

SYLLABUS

MBA

(Part Time 3 Years Semester System Program)
2009-2012 Batch



Biju Patnaik University of Technology, Orissa
Rourkela

MBA (Part-Time) Syllabus for Students of 2009-12 batch

	1st Semester	Credit	Hours	Full marks
MBP-101	Organizational Structure & Management	4	40	100
MBP-102	Organizational Behaviour	4	40	100
MBP-103	Managerial Economics	4	40	100
MBP-104	Financial Accounting	4	40	100
MBP-105	Quantitative Methods for Managers	4	40	100
		20	200	500
	2nd Semester			
MBP-201	Financial Management	4	40	100
MBP-202	Marketing Management	4	40	100
MBP-203	Human Resource Management	4	40	100
MBP-204	Research Methodology	4	40	100
MBP-205	Business Communication	4	40	100
		20	200	500
	3rd Semester			
MBC-301	IT for Managers	3	35	100
MBC-302	Banking & Insurance Management	4	45	100
MBC-303	Business & Corporate Law	3	35	100
MBC-304	Entrepreneurship & Mgt. of SME	3	35	100
MBC-305	Cost & Management Accounting	4	45	100
MBC-306	Project	4		100
		21	195	600
	4th Semester			
MBC-401	Production & Operations Mgt.	4	45	100
MBC-402	MIS & ERP	3	35	100
MBC-403	Business Ethics & Corporate Governance	3	35	100
MBC-404	Strategic Management	3	35	100
MBC-405	Business Environment & Sustainable Dev.	3	35	100
MBC-406	Project	4		100
		16	185	600
	5th Semester			
MBC-501	Elective-1	4	45	100
MBC-502	Elective-2	4	45	100
MBC-503	Elective-3	4	45	100
MBC-504	Elective-4	4	45	100
MBC-505	Project	4		100
		20	180	500
	6th Semester			
MBC-601	Elective-5	4	45	100
MBC-602	Elective-6	4	45	100
MBC-603	Elective-7	4	45	100
MBC-604	Dissertation and Viva	4		100
		16	135	400
	Total	113	1095	3100

ELECTIVES

5th Semester	Elective-I (Choose one paper from the following)	
	MBC-501A	Consumer Behaviour
	MBC-501B	Project Appraisal
	MBC-501C	Human Resource Planning
	MBC-501D	Software Management
	MBC-501E	Technology Management
5th Semester	Elective-II (Choose one paper from the following)	
	MBC-502A	Sales & Distribution Management
	MBC-502B	Financial Services
	MBC-502C	Compensation Management
	MBC-502D	E-Business
	MBC-502E	Total Quality Management
5th Semester	Elective-III (Choose one paper from the following)	
	MBC-503A	Product & Brand Management
	MBC-503B	Security Analysis & Portfolio Analysis
	MBC-503C	Performance Management
	MBC-503D	Networking Management
	MBC-503E	Project Operations and Management
5th Semester	Elective-IV (Choose one paper from the following)	
	MBC-504A	Services Marketing
	MBC-504B	Taxation Management
	MBC-504C	Human Resource Development
	MBC-504D	Computer Aided Management
	MBC-504E	Innovation and R & D Management
6th Semester	Elective-V (Choose one paper from the following)	
	MBC-601A	Integrated Marketing Communication
	MBC-601B	Derivatives and Risk Management
	MBC-601C	Employment Legislations
	MBC-601D	System Analysis & Design
	MBC-601E	Materials Management
6th Semester	Elective-VI (Choose one paper from the following)	
	MBC-602A	Retail Management
	MBC-602B	Strategic Financial Management
	MBC-602C	Organizational Change and Development
	MBC-602D	Data Base Management
	MBC-602E	Supply Chain Management
6th Semester	Elective-VII (Choose one paper from the following)	
	MBC-603A	Rural and Agricultural Marketing
	MBC-603B	International Financial Management
	MBC-603C	Industrial Relations
	MBC-603D	Information Security And Cyber Law
	MBC-603E	Service Operations Management

Area specialization:

Group A papers (MBC-501A, 502A, 503A, 504A, 601A, 602A and 603A) are from **Marketing** Area;

Group B papers (MBC-501B, 502B, 503B, 504B, 601B, 602B and 603B) are from **Finance** Area;

Group C papers (MBC-501C, 502C, 503C, 504C, 601C, 602C and 603C) are from **HRM** Area;

Group D papers (MBC-501D, 502D, 503D, 504D, 601D, 602D and 603D) are from **Systems** Area.

Group E Papers (MBC-501E, 502E , 503E, 504E, 601E, 602E and 603E) are from **Production** Area

Choice of Electives:

The elective papers will be offered in the functional areas of Management such as Marketing, Finance, Human Resources and Systems. Students have options to choose four papers as Electives I,II,III,IV from the Elective papers offered in the 3rd Semester and three papers as Electives V, VI, VII from the list of subjects offered in 4th Semester. A student shall be considered to have **specialization** in a particular area provided he/she covers **at least four papers** of that particular area in the 3rd and 4th semesters taken together.

The institutions concerned shall be free to offer the exact subjects subject to administrative exigency such as availability of faculty, minimum of 15 students opting for an elective paper.

The degree will be awarded after successful completion of all the semester papers.

The teaching methodology in core and elective papers should emphasize on case study approach wherever appropriate with cases being of recent origin.

1st Year MBA

1st Semester

MBP-101	Organization Structure and Management
MBP-102	Organizational Behaviour
MBP-103	Managerial Economics
MBP-104	Financial Accounting
MBP-105	Quantitative Methods for Managers

(MBP-101) ORGANIZATION STRUCTURE & MANAGEMENT

MODULE 1 :

Management: Introduction: Definition of management, nature, purpose and functions, level and types of managers, Manager/Non-Manager, Managerial Roles, Essential Managerial Skills, Key personal characteristics for Managerial success. Evolution and various schools to management thoughts, continuing management themes – quality and performance excellence, global awareness, learning organization, Characteristics of 21st century Executives. Social responsibility of managers.

MODULE 2:

Planning: Meaning and nature of planning, types of plans, steps in planning process; Objectives: meaning, setting and managing objectives – MBO method: concept and process of managing by objectives; Strategies: definition, levels of strategies, its importance in an Organization; Policies: meaning, formulation of policies; Programs: meaning, nature; Planning premises: concept, developing effective planning premises; Decision making, steps in decision making, approaches to decision making, types of decisions and various techniques used for decision making.

MODULE 3 :

Organizing: Organizing as managerial function – organization structure, formal and informal organization. Traditional Organization Structures – Functional, Divisional and Matrix Structure. **Directions in organizational Structures** – Team structure, network structure, boundary less structure. **Organizing Trends and Practices** – Chain of command, unity of command, span of control, delegation and empowerment, decentralization and use of staff, organizational design and organizational configuration.

MODULE 4:

Leading as a function of management, Leadership and vision, Leadership traits, classic Leadership styles, Leaders behaviour – Likert's four systems, Managerial Grid. Overlapping role of leader and managers. The organizational context of communication, Directions of communications, channels of communication, Barriers to communication. Motivation and rewards, Rewards and performance. Hierarchy of need theory and two factors theory, Integrated model of motivation.

