information systems

UNIT IV: Data Knowledge and Decision Support, Decision Support Systems, Data Visualization Technologies, Knowledge management and organizational knowledge bases, Knowledge discovery and analysis, artificial intelligence and intelligent systems

Prescribed Textbook:

1. Turban, Rainer, Potter, Introduction to Information Technology, Wiley Publication, Student Edition.
2. ITL Education solutions, Introduction IT, Pearson Education
3. A.K. Saini and Pradeep Kumar, Computer applications in management, Anmol Publications

Paper Code: MBA: 1.8

Paper Name: Soft Skills Development (Open Elective)

Learning objective:

1. To develop interpersonal skills and be an effective goal oriented team player.
2. To develop professionals with idealistic, practical and moral values.
3. To develop communication and problem solving skills.
4. To re-engineer attitude and understand its influence on behavior.

PART A

Self Analysis, Attitude and Creativity

SWOT Analysis; Self Confidence, Self Esteem; Factors influencing Attitude; Etiquette.

Motivation and Goal Setting

Factors of motivation; SMART Goals; Short Term, Long Term, Lifetime Goals; Time Management.

Interpersonal Skills and Leadership

Gratitude; Team Work; Leadership Skills

PART B

Stress Management

Causes of Stress and its impact, Stress Busters; Emotional Intelligence.

Conflict Resolution

Conflicts in Human Relations

Decision Making

TEXT BOOKS:

1. Gopaldaswamy Ramesh, The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, 1st edition, Pearson Education.
2. M S Rao, Soft Skills - Enhancing Employability: Connecting Campus with Corporate, 1st edition, I K International Publishing House Pvt. Ltd.
3. Barun Mitra, Personality Development and Soft Skills, 2nd edition, Oxford University Press

REFERENCE

1. Covey Sean, Seven Habits of Highly Effective Teens, New York, Fireside Publishers, 1998.
2. Carnegie Dale, How to win Friends and Influence People, New York: Simon & Schuster, 1998.
3. Thomas A Harris, I am ok, You are ok , New York-Harper and Row, 1972
3. Daniel Coleman, Emotional Intelligence, Bantam Book, 2006

2nd SEMESTER

Paper Code	Course Title	Credits
MBA: 2.1	Financial Management	3
MBA: 2.2	Human Resource Management	3
MBA: 2.3	Production and Operations Management	3
MBA: 2.4	Marketing Management	3
MBA: 2.5	Research Methodologies for Business	3
MBA: 2.6	MIS and Project Management	3
MBA: 2.7	Operations Research	3
MBA: 2.8	Personal Finance (Open Elective)	2

Paper Code: MBA: 2.1

Paper Name: Financial Management

Course Objective: The basic objective of the course is to acquaint the students with the broad framework of financial decision making in a business concern.

Course Contents

UNIT I: Aims and Objective of Financial Management; Time Value of Money; Risk and Return Trade off

UNIT II: Capital Structure Decisions; Long Term Sources of Finance; Weighted Average Cost of Capital

UNIT III: Financial and Operating Leverage; Internal Financing and Dividend Policy

UNIT IV: Working Capital Management-Cash, Receivables and Inventory

UNIT V: Financial Statement Analysis with specific reference to use of ratio analysis as a tool

Suggested Readings:

1. Pandey, I.M., Financial Management, Vikas Publishing House, 2016.
2. Chandra, P. Financial Management-Theory and Practice, McGraw Hill, 2017.

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

Paper Code: MBA: 2.2

Paper Name: Human Resource Management

Learning objective:

1. To make students aware of the various functions and importance of the HR department in any organization.
2. To learn to gain competitive advantage through people
3. Analyzing the training needs and effective use for capacity building and career development.
4. Critically use managerial skills to negotiate, build and expand a network.

UNIT I: Introduction to HRM & Framework- HR as a factor of competitive advantage; Strategic HRM. HR Procurement: Human Resource Planning, Job Analysis, Job Design. Job characteristics model (Hackman and Oldham, 1976) of effective job and job satisfaction. Recruitment & Selection; Induction & Placement.

UNIT II: Training and Development; Capacity Building- Competency Mapping; Internal Mobility.

UNIT III: Performance; Compensation - Linking compensation with performance; Quality of work life (QWL)

UNIT IV: Industrial Relations; Participative Management, Grievance Handling, HRIS, HR Audit. Ethical Issues in HRM.

Text books:

1. Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia. 2017 15th Edition
2. Aswathappa, K.. Human Resource Management, Text and Cases (7th ed.). Mc Graw Hill.
3. Flippo, E. Human Resource Management (5th ed.). McGraw Hill.
4. Human Resource Management by Narayanappa ,Scitech Publication
5. Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India,2008, 3rd Edition
6. Human Resource Management by J. John Bernardin, Tata McGraw Hill Publishing, 4th Edition

Paper Code: MBA 2.3

Paper Name: Production and Operations Management

Objectives: The course focuses on the concepts, issues, and techniques for efficient and effective operations management

UNIT I: Introduction: History of Operations Management, Operations Organization, Operations Strategy: Competitiveness with Operations, Competing on cost, Quality, flexibility, speed, Productivity, efficiency & effectiveness. Responsibilities of Operations Manager, Operation Function: Products and Transformation Process and Design and Layout; Introduction to Manufacturing Strategy and Technology, Technological Innovation in Manufacturing, Group Technology, FMS, CIM- factory of future.

UNIT II: Productivity Management: Productivity measurement, Approaches to increase Productivity, Facility Location, analysis, basic layouts, Capacity Planning, Layout Planning, Design of Production Planning, Operation Scheduling and Sequencing, designing process layouts, designing product layouts, hybrid layouts, material handling systems.

UNIT III: Products & Services Design: New product development: strategies and processes, design process, Cross functional product design, designing for manufacture and assembly, designing for customer, concurrent design, considerations in service design, Product design tools – QFD, Value analysis, Modular design, Product life cycle, Taguchi methods, Process analysis, process flow charting, types and evaluation.