MODULE 5:

Controlling: Control function in management, The basic control process. Types of control – feed forward, concurrent and feedback controls. Factors in control effectiveness.

BOOKS:

1. Management– J.R. Schermerhorn Jr. Wiley India, New Delhi .
2. Management-Concepts and Cases-V.S.P.Rao, Excel Books
3. Management - A Global and Entrepreneurial Perspective – Koontz, Weihrich - TMH.
4. Management – Stephen P. Robbins, M. Caulter, Pearson, PHI,

(MBP-102) ORGANIZATIONAL BEHAVIOUR

MODULE:1:

Organizational behavior: Introduction, definition, goals, elements, historical development of Organizational Behaviour, fundamental concepts, contributing disciplines to OB, Models of OB, social systems and organizational culture, international dimensions of organizational behaviour, limitations of Organizational behaviour, the future of OB.

MODULE:2:

Individual behaviours: Introduction, foundation of individual behavior: **Personality:** definition, determinants, personality traits, types, from concepts to skills, theories, instruments to measure personality, personality attributes influencing OB. **Perception:** meaning, factors influencing perception, theories, perceptual errors. **Emotions:** meaning, types of emotions, determinants, emotional labour, emotional intelligence. **Attitudes:** definition, sources of attitudes, types of attitudes, cognitive dissonance theory, from concepts to skills, changing attitudes, work related attitudes. **Values:** definition, importance of values, sources of our value systems, types of values, loyalty and ethical behavior. **Learning:** definition - theories of learning - some specific organizational applications.

MODULE:3

Behaviour in the organization: Introduction, Issues between organizations and individuals: conformity issue, rights of privacy, discipline, individuals' responsibilities to the organization. **Interpersonal behaviour:** Conflict in Organizations: nature of conflict, levels of conflict, conflict management styles. **Group dynamics:** types of groups, meetings, teamwork, stages of group formation. **Employee stress:** forms, causes, implications, approaches to stress management.

MODULE:4

Motivation: Concept, Nature and Process. Theories of Motivation, Need priority Model, Theory X and Theory Y, Two Factor Theory, E.R.G. Model, Valence – expectancy theory, Equity theory, Need priority Model, Theory X and Theory Y, Two Factor theory, Theory Z, Job Satisfaction: Causes and Impact, Self-Self-Awareness, Emotional Intelligence, Interpersonal Relationship – Interpersonal Dynamics: Transactional Analysis.

MODULE:5

Decision Making: Nature and Process of Decision Making Environment, Decision Making Models, Types of Decisions, Risk and Uncertainty, Improving Decision Making Efficiency; Individual Decision Making Vs Group Decision Making, Understanding Group Dynamics – Formation of Groups, Theory and stages of group development, Types of groups, group norms, Cohesiveness, Models of small group behavior Group effectiveness, Team Building; Conflict and conflict resolution.

Books:

1. Robins & Sanghii – Organisational Behaviour, Pearson Education, New Delhi.
2. Aswathapa.K, Organisational Behavior, HPH.
3. Mcshane and Sharma, Organisational Behavior, TMH
4. Heresy & Blanchard – Management of Organization Behaviour, PHI

(MBP-103) **MANAGERIAL ECONOMICS**

MODULE 1 :

Introduction to economics: Managerial Economics- Nature, Scope, & significance. Role of Managerial Economist in Decision making –Decision Making Process in Managerial Economics Fundamental principles of managerial economics: Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles.

MODULE 2 :

Demand analysis: Law Of Demand, Exceptions to the Law of Demand, Elasticity of demand – Price, Income & Cross elasticity, Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Advertising and promotional elasticity of demand.-Demand forecasting: Meaning & Significance.

MODULE 3 :

Production analysis: Concepts, production function: Single Variable – Law of Variable Proportions & Two variable Function – ISO-Quants & ISO-Costs & Equilibrium (Least cost combination). Total, Average, & Marginal Product. Returns to scale. Technological progress & Production function.

MODULE 4:

Costs & revenue functions: Short run and long run cost curves, combination, expansion path. Economies and diseconomies of scale. Law of supply, Elasticity of supply. Profits: Determinants of Short-term & Long-term profits. Classification – Measurement of Profit. Break Even Analysis – Meaning, Assumptions, determination of Break even analysis, Limitations and its uses in Managerial decisions

MODULE 5:

Market structure: Perfect Competition, Features, Determination of price under perfect competition Monopoly: Feature, Pricing under monopoly, Price discrimination. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Descriptive Pricing Approaches: Full cost Pricing, Product Line Pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing.

Note: Simple numerical problems must be practiced.

BOOKS:

1. Managerial Economics-Theory and Applications; D M Mithani : HPH
2. Managerial Economics by Craig H Petersen, W. Chris Lewis & Sudhir K Jain-Pearson

(MBP-104) FINANCIAL ACCOUNTING

MODULE 1:

Principle of double entry book keeping: Importance & scope of accounting, Accounting concepts, conventions, GAAP & Accounting Standards. Accounting equations, Users of accounting statements. **Preparation of books of original records:** Journals, subsidiary book, problems on cash book and petty cash book, Ledgers & Trial Balance.

MODULE 2:

Construction of Financial Statements: Preparation of Profit and Loss Accounts and Balance Sheet. Preparation with basic adjustments, Preparation of final accounts / statement of companies (Both horizontal & vertical form of financial statements).

MODULE-3:

Depreciation & inventory valuation: Concepts & methods of depreciation, Problems on straight line & WDV methods, Inventory-concepts & methods, Problems on LIFO, FIFO & weighted average.

MODULE 4 :

Accounting for joint stock companies: Issue, Forfeiture and Reissue of shares, Provisions affecting preparation, Presentation and analysis of annual reports, Containing audit reports and director's reports.

MODULE 5:

Financial Statement Analysis: Different tools, Ratio analysis- Different types of ratio's, Inter-relation between Ratio's, Common size statement of inter firm and intra firm. **Statement of changes in funds:** Funds Flow Statement, Cash Flow Statement, Problems with basic adjustment on FFS & CFS.

BOOKS:

1. Financial Accounting-P. C. Tulsian –Pearson,
2. Financial Accounting for Management- Ramachandran and Kakani, TMH

(MBP-105) **QUANTITATIVE METHODS FOR MANAGERS**

MODULE 1 :

Introduction to statistics: Introduction to Statistics - Statistical Data: Primary and Secondary data – Sources of Data – Types of Classification of data - Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution, Continuous Frequency Distribution. – Diagrammatic and Graphic Representation: Line Diagram, Bar Diagram, Rectangle Diagram, and Pie Diagram - Choice of a suitable Diagram – Graphs: Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives – Advantages and Limitations of Diagrams and Graphs. Tabulation: Types of Tables- Construction of one way and two way tables. **Measures of central tendency:** Average: Concept, Types – Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean – Position or Locational Averages: Median, Mode (No grouping table method). Partition Values: Quartiles, Deciles and Percentiles - Comparison of the Various Measures of Central Tendencies.

MODULE 2 :

Measures of dispersion: Range – Quartile Deviation – Mean Deviation - Standard Deviation – Variance – Coefficient of Variance - Comparison of various measures of Dispersion Skuwnes: Relative measures of skuwness- Karl- Pearson, Bowley, Kelly, Coefficient of skuwness.

MODULE 3 :

Correlation and regression: Scatter Diagram, Karl Pearson's coefficient of Correlation (One way table only), Rank Correlation, Concurrent Deviation - Regression: Method of Least Squares,

MODULE 4 :

Time series analysis & index numbers: Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation — Methods of Estimating Trend; Index Numbers: Definition; uses; types; Simple Aggregate Method and Weighted Aggregate Method – Laspeyre's, Paasche's, Fisher's and CPI. Problems on calculation on trend and seasonal variation only.

MODULE 5 :

Probability: Concept and Definition - Relevance to Management Decisions - Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Random Variables and Concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson and Normal and problems on it. Baye's Theorem (No derivation).

BOOKS:

1. "Operations Research", J. K. Sharma, McMillan India
2. "Quantitative Techniques in Management", N. D. Vohra, TMH

1st Year MBA

2nd Semester

MBP-201	Financial Management
MBP-202	Marketing Management
MBP-203	Human Resource Management
MBP-204	Research Methodology & SPSS
MBP-205	Business Communication

(MBP-201) **FINANCIAL MANAGEMENT**

MODULE 1:

Financial Management – Introduction to finance, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Organisation of finance function. **Time value of money** – Time Lines & notation, Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity.

MODULE 2:

Sources of long term funds: Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital. Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. **Investment decisions** – Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted pay back period, Accounting rate of return. Estimation of cash flow for new project, replacement projects.

MODULE 3:

Working capital management – factors influencing working capital requirements. Working Capital Policies, Working Capital Financing, Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.

MODULE 4:

Capital structure decisions – Planning the capital structure. Leverages – Determination of operating leverage, financial leverage and total leverage. Capital structure theories and impact on firm value. **Dividend policy** – Factors affecting the dividend policy - dividend policies stable dividend, stable payout. Dividend theories and impact on firm values.

MODULE 5:

Indian financial system – Primary market, Secondary market – stocks & commodities, Money market, Forex markets.

RECOMMENDED BOOKS:

1. Prasanna Chandra: Financial Management (TMH), 7/e,
2. I.M. Pandey – Financial Management (Vikas), 9/e,

(MBP-202) **MARKETING MANAGEMENT**

MODULE 1 :

Introduction: Nature and scope of Marketing, Evolution, Various Marketing orientations, Marketing Vs Selling concept, Consumer Need, Wants and Demand concepts. **Understanding the market environment:** Assess the impact of micro and macro environment. **Services:** Importance, distinctive characteristics of services, service mix

MODULE 2:

Buyer behaviour: Buying motives- Meaning, Factors influencing buying behaviour/ Buying motives, Buying habits, Diffusion of innovations, Stages in buying decision process, Organisational buying Vs House hold buying. Consumerism, Consumer Protection Act, 1986-An introduction. **Market segmentation, Targeting & Positioning**
Segmentation: Meaning, Need, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer/ Industrial markets. **Targeting:** Basis for identifying target customers, Target Market Strategies, **Positioning:** Meaning, Product differentiation strategies, Errors in positioning. **Marketing Mix Decisions**

MODULE 3:

Product decisions: Concept, product hierarchy, diffusion process, New product development, Product Life cycle, Product mix strategies. Concept of Branding, Brand perception, Brand equity, **Packaging / Labeling:** Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging. **Pricing decisions:** Pricing concepts for establishing value, Impact of Five "C"s on pricing, Pricing strategies- Value based, Cost based, Market based, Competitor based, New product pricing, **Distribution decisions:** Meaning, Purpose, Channel alternatives available to the marketing manager, Factors affecting channel choice, Channel design and Channel Management decision, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing)

MODULE4:

Marketing communication: Concept of communication mix, communication objectives, steps in developing effective communication, stages in designing message, **Advertising:** Message content, Structure, Source, Advertising Budget, Measuring effectiveness of Ad. Hierarchy of effects in advertising **Promotion:** Promotion mix, kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion. **Personal selling:** Concept, Features, Functions, Steps involved in Personal Selling **Publicity / public relation:** Meaning, Objective, Merits/Demerits. **Direct Marketing:** Meaning, Features, Functions, Merits/Demerits, Role of media in DM Basic concepts of e-commerce, e-business, e-marketing, m-Commerce, marketing.

MODULE 5:

Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning. **Marketing Organisation:** Evolution of Modern Marketing department, Factors influencing the size of the marketing organisation, various types of marketing structures/organization **Marketing Audit:** Meaning, Features of marketing audit, various components of marketing audit.

BOOKS:

1. Principles of Marketing- Philip Kotler, Kevin Lane Keller, Pearson, PHI,
2. Marketing Management, Ramaswamy & Namakumari, Macmillan,

(MBP-203) HUMAN RESOURCE MANAGEMENT

MODULE 1:

HRM- Introduction, meaning, definition, nature and scope of HRM and HRD, evolution of HRM, Difference between Personnel Management and HRM, features of HRM, HRM functions, objectives of HRM, policies, procedures and Programs, practices, Organization of HRM, line and staff responsibility role of personnel manager and HR manager, qualities of HR, HR Manager as a Strategic partner, factors influencing HRM, Opportunities and Challenges in Human Resource Management.

MODULE 2 :

Job design: definition, approaches, job design options; **Job analysis**: definition, process, benefits of job analysis **HR planning**: introduction, objectives of HRP, linkage of HRP to other plans, definition and need for HRP, benefits of HRP, factors affecting HRP, process, problems and limitations of HRP

MODULE 3 :

Recruitment: definition, objectives, subsystems, factors affecting recruitment policy, centralized and decentralized recruitment, recruitment Organisation, recruitment sources, recruitment techniques, recruitment process, cost benefit analysis of recruitment sources. **Selection, Placement and Induction**: meaning, definition of selection, essentials of selection procedure, significance of selection process and organizational relationship, selection procedure, various types of tests (aptitude, achievement, situational, interest, personality), different types of interviews and interview process, means to make interview effective, medical exams, reference checks, final decision, employment, placement and induction.

MODULE 4:

Performance management: Introduction, meaning, need, purpose, - objectives, contents of PAS, appraisers and different methods of appraisal, uses of performance appraisal, limitations and problems of performance appraisal, 360 degree Appraisal, post appraisal feedback. **Human Resource Development**: Introduction, definition, concepts, **Activities Training and development**: meaning of T & D, importance of training, benefits of training, need and objectives, assessment of training needs, areas of training, training methods, on-the job and off-the-job training, advantages of training, training procedures and final evaluation. **Promotion**: meaning, purpose, bases of merit, seniority, merit cum seniority, benefits, problems, promotion policy. **Transfer**: meaning, purpose, types, reasons, benefits,

MODULE 5:

Compensation & Benefits Administration: **Compensation Management**: - Introduction, definition, need for sound salary administration, objectives, factors affecting wages/ salary levels, job evaluation, wage salary survey, salary structure, salary fixation, incentives, profit sharing, bonus concepts, ESOPs, pay for performance, **Benefits administration**, employee welfare and working conditions-statutory and voluntary measures, Concepts of IR and worker's participation in management.