UNIT IV: Inventory Control Fundamentals- Concepts, Demand and Control System, Costs and Models, Deterministic Inventory Models and Stochastic Models; Material Requirement Planning, Overview of JIT Philosophy Maintenance: why Maintenance, types of maintenance, TPM, Purchasing: role of purchasing in OM, standardization, strategic sourcing, Quality Management

Recommended Books:

1. Production and Operation Management by Adam, AA and Elbert, RJ, Prentice Hall India
2. Productions and Operations Management by SN Chary, Tata McGraw Hill.

Paper Code: MBA 2.4

Paper Name: Marketing Management

Course Objective: The main objective of the course is to impart basic education on marketing revolving around the 7 ps of marketing mix.

UNIT I: Concept, nature and scope of marketing, marketing mix, different environments and their influence on marketing, needs, wants and desires, understanding the customer and competition, marketing myopia.

UNIT II: Marketing research, market segmentation, targeting and positioning, demand measurement and forecasting, consumer buying decisions, new product development, test marketing, types of markets.

UNIT III: Product policy, product decisions, product life cycle, BCG Matrix, branding and packaging, pricing methods and strategies.

UNIT IV: Channels of distribution, wholesaling, retailing, channel management, vertical and horizontal marketing systems, online marketing, B2B marketing, Digital Marketing.

UNIT V: Promotion mix, advertising, sales promotion, personal selling, relationship marketing, new trends and concepts in marketing.

Recommended Books:

1. Kotler P. & Keller Kevin L. Marketing Management, (15th ed) . Pearson.
2. Kotler P, Armstrong G. & Agnihotri P. Principles of Marketing, (17th ed). Pearson
3. Ramaswamy V.S. & Nanakumari S. Marketing Management, (4th ed). Om Books

Paper Code: MBA: 2.5

Paper Name: Research Methodologies for Business

Course Objective: The course focuses on the concepts and various techniques of research

UNIT I: Introduction to Research: Definition and Nature of Research, Classification of Research, Research Process; Defining the Research Problem, Research Design: Definition, Classification, Exploratory Research, Descriptive Research, Causal Research, Potential Sources of Error.

UNIT II: Exploratory Research Design: Primary Vs Secondary Data, Criteria for evaluating Secondary Data, Types of Qualitative Research: Focus Group Interviews, Depth Interviews, Projective Techniques , Analysis of Qualitative Data.

UNIT III: Descriptive Research Design: Different types of Survey and Observation Methods; Causal Research design: Experimentation- Causality, Condition for Causality, Validity in Experimentation.

UNIT IV: Measurement and scaling: Primary Scales of Measurement, Comparative Scaling Techniques, Non Comparative Scaling, Concept of Reliability and Validity; Questionnaire and Form Design; Samples & Census, Sampling Design Process, Non Probability Sampling Techniques, Probability Sampling Techniques ; Sample size determination;; Statistical approaches to Determining Sample Size,

UNIT V: Data Preparation: Data Preparation Process, Frequency Distribution, Cross-Tabulation, and Hypothesis testing: Advanced Techniques for Data Analysis-ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis.

Recommended Books:

1. Marketing Research – An Applied Orientation (Fifth Edition) by Naresh K Malhotra, Pearson Publication.
2. Marketing Research by SL Gupta , Excel Books Publication
3. Research Methodology - Methods and Techniques by C.R. Kothari, New Age International Publishers

Paper Code: MBA: 2.6

Paper Name: Management Information System and Project Management

Course Objective:

1. To learn about the technological updates in Information systems making the decision making process more easy and sophisticated.
2. To learn about the Business Applications of Information Systems and in project management
3. To develop an understanding of the concepts of business intelligence and data management.

PART A

UNIT I: Nature of MIS, Scope of MIS, Objectives of MIS, Limitations of MIS, Role of MIS in Business functions and organizations Operating Elements of MIS, Information Systems Pyramid Structure Based and Management Activity Based role of MIS, MIS Structure Based on Organizational Function, Advantages and Disadvantages

UNIT II: System Development Methodologies, Conceptual and detailed designs of MIS, Management of Data Resources, types of information systems- transaction processing systems- management information systems

UNIT III: Introduction to Decision Support Systems, Characteristics and Objectives, Role of Decision Support Systems, Types of DSS, Tools and Techniques used in DSS, Components of Decision support Systems, Group decision support systems (GDSS), Decision-making, E-Commerce in India

Referred Books:

1. Gerald V. Post and David L. Anderson (2003). Management Information Systems. 3/e, Tata McGraw Hill.
2. Kenneth C. Laudon and Jane P. Laudon (2004). Management Information Systems, 8/e, Pearson Education.
3. James A. O'Brien (2004). Management Information Systems. 5/e, Tata McGraw-Hill.
4. Sadagopan S (2003). Management Information Systems. Prentice-Hall of India.
5. Uma G. Gupta (1996). Management Information Systems: A Managerial Perspective. West Group.
6. Recommended: Introduction to Information Systems- James A O'brien

PART-B

UNIT I: Basics of Project Management: Introduction, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point

UNIT II: Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and TeamWork, Project Planning Process, Concept of Organisational Structures,

Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management

UNIT III: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts ,Project Risk Management, Project Management Information System, Project Performance Measurement and Evaluation

Referred Books:

1. Project management - David I Cleland - Mcgraw Hill International Edition.
2. Project Management – Gopalakrishnan – Macmillan India Ltd.

Paper Code: MBA 2.7

Paper Name: Operations Research

Course Objective: To facilitate the use of Operations Research techniques in managerial decisions

UNIT I: Introduction to Operations Research; Importance of Operations Research in Management Decisions.

UNIT II: Linear Programming Problems (LPP) - Formulation of LPP; Solving LPP using Graphical Method and Simplex Method- Maximisation & Minimisation Cases; Special Cases of LPP- Unboundedness, Infeasibility, Degeneracy, Multiple Optimal Solutions; Duality in LPP; Economic Interpretation of the Dual; Sensitivity Analysis- Concepts.

UNIT III: Assignment Problems and its solution using Hungarian Method; Transportation: Transportation and transshipment models: Transportation as a LP problem, various transportation methods such as Northwest corner, Least cost, VAM and optimality test, Transshipment concepts. Problems- Minimization and Maximization case, Degeneracy in Transportation Problems; Game Theory - Two Person Zero Sum Games; Dominance Rule, Algebraic solution, Graphical Method.