BOOKS:

1. Human Resource Management – Text & Cases – K. Ashwatappa; 5th Edition, TMH.
2. Human Resource Management - Cynthia Fisher, Shaw – Wiley / Biztantra, 5/e, 2005

(MBP-204) RESEARCH METHODOLOGY

MODULE 1:

Research – Meaning, types, criteria of good research, marketing research, scientific approach to research in physical and management science, limitations of applying scientific methods in business research problems, ethical issues in business research. Business Research: An overview - Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal

MODULE 2:

Business Research Design: Exploratory, Descriptive, & Causal research Exploratory research: Meaning, suitability, collection, hypothesis formulation Descriptive research: Meaning, types of descriptive studies, data collection methods Causal research: Meaning, various types of experimental designs, types of errors affecting research design. Data collection: Primary and Secondary data – Sources – advantages/disadvantages, Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling.

MODULE 3:

Hypothesis: Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing, Parametric and Nonparametric test: T-test, Z-test, F-test, U-test, Rank-Sum test, K-W test. (Theory only) Sampling: Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, Errors in sampling.

MODULE 4:

Data Analysis: Editing, Coding, Classification, Tabulation, Analysis, & Interpretation. Statistical Analysis of Business Research: Bivariate Analysis (Chi-square only), Multivariate Analysis - Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification

MODULE 5:

Research report: Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written research report.

BOOKS:

1. Business Research Methods- S.N.Murthy/U.Bhojanna- Excel

(MBP-205) **BUSINESS COMMUNICATION**

MODULE 1:

Introduction: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis Oral communication: What is oral Communication – principles of successful oral communication – barriers to communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication

MODULE 2:

Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process. Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of reports- writing reports

MODULE 3:

Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid Negotiations skills: What is negotiations – nature and need for negotiation – factors affecting negotiation – stages of negotiation process – negotiation strategies

MODULE 4:

Employment communication: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing

MODULE 5:

Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release- press conference – media interviews Seminars – workshop – conferences. Business etiquettes.

BOOKS:

1. Business Communication : Concepts, Cases And Applications – P DChaturvedi, Mukesh Chaturvedi Pearson Education, (Module 1, 2, 4, 5, & 7) Pearson & Education.

2nd Year MBA

3rd Semester

MBC-301	IT for Managers
MBC-302	Banking & Insurance Management
MBC-303	Business & Corporate Law
MBC-304	Entrepreneurship & Mgt. of SME
MBC-305	Cost & Management Accounting

MBC-301: IT FOR MANAGERS

Module-I:

Role of Computer in modern business and in various functional areas of business and its applications. **Concept of Computers:** Brief History of computer, Generation and its evolution (now and then), Classification, Characteristics and limitations of computers. Basic computing Architecture, CPU and its components. **Operating Systems:** Functions, types-Multi-programming, Multi-processing, Multi-tasking, Multi-threading, Real time OS. **Components :** Software, Hardware, Firmware, Input/output devices, Storage Units (CD, DVD, Hard Disks, Pen drive), Memory types (RAM, ROM, Cache), Memory Units, (SIMM, DIMM, RIMM). Making computer faster and better now and in the future.

Module-II:

Evolution of programming language, Classification, Features and selection of programming language. **Software** – Definition, Relation with Hardware. Software categories- System Software (Home edition, Professional edition, Enterprise edition), Application Software: types of application software, Graphics and multimedia concepts, Algorithm Definition and properties.

Module-III: Database Management Systems

Concept of files, file management; organization and types of Access, Drawbacks in file based system. Database; types of Database, components of a Database system. DBMS, components of DBMS; DBMS language, Advantage and limitations of Database, Database models, Advanced Database: Distributed, Object oriented Database, Multimedia Database systems, Mobile Databases.

Module-IV: Basic concepts of Computer Networks, Internet and Security.

Introduction to Networks: LAN, MAN, WAN, Topology, Data Communication, Transmission Media, Network Devices: Hubs, Switches, routers, repeaters. Introduction to Communication Protocol: TCP/IP, OSI model, Communication Connectivity: DSL, Dial-up, Broad Band. Internet and its Applications: Evolution of Internet, Basics of working of Internet, Service Providers, E-mail, Telnet, FTP, WWW. Internet Security: Unauthorized Access, Unauthorized use, Computer sabotage, Protecting against unauthorized Access, Online theft, Fraud and other Dotcoms. Protecting against the personal safety issues, Protecting against cyber stalking and others. Network and Internet security Legislation.

Recommended Books:

1. Understanding Computers Today & Tomorrow, D.Monley & CS Parker, Cengage/Thomson
2. Introduction to Computer Science, IITL Education Solutions Ltd, Pearson
3. Information Technology, Dr Sushila Madan, Taxmann
4. Fundamentals of Computers by V.Rajaraman - PHI Publication

MBC-302: BANKING AND INSURANCE MANAGEMENT

Module-I Evolution of Banking

Banking in India, Types of Banks, Roles of Banks (viz. Intermediation, Payment system, Financial services), Banking Regulations, BASEL Norms, Banking Products – Fee based and fund based.

Bank Management : Liquidity Management, Investment Management , Loan Management , Liability Management, Credit Management, Risk Management

Micro credit-size of loan, target user, utilization of loan product, terms and conditions: Micro savings-Life cycle needs, personal emergencies, disasters, investment opportunities, Micro finance credit-lending model-community banking model, cooperative model, SHG model, Gramin joint liability group model, village banking model.

Module-II Basics of Insurance :

Indemnity, Insurable interest, Materiality of facts, Uberimmae Fidae and implications, Duty of disclosure. Types of Insurance : Life Insurance, General Insurance, Health & Medical Insurance, Property related Insurance, Liability Insurance, Reinsurance. Principles governing marketing of insurance products. Insurance Regulation and Role of IRDA.

Micro insurance-risk faced by the poor, defining micro insurance, enabling environment for micro insurance in the Indian context, demand and supply of micro insurance, Delivery mechanism-micro insurance models-partner-agent model, Full service model, Community based model, provider model. Linking micro credit with micro insurance, IRDA regulations on micro insurance.

Module – III Management Techniques & Process :

Definition of Risk, Classification of Pure Risks: Personal Risks, Property Risks, Liability Risks, Failure of Others, Overlapping Risks; Rules of Risk Management, Risk Management Technique, Risk Management Process: under writing TPA basic assessment, claim management of claim settlement.

Case discussion and analysis compulsory

Recommended Books:

1. Banking Theory, Law & Practice, Gordon Natrajan, HPH
2. Bank Management & Financial Services, Rose, Hudgins, McGraw Hill
3. Principles of Risk Management & Insurance, George E Reijde, Pearson
4. Insurance & Risk Management, P.K. Gupta, HPH
5. Risk Management & Insurance, Trieschmann, Hoyt, Sommer, Cengage
6. General Bank Management, McMillan
7. Commercial Banking- The Management of Risk, Gup, Kolari, Wiley
8. Insurance Management, S.C.Sahoo & S.C.Das, HPH

MBC-303: BUSINESS & CORPORATE LAW

Module – I Law of Contract:

Contract Act: Offer and Acceptance, Consideration, Free consent, Legality of object and consideration, Performance and Discharge of contract, quasi contract, Contract of Guarantee, Bailment, Bailment(rights and duties of bailor and bailee), Agency (various modes of creating agency, rights and duties of agents and principal).

Law of Sales: Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller.

Module – II Economic Laws:

Competition Act 2002: Definition, Prohibition and Regulation of Combinations, Duties, Powers and Functions of Competition Commission, Penalties, Unfair Trade Practices.

Consumer Protection Act 1986, An Overview of Laws relating to Intellectual Property Rights (IPR), Industries (Development and Regulations) Act, Right to Information Act, FEMA.

Module – III Company Law:

Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors, Meetings of Directors & Shareholders of Companies, Overview of different modes of winding up of Companies.

CASE DISCUSSION ANALYSIS COMPULSORY

1. Mercantile Law, N.D. Kapoor, New Age
2. Business Law, Mathur, TMH
3. Business Law, Gulshan, Excel
4. Corporate Laws, V.S.Dattey, Taxmann
5. Business Law – PK Goel- Bizantara
6. Business & Corporate Laws, Taxmann
7. Legal Aspects of Business, Pathak, TMH

MBC-304: ENTREPRENEURSHIP & MANAGEMENT OF SMALL AND MEDIUM ENTERPRISES

Module I : Understanding Entrepreneurship

Concept of Entrepreneur, Entrepreneurial Motivation
Entrepreneurship.

Why to start Business – Entrepreneurial characteristics and skills –
Entrepreneurial success and failures.

Entrepreneurial Process

Steps of entrepreneurial process

Deciding – Developing – Moving – Managing – Recognizing.

Module II: Setting up of a small Business Enterprise.

Identifying the Business opportunity - Business opportunities in various sectors
formalities for setting up of a small business enterprise. – Environmental
pollution Related clearances.

Sickness in Small Business Enterprises.

Causes of sickness – Symptoms of sickness – cures of sickness.

Govt. policies on revival of sickness and remedial measures.

Module III: Institutionals Supporting Small Business.

Central / State level Institution.

Preparation of a Business Plan – Elements of a Business Plan.

Kinds of Business plans

Financial Management – Working Capital management.

Accounting & Book Keeping – Preparation of Financial

Statement – Marketing Management, problems & strategies

Problems of HRM – Relevant Labour – laws.

Case Analysis Compulsory

Recommended Books:

1. Entrepreneurship Development Small Business Enterprises, Charastimath, Pearson
2. Entrepreneurship in the new Millennium, Kuratko & Hodgetts, Cengage
3. The Dynamics of Entrepreneurial Development & Management, Vasant Desai, HPH.
4. Entrepreneurship & New Venture Creation, Sahay & Sharma, EB
5. Entrepreneurship & Innovation in Corporations, Morris, Kuratko and Covin, Cengage
6. Entrepreneurial Development, Dr.S.S. Kharka, S. Chand
7. Entrepreneurship, Roy, Oxford

MBC-305: COST AND MANAGEMENT ACCOUNTING

Module – I : Introduction to Cost Accounting

Introduction, Terminology (Cost, costing, cost unit, cost centre, profit centre, cost object), Objectives of Cost Accounting, Cost Accounting Vs Financial Accounting, Necessity for Cost Accounting, Methods of costing & types of costing, Classification of costs (by nature, by activities, by behaviour, by time, in relation to managerial decision making), Preparation of cost sheet, Job costing , Contract Costing, Process Costing (Valuation of work-in-progress excluded)

Module – II : Management Accounting

Definition, Scope and functions of Management Accounting and difference between Management Accounting and Financial Accounting, Break-even and Cost-volume-profit analysis, Marginal costing and practical application (In situations like key factor analysis, optimizing product mix, make or buy decision, discontinuance and diversification of products, accept or reject special offer, close down of operations).

Module – III : Budgetary Control & Standard Costing

Budgeting process, Preparation of Sales or Revenue budget & other budgets, Flexible budgeting, Master Budget, Efficiency Ratio, Activity Ratio, Capacity Ratio, Standard Costing – Objectives, Variance analysis – Interpretation of variances, Decisions under risk and uncertainty.

CASE ANALYSIS COMPULSORY

Recommended Books:

1. Cost Accounting, Horngren, Datar, Foster, Rajan, Ittner, Pearson
2. Management Accounting, Shah, Oxford
3. A Text Book of Cost & Management Accounting, M.N. Arora, Vikas
4. Cost Accounting Ravi M Kishore, Taxmann
5. Cost Accounting, Jawaharlal & Srivastava, TMH
6. Management & Cost Accounting, Drury, Cengage
7. Management Accounting, Sudhindra Bhatt, Excel

2nd Year MBA

4th Semester

- MBC-401 Production & Operations Mgt.**
- MBC-402 MIS & ERP**
- MBC-403 Business Ethics & Corporate Governance**
- MBC-404 Strategic Management**
- MBC-405 Business Environment & Sustainable Dev.**

MBC-401: PRODUCTION & OPERATIONS MANAGEMENT

Module-I Overview of Production & Operations Management, Work Study

Introduction , Responsibilities of Production Manager, Strategic Decisions in Operations, Manufacturing Vs. Service Operation, Types of Production processes (Project/Job, Batch, Mass/Line , Continuous), Concept of FMS(Flexible Manufacturing System), Vertical integration, Productivity & Factors affecting productivity, Role of Production, Planning & Control (PPC), New Product Development & Process Design, Learning Curve, Introduction of Work Study, Method study Procedure, Principles of Motion Economy, Stop Watch Time Study Procedure, Importance of Rating & Allowances in Time Study, Pre-determined Time Standard (MTM).

Module-II Aggregate Planning, Capacity Planning and Project Management, Scheduling, Maintenance Management

Aggregate Planning: Relevant cost; Evaluation of strategic alternatives (Level, Chase and Mixed), Types of capacity, Economics and Diseconomies of scale, Developing capacity alternatives. Project Management: Basic concept, Network principles-CPM, PERT, Crashing, Sequencing, 2 and 3 Machine cases: Johnson's Rule, Job shop Scheduling: Priority dispatching Rules, Importance of Maintenance, Breakdown, Preventive, Predictive and TPM(Total Productive Maintenance), Basic concept of Reliability.

Module-III Facility Location and Layout, Inventory Control, Quality Control

Importance & Factors affecting the Plant Location, Single and Multi facility location Techniques (Centroid and Minimax method), Plant Layout & its classification, Relationship Diagram & Block Diagramming, Assembly Line of Balancing, Inventory Control: Relevant Costs, P & Q Systems of Inventory, Basic EOQ Model, and Model with Quantity discount, Economic Batch Quantity. Safety Stock, Reorder Point, ABC Analysis, Material Requirement Planning, Concept of Quality Management, Quality of Design, Statistical Quality Control, X Bar, R and P Charts. Acceptance sampling, Elementary concept on TQM (Total Quality Management) ,JIT(Just In Time)

Case Study: Relevant cases have to be discussed in following areas: Aggregate Planning Strategies, CRAFT (Computerized Relative Allocation of Facilities Technique), ROC (Rank Order Clustering Method), Material Requirement Planning.