UNIT IV: Network Theory (CPM & PERT); Determination of Critical Path, Earliest and Latest Time calculation; Determination of Slack; Time- Cost trade-off ,Integer Programming – Concepts and Solution using Graphical Method; Goal Programming – Formulation; Analytical Hierarchy Process (AHP) - concept and application; Monte Carlo Simulation- Concept and application.

Recommended Books:

1. Quantitative Techniques for Management by N.D. Vohra, Tata McGraw Publishing.
2. Operation Research –Theory and Application by JK Sharma (4th Edition), Macmillan Publishing
3. Panneerselvam, R, OPERATIONS RESEARCH, Prentice-Hall of India, New Delhi, 2002.
4. G. Srinivasan, OPERATIONS RESEARCH, PHI Learning, NewDelhi, 2010
5. Vohra, QUANTITATIVE TECHNIQUES IN MANAGEMENT, Tata McGrawHill, NewDelhi, 2010

Paper Code: MBA: 2.8

Paper Name: Personal Finance (Open Elective)

Course Objective: The basic objective of the course is to acquaint the students with the basic knowledge of managing money involving savings and investment for a secure future.

Course Contents

UNIT I: Budgeting, Banking, Insurance; Investment;

UNIT II: Loans and Mortgages

UNIT III: Retirement Planning ; Tax and Estate Planning.

Suggested Readings:

1. Jeff D. Opdyke, The Wall Street Journal. Complete Personal Finance Guidebook (Wall Street Journal Guidebooks), Paperback
2. Alfred Glossbrenner and Emily Grossbrenner , Smart Guide to Managing Personal Finance (The Smart Guides Series), John Wiley & Sons/Paperback

The list of cases and specific references will be announced in the class at the time of the initiation of the course.

3rd SEMESTER

Paper Code	Course Title	Credits
MBA: 3.1	Business Ethics and Corporate Governance	3
MBA: 3.2	Entrepreneurship and Small Business Management	3

GROUP A: FINANCE SPECIALIZATION

Sl. No.	COURSE TITLE	CREDIT
MBA A.1	Security Analysis and Portfolio Management	3
MBA A.2	Financial Services and Financial Markets	3
MBA A.3	Financial Institutions	3

GROUP B: HUMAN RESOURCE SPECIALIZATION

Sl. No.	COURSE TITLE	CREDIT
MBA B.1	International Human Resource Management	3
MBA B.2	Human Resource Acquisition and Development	3
MBA B.3	Performance and Compensation Management	3

GROUP C: MARKETING SPECIALIZATION

Sl. No.	COURSE TITLE	CREDIT
MBA C.1	Consumer Behaviour	3
MBA C.2	Sales and Distribution Management	3
MBA C.3	Services and Retail Management	3

GROUP D: OPERATIONS SPECIALIZATION

Sl. No.	COURSE TITLE	CREDIT
MBA D.1	Manufacturing Planning and Control	3
MBA D.2	LogisticS Management	3
MBA D.3	Quality Management	3

Paper Code: MBA: 3.1

Paper Name: Business Ethics and Corporate Governance

Course Objective: The objective of this course is to develop an understanding and appreciation of the importance of the value system, ethical conduct in business and the role and responsibilities of corporate in social systems. It aims at applying the moral values and ethics to the real challenges of the organizations.

Unit I:

Values and value systems, sources of value systems, values across cultures, business ethics, ethical practices in management, ethical value system, ethical corporate behavior.

Unit II:

Ethical dilemma in business, ethical decision making, ethical leadership, ethical dilemmas in organization, Corporate social responsibility and its models, professional codes, culture and ethics, environmental ethics- corruption and gender issues, sexual harassment and discrimination, ethics of whistle blowing.

Unit III:

Introduction to corporate governance, need for corporate governance, problems of corporate governance, theories of corporate governance, corporate governance committees- (1. Narayana Murthy 2.Ganguly 3. Naresh Chandra 4. CII,5. OECD) and their recommendations on corporate Governance., role of auditors, board of shareholders and directors, corporate scams in India.

Suggested Readings:

1. Dr. S.S. Khanka: Business Ethics and Corporate Governance (Principles and Practices), S. Chand
2. G. Naga Raju K. and Viyyanna Rao: Business Ethics and Corporate Governance, Wiley
3. A.C.Fernando: Business Ethics and Corporate Governance, Pearson
4. B.N.Ghosh, Business Ethics and Corporate Governance, McGraw Hill Education

Reference Texts:

1. Steiner George A and Steiner John F., Business, Government and Society, McGraw Hill International Publications
2. Chakraborty S.K. Ethics in Management: Vedantic Perspective Oxford Univ. Press
3. Gandhi M.K., My Experiments with Truth, Ahmedabad: Navjeevan Publishing House
4. Sharma Subhash, Management in New Age: Western Windows – Eastern Doors, New Delhi: New Age International Publishing

Paper Code: MBA: 3.2

Paper Name: Entrepreneurship and Small Business Management

Course Objective: To make students to understand the different dimensions of entrepreneurship and business

Course Contents:

UNIT I: Concept and Introduction to Entrepreneurship; Role of entrepreneurship in economic development; Identifying and Evaluating Business Opportunities; Concept and definitions of SME, government policy and SME in India with special reference to BTR, Role of SME in promoting entrepreneurship

UNIT II: Legal Issues in Setting up the small business, The various statutory registrations and clearances required; Business plans, Essentials of a business plan

UNIT III: Small business management strategies-Framework of competition analysis, Environment for small business; financing a small business, Feasibility study and Project Report

Referred Books:

1. M. Lall, Entrepreneurship, Excel books
2. Vasant Desai: - Dynamics of Entrepreneurial Development and Management- HPH
3. Hisrich, Robert d., peters, Michael p., and shepherded, dean a: entrepreneurship, Tata McGraw-hill; sixth edition, 2007
4. Mathew J Manimala: - Entrepreneurship at the Crossroads - Biztantra
5. Mohanty – Fundamentals of Entrepreneurship, Prentice Hall of India
6. Zimmerer& Scarborough – Essentials of Entrepreneurship & Small Business Management, Prentice Hall of India

GROUP A: Finance

Paper Code: MBA A.1

Paper Name: Security Analysis and Portfolio Management

Course Objective: The basic objective of the course is to acquaint the students with the theory and practice of security analysis and portfolio management.