- Aggregate planning strategies
- Layout Techniques (CRAFT, ROC)
- Material Requirement Planning

Recommended Books:

1. Production & Operations Management, K. Aswathappa, K. Shridhar Bhat, HPH
2. Operations Management, Mahadevan, Pearson
3. Production & Operations Management, S.N. Chary, TMH
4. Operations Management, Krajewski, Rizman, Malhotra, Pearson
5. Production & Operations Management, Bedi, Oxford
6. Operations Management for competitive Advantage, Chase, Jacob, Aquilan, Agrawal, TMH
7. Production & Operations Management, Panneer Selvam, PHI

MBC-402: MIS & ERP

Module-1: Role of MIS in Organizations

Organization and Information Systems, Changing Environment and its impact on Business - The ITES and its influence - The Organization: Structure, Managers and activities - Data, information and its attributes - The level of people and their information needs - Types of Decisions and information - Information System, categorization of information on the basis of nature and characteristics.

Module-2: System Analysis and Development Methodologies

Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer. **System Development Life Cycle**: Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.

Module-3: Enterprise Systems

Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation - Supply Chain Management (SCM): Features, Modules in SCM - Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance. Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan.

Module-4: Security and Ethical Challenges

Ethical responsibilities of Business Professionals – Business, technology; Computer crime – Hacking, cyber theft, unauthorized use at work; Piracy – software and intellectual property; Privacy – Issues and the Internet Privacy; Challenges – working condition, individuals; Health and Social Issues, Ergonomics and cyber terrorism;

Recommended Books:

1. Management Information System, Launden & Launden, Pearson
2. Management Information System, Effy Oz, Cengage
3. ERP, Leon Alexis, TMH
4. MIS – In Knowledge Economic - P.T. Joseph & Sanjay Mohapatra – PHI
5. ERP – Concept and practices – Vinod Kumar Garg and N.K. Venkenta Krishna - PHI
6. Enterprise Resource Planning & Mgmt. of Information System, CSV Murthy, HPH
7. Management Information System- James O Brean- TMH
8. Management Information System, Jawadekar, McGraw Hill

MBC-403: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Module – I Ethics & Business.

What is Ethics, Nature and scope of Ethics, Facts and value, Ethical subjectivism and Relativism, Moral Development (Kohlberg's 6 stages of Moral Development), Ethics and Business, Myth of a moral business.

Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). **Economic Justice:** Distributive Justice, John Rawls Libertarian Justice (Robert Nozick) Ethical Issues in Functional Areas of Business. **Marketing:** Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). **Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute. **HR:** Workers Right and Duties: Work place safety, sexual harassment, whistle blowing.

Module –II Corporate Governance.

Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, **corporate Governance Mechanism:** Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

Module – III Role Players.

Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non-executive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII, Report, Cadbury Committee.

CASE ANALYSIS COMPULSORY

Recommended Books:

1. Business Ethics, C.S.V.Murthy, HPH
2. Business Ethics, Francis & Mishra, TMH
3. Corporate governance, Fernando, Pearson
4. Business Ethics & Corporate Governance, S. Prabakaran, EB
5. Corporate Governance, Mallin, Oxford
6. Corporate governance & Business Ethics, U.C.Mathur, MacMillan
7. Perspectives in Business Ethics, Hartmen & Chatterjee, TMH

MBC-404: STRATEGIC MANAGEMENT

Module I: Introduction

Concept of strategy, Vision, Mission, Goal, Objective, Strategic Management Process, Corporate planning –an overview, SBU, Modes of strategic decision making, Strategic intent, Hierarchy of strategy.

Module II: Strategy formulation.

Environmental Scanning, SWOT analysis, Internal and External environmental analysis, Competition Analysis: Porter's Five Forces Theory, Generic strategies, Competitive Advantage, Value chain analysis, Mckinsey's 7s frame work, Balance Score card.

Module III: Strategic Implementation and Control

Stability, Growth, Turnaround, Retrenchment, Diversification, vertical integration, Horizontal integration, Strategic alliance, merger and acquisition, Divestment, Business Portfolio analysis– BCG & GEC matrix – Strategic Choice **Strategic evaluation and control (including techniques)**

Case analysis compulsory

Recommended Books:

1. Corporate Strategy, Lynch, Pearson
2. Strategic Management, Haberberg & Rieple, Oxford
3. An Integrated approach to Strategic Management, Hill & Jones, Cengage
4. Strategic Management, U.C. Mathur, McMillan
5. Strategic Management, Srinivasana-PHI
6. Strategic Management & Business Policy, Kazmi, TMH
7. Strategic Management & Entrepreneurship, D.Acharya & A. Nanda, HPH
8. Cases in Strategic Management, Amita Mital, TMH

MBC-405: BUSINESS ENVIRONMENT & SUSTAINABLE DEVELOPMENT

MODULE 1 : Business environment:

Meaning of business, nature of modern business, Environment of business, Economic system, Macro economic scenario, neoliberal profile of the economy(LPG)
Indian Money Market, Capital Market in India, Stock market and its regulation, Currency convertibility, Exchange rate management

MODULE 2 :Business and Govt.-Indian Perspective

Economic roles of the state and govt., Economic planning in India, Export import policy and trade liberalization, Industrial policy resolution in India, Indian economic policies, Exit policy, disinvestment policy, taxation policy

MODULE 3: Managing Environmental issues and Sustainable Development

Environmental management as a competitive advantage, The greening of management, Role of Govt. in environmental regulations, Industrialization, urban development and environment, Global environmental issues, Sustainable development-Concepts, relevance in modern Business, World Business Council for Sustainable Development(WBCSD)

Recommended Books:

1. Business Environment, Text and Cases – Justin Paul, TMH
2. Essentials of Business Environment, K. Aswathappa, HPH
3. Business Environment in a global Contest, Andrew Harison, Oxford
4. Business Environment- Text & Cases, Francis Cherunilam, HPH
5. Business Environment, Vivek Mittal, Excel
6. Economic Environment of Business, H.L. Ahuja, S. Chand
7. Economic Environment of Business, Mishra/Puri, HPH

ELECTIVE COURSES

Marketing

5th Semester

- MBC-501A: Consumer Behaviour
- MBC-502A: Sales & Distribution Management
- MBC-503A: Product & Brand Management
- MBC-504A: Services Marketing

6th Semester

- MBC-601A: Integrated Marketing Communication
- MBC-602A: Retail Management
- MBC-603A: Rural and Agricultural Marketing

MBC-501A: CONSUMER BEHAVIOR

Module-1

Theories of Consumer Behaviour: Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field, Blackbox Models, Distributive Approach, Consumer decision: Process approach, Factors influencing consumer decision making, Segmentation, Psychographics & VALS; Diffusion of Innovations.

Module-2

Individual Determinants of Behaviour- Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Culture, Sub-culture, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Purchasing decisions, Changing role of families.

Module-3

Models of Consumer Behaviour; Howard-Seth Model, Angle-Blackwell-Kollat (Multimediation Model), Nicosia Model. Seth's Family Decision-making Model.