Course Contents

UNIT I: Investment ; Investment Alternatives; Risk and Return;Fixed Income and Variable Income Security; Valuation of Stock and Bonds.

UNIT II: Operation of Indian Stock Market; New Issue Market; Listing of Security;Market Indices and Return; Market Participants

UNIT III: Stock Analysis-Fundamental and Technical Analysis; Strategies of Investment Gurus

UNIT IV: Efficient Market Theory; Asset Pricing Models; Portfolio theory

Suggested Readings:

1. Pandey,I.M., Financial Management, Vikas Publishing House, 2016.
2. Chandra,P, Investment Analysis and Portfolio Management,McGraw Hill,2017.

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

Paper Code:MBA A.2

Paper Name: Financial Services and Markets

Course Objective: The basic objective of the course is to acquaint the students with the financial services and financial markets in India.

Course Contents

UNIT I: Indian Financial System-An overview and Contemporary Issues; Yield Curve; Interest Rate and Inflation; Equity, Debt and Currency Market; Capital Market in India; Money Market in India; Role of SEBI; Role of RBI with special reference to Monetary and Credit Policy

UNIT II: Financial Services-Leasing, Hire Purchase, Factoring, Forfaiting, Mutuals Funds, Insurance, Credit Rating ,Venture Capital and Merchant Banking.

Suggested Readings:

1. Bhole, L.M., Financial Institutions and Markets, Tata McGraw-Hill Publishing Company Limited, 2017.
2. Khan, M.Y., Indian Financial System, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2017.
3. CAIIB & JAIIB Study Material- M/s. Macmillan India Pvt. Ltd.

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

Paper Code:MBA A.3

Paper Name: Financial Institutions

Course Objective: The basic objective of the course is to acquaint the students with management of banks and other financial institutions.

Course Contents

UNIT I: Role of Financial Intermediaries; Banks in India-Structure and Operations; Functions of Bank;Deposit and Lending Products; Banking Technology; Legal and Regulatory Environment; Capital Adequacy ;Contemporary Issues

UNIT II: Non Banking Financial Companies-Role, Operation and Challenges; Legal and Regulatory Environment; Contemporary Issues

Suggested Readings:

1. Bhole, L.M., Financial Institutions and Markets, Tata McGraw-Hill Publishing Company Limited, 2017.
2. Khan, M.Y., Indian Financial System, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2017.
3. CAIIB & JAIIB Study Material- M/s. Macmillan India Pvt. Ltd.

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

GROUP B: Human Resource

Paper Code: MBA B.1

Paper Name: International Human Resource Management

Learning Objectives:

1. To familiarize the students with the various concepts and issues relating to management of human resources in International Business
2. To enable students to explore the challenges posed by rapid globalization of business, understand and analyze human resource issues for making effective decisions in the contemporary international business environment.
3. To give exposure to the students to international HR
4. To learn fundamental principles of HRIS

Course Contents:

UNIT I: Introduction to IHR; International Business Ethics and HRM, changing environment of HRM- internal and external factors.

Managing and supporting international assignments- HRP, recruitment and selection, training and development, performance management, remuneration, repatriation and employee relations

UNIT II: Importance of pre-departure training, programs, the effectiveness of the pre-departure training
International recruitment approach; International selection; Mobility and managing workforce diversity.

UNIT III: HRIS and knowledge management system; Introduction to Knowledge management.
Managing HR in Virtual Organization.

Textbooks:

1. N. Sengupta and Mousumi S Bhattacharya- IHRM, excel books
2. International Human Resource Management by Peter j Dowling, Device E Welch, 4th Edition
3. International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
4. International HRM- A cross cultural approach, Terence Jackson, SAGE publication

Paper Code: MBA B.2

Paper Name: Human Resource Acquisition and Development

Learning objectives:

1. To enhance the students awareness of human resource and how it is the core competency of any organization to achieve a competitive advantage in a turbulent environment
2. To aid students in their understanding of the complexities involved in HRM and augment skills to effectively management human resource.

Course Contents:

UNIT I: Manpower Planning; Linkage of HRP with other HR functions; Use and applicability of statistical and mathematical models in manpower planning.

Manpower planning- tools, methods and techniques; Job Design; Job Redesign.

UNIT II: Procurement, Selection and Induction: Recruitment; Selection; Employment Tests; Appointment; Induction.

UNIT III: Training: approaches on training, difference between training and development, principles of training, learning and development, transfer and retention of skills, training methods; Need of training. Succession planning and career development

UNIT IV: Management development (MD) and organizational development (OD).
Change Management; Develop Learning Organisation

Textbooks:

1. Richard Regis – Strategic Human Resource Management – Excel books
2. Human Resource Management –Cynthia D. Fisher- Biztantra
3. D.K Bhattacharya – Human Resource Planning – Excel Books
4. Dr Janakiraman- Training and Development –Biztantra
5. Thomas Kutti - Training for Development – HPH
6. R.K Sahu – Training for Development – Excel Books

Paper Code: MBA B.3

Paper Name: Performance and Compensation Management

Learning objectives:

1. To know and understand how a performance management system works
2. To give and receive feedback on others and their own performance
3. To study various techniques of employee retentions
4. To acquaint students with various pay structures

Course Contents:

UNIT I: Performance Management: Methods of Performance Appraisal.

UNIT II: Concept of Wages & Salary; Statutory provisions governing different components of reward systems; Wage Components; designing KRA & KPI, wage theory
Pay Grade, and understanding inter and intra-industry compensation differentials: Concept of Internal Equity, External Equity.

UNIT III: Issues Related To Compensation: Dearness Allowance Concept; Computation of CPI & Dearness Allowance. Fringe benefits.
Executive Compensation.

Textbooks:-

1. B.D Singh - Compensation & Rewards management – Excel Books
2. Milkovich.G; Newman.J and Ratnam, C.S.V, Compensation, Tata Mc Graw Hill, Special Indian Edition.
3. A M Sharma – Aspects of Labour Welfare and Social Security – HPH
4. Lawrence Kleiman-Human Resource Management -3rd Edition-Biztantra
5. R.K Sahu – Performance management systems – Excel Books

GROUP C : Marketing

Paper Code: MBA C.1

Paper Name: Consumer Behaviour

Course Objective: The main objective of the course is to impart education on the various consumption patterns and behaviours for various products and services.

Course Contents:

UNIT I: Introduction, consumer involvement, decision making process, purchase behavior and marketing implications, Consumer behavior models, consumer expectations, perceptions, consumer satisfaction.

UNIT II: Influences on consumer behavior- cultural, social, reference, group, family, class, consumer personality, consumer learning and attitudes, family life cycle stages, innovation and diffusion.

UNIT III: Consumer motivation, situational determinants of buyer behavior-temporal, social, physical, task, purchase, usage, disposition and other antecedent states.

UNIT IV: Marketing segmentation, targeting and positioning, positioning strategy and error, consumer behavior and marketing communications- flow, persuasive communications, source, message appeals, communication feedback.

UNIT V: Consumer research- various methods and techniques, reliability and validity, case studies.

Recommended books:

1. Kumar Leon G, Schiffman, Joe, Wisenblit & Ramesh S. Consumer Behavior, (12th ed). Pearson
2. Schiffman, Kumar & Kanuk, Consumer Behavior, (10th ed). Pearson

Paper Code: MBA C.2

Paper Name: Sales and Distribution Management

Course Objective: The main objective of the course is to impart education on selling skills and techniques, sales force management and the distribution strategies.

Course Contents:

UNIT I: Introduction, nature and scope of Sales management, sales objectives and techniques, sales plan, sales quota and sales territories, sales organisation: need and structure.

UNIT II: Motivating sales personnel, sales meetings and sales contests, developing and managing sales evaluation programs

UNIT III: Recruiting and selecting sales personnel, determining sales force size, sales training programs, compensation plans, supervision of salesmen.

UNIT IV: An overview of marketing channels, their structure, functions and relationships, channel intermediaries- wholesaling and retailing, logistics of distribution, channel planning, organizational patterns in marketing channels.

UNIT V: Managing marketing channels, information system and channel management, assessing performance of channels, international marketing channels.

Suggested Readings:

1. Singh R. Sales and Distribution Management: A Practice-Based Approach. Vikas Publishing.
2. Panda Tapan K. & Sahadev S. Sales and Distribution Management. Oxford University Press.
3. Dr. Gupta S. L. Sales and Distribution Management : Text and Cases Indian Perspective, (3rd ed). Trinity Press.

Paper Code: MBA C.3

Paper Name: Services Marketing and Retail Management

Course Objective: To impart education of the various challenges and opportunities in retail and service sector and the various strategies in delivering a good quality service and ensuring effective retailing.

Course Contents:

UNIT I: Introduction of services marketing, objectives, factors affecting services in various sectors., service classification, service product development, service consumer behaviour, service management trinitities, marketing and designing of service strategy for financial institutions.

UNIT II: Service quality issues and quality models, demand-supply management, pricing of services, advertising, branding and packaging of services, relationship marketing, recovery management, service delivery channels.

UNIT III: Introduction to retail management, retail mix, types of retailers, characteristics of retailers, customer buying behaviour, Retail locations and site selection, merchandise planning, category management, assortment planning, creative display, retail pricing.

UNIT IV: Store management, recruiting and selecting store employees, training, development and evaluating employees, compensation plans, store layout, design and visual merchandising, space planning, planogram.

UNIT V: Supply chain management, physical distribution, warehousing and inventory management, online retailing and emerging trends and issues in retailing.

Suggested Readings:

1. Vedamani Gibson G. Retail Management, (5th ed) . Pearson
2. Pradhan S. Retail; Management: Text and Cases, (6th ed). McGraw Hill.
3. Zeithaml Valarie A., Bitner Mary Jo, Gremler Dwayne D. & Pandit A. Services Marketing: Integrating Customer Focus Across The Firm, (7th ed). McGraw Hill.
4. Lovelock C., Wirtz J. & Chatterjee J. Services Marketing: People, Technology, Strategy, (7th ed). Pearson.

GROUP D: Operations

Paper Code: MBA D.1

Paper Name: Manufacturing Planning and Control

Objective: The basic aim of the course is to impart knowledge in various processes of operations.

Course Contents:

UNIT I: Production Planning and Control functions, Types of production systems, Role and Importance of PPC in various manufacturing systems - Functions of PPC; Sales Forecasting: Forecasting techniques, Forecast errors.

UNIT II: Aggregate planning decisions, Aggregate planning strategies and methods, problems of aggregate planning. Operations Scheduling: Forms of schedules, Job shop scheduling, Batch shop scheduling, scheduling for continuous production systems. Inventory models, Inventory control systems, Sales and Operations Planning

UNIT III: Master production schedule; bill of material management and maintenance of MPS and their problems; MRP and MRP II, uncertainty and changes in MRP systems, Distribution Requirement Planning.

UNIT IV: Capacity planning and control, long-range, medium range and short-range capacity planning and control, Production Activity Control, Execution and control in traditional planning environment, Procurement of Material, JIT-full production and Kanban, JIT implementation issues.

Recommended books:

1. Production Planning And Inventory Control By Seetharama L.N, Mc Leavey D Wand Billington P.J, Prentice Hall Of India, 2000 (2nd Ed.)
2. Elwood S. Buffa, Modern Production/Operations Management, Wiley Series, 8th Edition.
3. Lee J. Krajewski, Operations Management, Prentice-Hall of India, New Delhi, 6th Edition.
4. William S. Messina, Statistical Quality Control for Manufacturing Managers, John Wiley & Sons, 1987.
5. R. Paneerselvam, Production and Operations Management, Prentice-Hall of India, New Delhi, 2nd Edition.

Paper Code: MBA D.2

Paper Name: Logistics Management

Course Objective: The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management and also the ability to apply them in the enterprise reality.

Course Contents:

UNIT I: The Logistics of Business, The Logistical Value Proposition ,The Work of Logistics ,Logistical Operating Arrangements, Flexible Structure, Supply Chain Synchronization, Integrating the Supply Chain, Logistics Strategy, Planning Resources

UNIT II: Customer Service,Transport Functionality, Principles and Participants, Transportation Service, Transportation Economics and Pricing,Transport Administration ,Documentation,Procurement,Inventory Management.