Recommended Books:

1. Consumer Behaviour – Schiffmen, Kanuk – Pearson
2. Consumer Behaviour – Loudav & Della Bitta – TMH
3. Consumer Behaviour – Blackwell / Minlard / Engel - Cengage
4. Consumer Behaviour – Mujumdar – PHI
5. Consumer Behaviour – M.S. Raju, Dominique Xardel – Vikas
6. Consumer Behaviour – Suja R. Nair – HPH
7. Consumer Behaviour – Batra & Karmi – Excel Books

MBC-502A: SALES AND DISTRIBUTION MANAGEMENT

Module-1

Sales Management; Objectives and Functions, Setting up a sales organization, Management of Sales force, Recruitment & Selection, Training, Motivation and Evaluation, Sale forecasting, Territory Management, Sales Budget.

Module-2

Distribution Management, Design of Distribution Channel, Channel Conflict, Co-operation & Competition, Vertical marketing system, Horizontal Marketing system, Designing Customer Oriented Marketing Channels: Wholesaling, Retailing.

Module-3

Order Processing, Transportation, Warehousing, Inventory, Market Logistics Decision, SCM, Emerging Trends.

Case analysis compulsory

Recommended Books:

1. Sales & Distribution Management – Havaladar, Cavale - TMH
2. Sales Management – Still, Cundiffs, Govani – Pearson
3. Sales & Distribution Management – S.L. Gupta – Excel Books
4. Sales Management – Tanuer, Honeycutt, Erffmeyer – Pearson
5. Sales & Distribution Management , Chunnwala –HP
6. Sales Management – Srivastava, Run, Fam – Excel Books
7. Salesmanship & Sales Management – Sahu & raut – Vikas

MBC-503A: PRODUCT AND BRAND MANAGEMENT

Module-1

Products- Concepts, Planning, New Product, Development Strategies, PLC, Launching Strategies, Portfolio Management-BCG,GE, Porter's Model, Competitor's Analysis, Customer Analysis, Market potential, Product Demand pattern and Trend Analysis.

Module-2

Branding-Decisions, Positioning, Architecture, Extensions, Equity, Valuations, Customer Based Brand Equity, Co-branding strategies. Branding Strategies, Brand leveraging strategies.

Module-3

Packaging, Labeling, Brand Rejuvenation, Brand Success strategies, Brand Resilience, Building global brands, Branding failures.

Case analysis compulsory

Recommended Books:

1. Product Management – Lehmann & Wiver – TMH
2. Strategic Brand Management – Keller – Pearson
3. Product and Brand Management – U.C. Mathur – Excel Books
4. Product Management – Canandan – TMH
5. Brand Management – Harsh V Verma – Excel Books
6. Product Management – S.A. Chunawalla – HPH
7. Brand Management – S.A. Chunawalla - HPH

MBC-504A: SERVICES MARKETING

Module-1

Emergence of Service Economy, Challenges, Service Consumer Behaviour, Service Encounter, Blueprint, Service Delivery, Servicescapes, Service Strategy(7ps), Service failure & Recovery, Service Tax Provision.

Module-2

Quality Issues and Models, Gap Analysis, SERVQUAL, Demand-Supply Management, Branding, Packaging, Pricing, Promotion, Service Research.

Module-3

Marketing of service Sector-Financial Services, Tourism Services, Education Services, Information services (ITES), CRM in Service Sector, Health Services, Health Tourism Services

Case analysis compulsory

Recommended Books:

1. Services Marketing – Zeithmal, Bituer, Gremler, Pandit – TMH
2. Services Marketing – Lovelock, Wirtz, Chatterjee – Pearson
3. Services Marketing – S.M. Jha – HPH
4. Services Marketing – Rao, Pearson
5. Services Marketing – Apte – Oxford
6. Text book of Marketing of Services – Nimit Chowdhary, Monika Chowdhary, McMellaw
7. Services Marketing & Management – B. Balaji, S. Chand

MBC-601A: INTEGRATED MARKETING COMMUNICATION

Module-1

Advertising; 5Ms, Social and Ethical Issues in Advertising, Integrated Marketing Communication, IMC Planning Process, Developing Ad Programmes, Setting Objectives, Ad Budgets, Designing Message, Media Selection and Planning, Ad Research, Evaluation and Control.

Module-2

Sales Promotion, Types, Planning Sales Promotion Programmes, Personal Selling, Role, Advantages and Disadvantages, Personal Selling Skills.

Module-3

Power of Publicity, Public Relations, Direct Marketing Process, On Line Advertising, Social Networking, Challenges, Network Marketing, Advertising In Multicultural Environment.

Case analysis compulsory

Recommended Books:

1. Advertising & Promotions an IMC Perspective – Shah & D’Souza – TMH
2. Integrated Marketing Communication – Niraj Kumar – HPH
3. Advertising & Sales Promotion – Karmi & Batra – Excell Books
4. Advertising Management – Batra, Myers, Anker – Pearson
5. Advertising Management with Integrated Brand Promotion – Cengage
6. Advertising Management – Jethwaney Jain – Oxford
7. Advertising – An IMC Perspective – Murthy, Bhojanna – Excel Books
8. Advertising, Sales Promotion Mgmt. Chunawalla - HPH

MBC-602A: RETAIL MANAGEMENT

Module-1

Growth of retailing, Retail Theories, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy.

Module-2

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Customer Service, Retail Atmospherics, Retail Equity.

Module-3

Retail Communication Mix, Retail Pricing: Price Setting, Pricing Strategies, Managing Retail Brands, Retail Supply Chain, CRM, HRM Practices in Retail, Technology in Retailing, Future of Retailing.

Case analysis compulsory

Recommended Books:

1. Retail Management – Berman, Evans – Pearson
2. Retail Management – Bajaj, Tulsi & Srivastava – Oxford
3. Retail Management – Dunue Lusch – Cengage
4. Retailing Management – Levy, Weitz, Pandit – TMH
5. Retail Management – Pradhan – Mc Graw Hill
6. Fundamentals of Retailing – Madaan – MC Graw Hill
7. Retail Management – Asif Sheikh, Kaneez Fatima – HPH

MBC-603A: RURAL & AGRICULTURAL MARKETING

Module-1

Rural market structure, Rural consumer Buying Behaviour, Rural market environment, Rural Marketing Information System, Research & Forecasting, Rural demand, Segmentation, Targeting, Positioning, Problems of rural marketing, Rural Marketing agencies.

Module-2

Rural Marketing Mix: Product Decisions, Pricing Decisions, Promotion Decisions, Distribution, Channel Management, Relationship Management Physical Distribution, Sales force management

Module-3

Agri Marketing: Scope, Role in Economic Development, Demand and Supply of Farm Products, Marketing of Agricultural inputs and farm products, Strategy for Agricultural Marketing.