UNIT III: International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Global Supply Chain Integration ,Supply Chain Security ,International Sourcing,Role of Government in controlling international trade and its impact on Logistics and Supply Chain.

UNIT IV: International Insurance ,Cargo movements ,International Air transportation Packaging objectives,International logistics Infrastructure ,Global Logistics, Logistics Administration: Organization, Planning, Costing, and Pricing,Performance Measurement.

References Books:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, "International Logistics", Biztantra.
5. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India

Paper Code: MBA D.3

Paper Name: Quality Management

Course Objective: The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation using TQM to improve the overall efficiency of the firm.

Course Contents:

UNIT I: Total Quality Management, Definition of Quality ,Dimensions ,Cost of Quality ,Failure Cost Reducing, The quality gurus, Philip B. Crosby, W. Edwards Deming, Joseph M. Juran , Kaoru Ishikawa, TQM tools and techniques ,Barriers to TQM implementations.

UNIT II: Service quality, customers delight, Kano model, Perceived Quality, Employee Involvement,Employee Motivation, Teamwork, Effective Communication,Training and Motivation, Performance Appraisal, Reliability, Availability and Maintainability, Quality Culture

UNIT III: Continuous Process improvement, Kaizen, Business Process Reengineering(BPR), supplier importance Selections. Quality Audit, Balanced scorecard. Process Control ,Quality improvement tools, Control Chart, Six Sigma

UNIT IV: Benchmarking, QFD ,Taguchi's Loss Function, Total Productive Maintenance- Quality Systems, QMS – Management responsibility ,Quality awards

Text Books:

1. Total Quality Management - J.R. Evans – Cengage
2. Quality Management – Bedi - Oxford
3. Modern Methods for Quality Control & Improvement –Wardsworth/Stephens/Godlsrey– Wiley
4. Quality Management – Gitlow / Oppenheim / Levine – TMH
5. Total Quality – Bharat Wakhlu – S. Chand
6. Quality Control and Management – Evans / Lindsay – Cengage
7. Total Quality Management – K. Sridhara Bhatt, HPH
8. Introduction to Statistical Quality Control – Montgomery – Wiley

4th SEMESTER

Paper Code	Course Title	Credits
MBA: 4.1	Strategic Management	3
MBA: 4.2	Business Law	3
MBA: 4.3	Summer Internship Project (Dissertation and Viva Voce)	8

GROUP A: FINANCE SPECIALIZATION

Sl. No.	COURSE TITLE	CREDITS
MBA A.4	Corporate Finance	3
MBA A.5	Taxation	3

GROUP B: HUMAN RESOURCE SPECIALIZATION

Sl. No.	COURSE TITLE	CREDITS
MBA B.4	Strategic Human Capital Management	3
MBA B.5	Labour Legislation	3

GROUP C: MARKETING SPECIALIZATION

Sl. No.	COURSE TITLE	CREDITS
MBA C.4	Advertising and Brand Management	3
MBA C.5	International Marketing	3

GROUP D: OPERATIONS SPECIALIZATION

Sl. No.	COURSE TITLE	CREDITS
MBA D.4	Service Operations Management	3
MBA D.5	Purchasing and Inventory Management	3

Paper Code: MBA 4.1

Paper Name: Strategic Management

Course Objective: The main objective of the course is to impart the various strategic theories and practices in different business challenges and opportunities.

Course Contents:

UNIT I: Evolution and concept of Strategic management, Importance of Strategic Management, Levels of Strategy Planning, Strategic Decision Making, Strategic Control and evaluation.

UNIT II: Strategic analysis- External Analysis, PEST Analysis, Porter's Approach to Industry Analysis, Internal Analysis- Resource Based Approach, Value Chain Analysis, SWOT Analysis.

UNIT III: Core Competencies, Generic competitive strategies, Blue Ocean and Red Ocean Strategy, Gaining and Sustaining Competitive Advantage, Business Portfolio Analysis- BCG Model, GE Business Model, Ansoff's Product Market Growth Matrix.

UNIT IV: Strategy implementation- Challenges of Change, Developing Programs McKinsey 7s Framework, Business strategies for MNCs, Global entry Strategies, Competitive Advantage of Nations, Globalisation of Financial System and Services, Strategies for Start-ups.

UNIT V: Corporate Restructuring, Forms of Corporate Restructuring, Turnaround Management, Joint Ventures, Mergers and Acquisition, Strategic Alliances, Divestiture and Spin Offs.

Suggested Readings:

1. Kazmi Azhar & Adela Kazmi, Strategic Management (5th ed) , McGraw Hill.
2. David Fred R. & David Forest R. , Strategic Management Concepts: A Competitive Advantage Approach, (16th ed) Pearson.

Paper Code: MBA: 4.2

Paper Name: Business Law

Learning objectives:

1. Demonstrate an understanding of effective legal management principles as outlined in selected laws.
2. Enabling the importance of legal techniques to apply the same in business environment
3. Analyzing the legal business environment.
4. Understanding of the latest laws of the country and its importance before implementing a sustaining growth oriented legal system in the Business.

All amendments and latest development in Business Law would be within the scope of the syllabus.

Course Contents:

UNIT I: Mercantile Law:

Introduction to legal Business Environment-Sources of Law and Growth of Judicial System in India;

1. Contract Law.
2. Negotiable Instruments (Amendment) Act.

UNIT II: Corporate Law:

1. Companies (Amendment) Act.
2. Partnership Act.
3. Competition (Amendment) Act.
4. Overview of Latest Developments in Indirect tax Laws relating to GST.

UNIT III: Consumer Protection Laws and IT Act:

1. Consumer Protection (Amendment) Act.
2. Information Technology (Amendment) Act.
3. Intellectual Property Laws.
4. RTI Act.

Textbooks:

1. Balachandran, V and Thothadri , S. Business Law , 2nd ed.,Tata Mcgraw Hill , 2009
2. Elements of Mercantile Law- N.D.Kapoor, SULTAN CHAND & SONS, 34th Edition, 2010.
3. Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4th Edition Business Law, S.S.Gulshan, Excel Books, 4th Edition.
4. Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6th Edition.

GROUP A: Finance

Paper Code: MBA A.4

Paper Name: Corporate Finance

Course Objective: The basic objective of the course is to acquaint the students with derivatives , business restructuring and capital budgeting techniques.

Course Contents

UNIT I: Forward Contracts; Future Contracts ;Option Markets; Option Pricing; Option Strategies; Use of derivative product for risk management

UNIT II: Business Restructuring; Merger and Acquisitions; Value creation through business restructuring;Valuation Techniques; Integration process.

UNIT III: Capital Budgeting Decisions

Suggested Readings:

1. Pandey,I.M., Financial Management, Vikas Publishing House, 2016.
2. Chandra,P, Investment Analysis and Portfolio Management,McGraw Hill,2017.
3. Hull, J.C, Option, Futures and other Derivative Security, Pearson,2018.

The list of cases and specific references including recent articles will be announced in the class at the time of the initiation of the course.

Paper Code: MBA A.5

Paper Code: Taxation

Course Objective: The basic objective of the course is to acquaint the students with direct and indirect tax laws in India.

Course Contents

Part A-Direct Taxes

Income Tax; Heads of Income; Residential Status; Set off and Carry Forward of Losses; Exemptions and Deductions; Determination of Tax Liability; Advance Tax; Tax Deducted at Source; Appeals and Revision

Part B- GST

GST-An Overview; GST Components; GST Registration; GST Returns; GST Invoice; GST E Way Bill; GST Penalties and Appeals

The list of cases and specific references will be announced in the class at the time of the initiation of the course.

GROUP B: Human Resource

Paper Code: MBA B.4

Paper Name: Labour Legislation

Learning objectives:

1. To make the students aware of the employers' obligations under the statutes
2. To make the students aware of the employee/workers' right under the various acts
3. To make the students understand the rationale behind labour law and implementation
4. Create understanding about role of government, society and trade union in IR

All amendments and latest development in labour legislation would be within the scope of the syllabus.

Course Contents:

UNIT I: Introduction to Labour Legislation: Philosophy of Labour Laws, Labour Laws; International Labour Organization, Indian Constitution & Labour Legislations.

LAWS ON WORKING CONDITIONS:

1. The Factories (Amendment) Act.
2. Industrial Employment (Standing Orders) Act.
3. The Contract Labour (Regulation and Abolition) Amendment Act.

LAWS FOR LABOUR WELFARE:

1. The Payment of Gratuity Act.
2. The Employee's Compensation (Amendment) Act.
3. The Industrial Disputes Act.

UNIT II: WAGES & LABOUR LAWS:

1. The Payment of Wages (Amendment) Act
2. The Minimum Wages Act.
3. The Payment of Bonus (Amendment) Act.
4. The Equal Remuneration Act.

SOCIAL SECURITY LAWS:

1. The Employee Provident Fund and Miscellaneous Provisions (Amendment) Act.
2. The Employee State Insurance Act.
3. The Maternity Benefit (Amendment) Act.

UNIT III: Trade Union (Amendment) Act.

Textbooks:

1. Labour Law by S.P.Jain
2. Labour Law by Malik
3. Introduction to Labour & Industrial Laws, Avatar Singh, LexisNexis Labour & Industrial Laws by S.N.Mishra, Central law publication Elements of Mercantile Law by N.D.Kapoor, Sultan Chand
4. Employee Relations Management by P.N. Singh, Neeraj Kumar, Pearson Publication
5. Industrial Relations, Trade Unions & Labour Legislation by P.R.N.Sinha, Indu Bala Sinha, Pearson Publication

Paper Code: MBA B.5

Paper Name: Strategic Human Capital Management

Learning objective:

1. To make students understand HR implications of organizational strategies
2. Understand HR strategies in Indian & global perspective
3. To understand the relationship between top level strategy and human resource management.
4. Develop HR strategies to meet challenges of dynamic global competition
5. Develop competency based career systems
6. Building the Human Capital and Organizational Effectiveness

Course Contents:

UNIT I: Introduction

Evolution of HRM & SHRM, HR strategies, types of HR Strategies, Human Capital (Human Resources) Management as a Strategic component of Business Importance – Strategic HRM; Roles in Strategic Human Capital Management

Career And Competency Development

Career Concepts– Career stages – Career planning and Process – Career development Models– Competencies and Career Management –Competency Mapping Models.
Succession Planning: Relation between career planning and succession planning.

UNIT II: Strategies For Improving Organizational Effectiveness

Cultural Dynamics; Strategies for Organisational Effectiveness - Strategies for Organisational Transformation - Strategies for Knowledge Management - Strategies for Human Resource Development , Building the Human capital; Emotional Intelligence.

UNIT III: Sustainable Human Resource Management

Introduction to SHRM: competitive advantage through sustainable HRM system, CSR, Green HRM

SHRM Issues & Challenges

Compensation Management & Appraisal in MNC, Managing Diversity, Mergers & Acquisitions, Attracting & Retention of Talent

Text books:

1. Strategic Human Resource Management – A guide to action – Michael Armstrong, 2000.
2. Strategic Business Partner. Aligning People Strategies with Business goals – Dana Gains Robinson, 2004.
3. Strategic Human Resource Management by Jeffrey Mello, Cengage South Western.
4. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003

GROUP C: Marketing

Paper Code: MBA C.4

Paper Name: Advertising and Brand Management

Course Objective: The main objective of the course is to impart education on building successful brands over a period of time and also the role of advertising strategies in building a brand.

Course Contents:

UNIT I: Concept, role and importance of advertising, theories and models of advertising, setting advertising objectives, DAGMAR, AIDA , Advertising media- types, strategy and planning, creative advertising, advertising agency , advertising media.

UNIT II: Advertising types, advertising research and budget, Advertising appeals and execution styles of advertising, creative, oral, written and visual advertising, advertising and society, advertising regulations, laws and ethics.

UNIT III: Introduction to the concept of Brand Management: Brand –Meaning, Definition, Role of Brand, Advantages of a Brand, Brand Product Relationship, Strategic Brand Management Process - Steps in Brand Management Process. Customer Based Brand Equity, Brand Equity: Meaning and Sources, Steps in Building Brands, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience.

UNIT IV: Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements - Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & jingles, Packaging. Designing Marketing Programs to build Brand Equity, Brand –customer relationships, Brand loyalty, Customer Loyalty.

UNIT V: Brand portfolio, Brand Revitalisation, Co-Branding, Creation of Brands through goods, services, people, organisation, retail stores, places, online, entertainment, ideas, Brand positioning – Meaning, Point of parity & Point of difference, Positioning guidelines, Brand Value: Definition, Core Brand values, brand extension.

Text Books:

1. Keller, K.L. & Parameswaran, M.G. (2011). Strategic Brand Management, Building, Measuring & Managing Brand Equity. (3rd ed.). New Delhi: Prentice Hall of India.
2. Belch, G.E., Belch, M. A., & Purani, K. (2010). Advertising and Promotion-An Integrated Marketing Communications Perspective. (7th ed.). Tata McGraw Hill.
3. Batra R , Myers J G. & Aaker David A , Advertising Management, (5th Ed). Pearson Education, Inc.
4. Scissors J Z & Baron R B, Advertising Media Planning, (6th ed). McGraw Hill

5. Altstiel T.& Grow J.(2005) Advertising Strategy – Creative Tactics from The Outside/In. SAGE

References:

1. Verma, H.V. (2006). Brand Management- Text and Cases. (2nd ed.). New Delhi: Excel Books.
2. Kapferer, J.N. (2012). The New Strategic Brand Management – Advanced Insights and Strategic Thinking. (5th ed.). London: Kogan Page.
3. Sengupta, S. (2005). Brand Positioning- Strategies for Competitive Advantage. (2nd ed.). Tata McGraw Hill.
4. Lane, W.R., King, K. W., & Russell, J.T. (2008). Kleppner’s Advertising Procedure. (16th ed.) Pearson Education.
5. Clow, K.E., & Baack, D. (2007). Integrated Advertising, Promotion and Marketing Communication, (3rd ed.). Prentice Hall of India.

Paper Code: MBA C.5

Paper Name: International Marketing

Course Contents: To impart education in marketing opportunities and challenges at the international level from the global perspective.

UNIT I: International Marketing Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, MNCs and TNCs, Benefits of international marketing, International Marketing Environment , International Trade Environment, Trade Barriers, Tariffs, GATT, WTO.

UNIT II: International Market Entry Strategies , International Trade Theories, International Marketing Research , Marketing Information System, India's Export/Import Policy, Procedure and Documentation, INCO Terms, Balance of Trade and Payment, Export assistance and incentives in India.

UNIT III: International Product Planning and Development, Product Adaptation and Standardization, International Market Segmentation, International Product Marketing, Marketing of Services, International Distribution and Logistics , International Product Packaging.

UNIT IV: International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade, Product Life Cycle in International Marketing, International Promotional Strategies.

UNIT V: Legal and Ethical Issues in International Marketing - Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications.

Recommended Books:

1. Cateora Phillip R. & Graham John, International Marketing, (15th ed), Pearson.
2. Joshi Rakesh Mohan, International Marketing, (2nd ed) , Oxford University Press.
3. Paul Justin & Kapoor Ramneek , International Marketing Text and Cases, (2nd ed), McGraw Hill Education.

GROUP D: Operations

Paper Code: MBA D.4

Paper Name: Service Operations Management

Objective: The objective of this course is to impart practical knowledge on service operations process

Course Contents:

UNIT I: Service Operations Concept: Introduction – The service economy, Difference between Manufacturing and Service Operations, Service Operations Characteristics, The nature of services, The service package, Service Strategy

UNIT II: New service development, Taxonomy for service process design, Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Technology in services, Internet services, Technology innovation in services.

UNIT III: Service quality, Measuring service quality, Quality service by design, Continuous improvement, Quality tools for analysis and problem solving, The service encounter, The supporting facility, Facility Design, Service Facility Location.

UNIT IV: Managing Service Operations, forecasting Design for services, subjective, Causal, Time Series, Managing capacity and demand, Yield management, Managing Waiting lines, Globalization of Services, Service Supply Relationships

Case Study: Compulsory, Relevant Cases have to be discussed in each unit.

Recommended Books::

1. Service Management – Operations, Strategy / Information Technology: Fitzsimmons and Fizesimmons – TMH
2. Service Management & Operations, Haksever, Render, Rumel, Pearson

Paper Code: MBA D.5

Paper Name: Purchasing and Inventory Management

Objectives: The Objective of this course is to gain the knowledge of efficient optimization and management of operation in Purchasing and Inventory Management.

Course Contents:

UNIT I: Purchase policy, Rate and Running Contract, Subcontracting- Systems Contract, Stockless purchase ,Buying seasonal items Forward Buying, Hedging – Purchasing Activities ,Indent Status, A to Z of Purchase Order, Transportation, Incoming Inspection, Bill settlement, Documentation.

UNIT II: Meaning of Right Price, Price Analysis, Determination of Right Price Influencing Factors on Pricing, Classification of Pricing ,Price Forecasting - Right Place ,Purchase Budgets ,Budgetary control, Need Identification Problems ,Definition of lead time Elements- Cost Reduction and Lead time.

UNIT III: Relevance of Good Supplier , Advantages of Good Relations, Prerequisites Evaluation of Suppliers ,The Buyers Role ,Role of the Vendor, Relevance of Good Suppliers ,Need for vendor evaluation, Goals of Vendor Rating ,Advantages of Vendor Rating ,Parameters of Vendor Rating.

UNIT IV: Role of Material Management, Classes of Material, Materials and Profitability, Profit Center Concept, Material Objective, Centralized Purchasing, Decentralizing, Delegation of Powers – Definition of Material Planning, Bill of Material, Material Requirement Planning ,Importance of Material Research-Definition ,Advantages of Materials Information System ,Codification, Classification, Methodology, Requirement of codes ,Coding Structure and Design, Advantages, International Codification ,Cost and Consequences , Right Quantity, Economic Ordering Quantity ,Derivations of EOQ.

Reference:

1. Gopalakrishnan P.– Purchasing and Materials management – Tata McGraw Hill
2. Purchasing And Inventory Management -by K. S Menon and Sarika Kulkarni
3. Johnson, P. F. and Flynn, A. E. (2015) Purchasing and Supply Management, 15thed.(International), McGraw-Hill