Case analysis compulsory

Recommended Books:

1. Rural Marketing – Dogra, Ghuman – TMH
2. Rural Marketing – Badi & Badi – HPH
3. Rural Marketing – Krishnamacharyulu Ramakrishnan – Pearson
4. Rural Marketing – Kashyap, Raut – Biztaufre
5. Rural Marketing – T.P. Gopaldaswamy – Vikas
6. Rural Marketing – Sukhpal Singh – Vikas

ELECTIVE COURSES

Finance

MBC-501B:	Project Appraisal
MBC-502B:	Financial Services
MBA-503B:	Security Analysis & Portfolio Management
MBC-504B:	Taxation Management
MBC-601B:	Derivatives and Risk Management
MBC-602B:	Strategic Financial Management
MBC-603B:	International Financial Management

MBC-503B: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Module-I:

Investment & Security Analysis

Investment Scenario, Risk & Return, Stock Return and Valuation, Bond-return and valuation, Fundamental Analysis and Valuation Economic / Industry / Company Analysis, Technical Analysis, Efficient Market Hypothesis.

Module-II:

Portfolio Analysis & Management

Portfolio Selection, Portfolio construction, Capital Market Theory (CAPM, CML, Markowitz Model, Sharpe single index Model), Arbitrage pricing theory.

Module-III:

Portfolio Evaluation and Behavioural Finance

Portfolio revision, performance evaluation of portfolio, forecasting of portfolio performance, psychological traits affecting investment decision, Explaining biases, value investing, Bubbles and behavioural economics, Technical analysis and behavioural finance.

Recommended Books:

1. Security Analysis and Portfolio Management – Fisher / Jordan – Pearson
2. Security Analysis and Portfolio Management – Kevin – PHI
3. Investment Analysis and Portfolio Management – Reilly / Brown – Cengage
4. Investment Analysis and Portfolio Management – P. Chandra – TMH
5. Value investing and Behavioural Finance, Parikh, TMH
6. Investment Management – V.K. Bhalla – S. Chand
7. Investment Management and Security Analysis – D.K. Khatri – Mcmillan
8. Security Analysis and Portfolio Management – P. Pandian – Vikash

MBC-502B:FINANCIAL SERVICES

Module-I:

An introduction to Financial Services:

Meaning, Nature, Classification, Scope, Some special fund and non-fund based financial services: Leasing, Hire purchase, Factoring, Retail finance, Mutual funds, Credit rating, Securitization.

Module-II:

Merchant Banking & Venture Capital:

Nature & Scope, Structure, Services, Regulations of merchant banking, Merchant bankers in the market making process, Merchant banking in India. Venture Capital: Meaning, Features, Scope, Importance. Methods of venture financing, Venture capital funds in India. Private Equity and venture capital finance.

Module-III:

Financial Markets & Instruments:

Money Market: Features, Objectives, Importance, Call Money, Commercial Bills, Treasury Bills, Commercial Papers, Certificate of Deposits. Players of Money Market.

Capital Market: New issue market, stock market, Methods of floating new issues, players in the new issue market, Advantages of primary market, stock exchange – Constitution, Control, Function, Listing of securities, Trading mechanism, Equity, Debentures, Bonds, Warrants, ADRs and GDRs.

Recommended Books:

1. Financial Markets and Services – Gordon / Natarajan – HPH
2. Financial Services – S. Gurusamy - TMH
3. Merchant Banking and Financial Services – K. Ravi Chandran – HPH
4. Financial Markets and Institutions – Jeff Madura – Cengage
5. Financial Services and Markets – P. Pardian – Vikash
6. Financial Marketing, Institutions and Financial Services – Gomez – PHI
7. Indian Financial System – Khan – TMH

MBC-501B: Project Appraisal

Module – I

Project Identification and Formulation

Project characteristics, Taxonomy of projects, Project Identification, Preparation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, UNIDO manuals, Detailed Feasibility Study Report.

Module – II

Project Appraisal

Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Social Cost benefit analysis. Environmental Appraisal.

Module – III

Project Cost Estimate and Risk Analysis

Cost of project, Components of capital cost of a project, Project Risk Analysis, Techniques of Risk Analysis, Project Organization.

Module – IV

Project Evaluation and Audit

Sources of financing, Role of Financial Institutions in project financing, Covenants attached to lending, Data required for calculation of NPV, PI, IRR, BCR, NBCR, Project cost overruns and cost control, Phases of post audit, Type of post audit, Project close out of Terminalia.

Recommended Books:

1. Project Management – Richman – PHI
2. Contemporary project Management – T.J. Kloppenborg – Cengage
3. Projects – P. Chandra – TMH
4. Project Management – K. Nagarajan – New Age
5. Project Management – Panner Selvam / Senthil Kumar
6. Introduction to Project Finance – HR Machi Raju – Vikash
7. Project Management – Pinto – Pearson

MBC-504B: TAX MANAGEMENT

Module-I:

Income Tax:

Definition: Cannons of Taxation, Assessee, Income, Previous Year, Assessment Year, Gross avoidance, Planning, Exemption, Deduction, Rebate, Relief. Residential status and tax incidence – Individual and Corporate, Income exempted from Tax- Individual & Corporate, Computation of taxable income of individual, HUF, Firm & Corporate.

Module-II:

Tax Management:

Rate of tax and surcharge, Tax rebate, Tax Management-Submission of return and procedure of assessment, PAN, TAN, Priliminary ideas of deduction and collection of Tax at source, Advance payment of Tax, Refund of Tax. Minimum Alternate Tax (MAT). Schemes of Tax Planning, Tax Planning for salaries, Profits and gains of business on profession, Capital Gains, Employees remuneration, Tax factor in dividend policy.

Module-III:

Indirect Tax Management:

Central Sales Tax Act,1956,Custom Act and Valuation, Central Excise Act 1944, Value Added Tax (VAT).

Recommended Books:

1. Corporate Tax Planning&Business Tax Procedure–Singhania/Singhania- Taxmann
2. Indirect Taxes – Law and Practice – V.S. Datey – Taxmann
3. Income Tax – Law and Practice – N. Hari Haran – TMH
4. Students' Guide to Income Tax – Singhania / Singhania – Taxmann

MBC-601B: DERIVATIVES AND RISK MANAGEMENT

Module – I

Financial Derivatives

Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market, Use of Derivatives, Critiques of Derivatives. Traders in Derivative Markets, Factors contributing to the growth of Derivatives. Financial Derivatives Market in India. Forward contract, Features of Forward contract, Classification of Forward Contracts.

Module – II

Future Market, Contracting & Pricing

Introduction, Financial Futures contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/Traders in Future Market, Functions and growth in Future Market, Future Market trading Mechanism, Theories of Future prices. Hedging Concepts – Long, Short, Cross. Forward prices Vs Future prices.

Module – III

Forward and Swap Market: Pricing and Trading Mechanism

Introduction, concept, Types, Distinction between option and futures contracts, option valuation, Determinants of option pricing , Black – Scholes option pricing model, Binomial Option pricing model , Trading with option, Hedging with option; SWAP: Introduction, concept, Nature, Evolution, Features, Types of Swaps. Over view of Commodity Derivatives.

Recommended Books:

1. Risk Management and Derivatives – STULZ – Cengage
2. Options, Futures and Other Derivatives – HULL / BASU – Pearson
3. Derivatives and Risk Management – Srivastava – Oxford
4. Derivatives and Risk Management – Varma – TMH
5. Introduction to Derivatives, Johnson, Oxford
6. Financial Derivatives – B. Mishra / S.S. Debashis – Excel Books
7. Financial Derivatives – Theory, Concepts and problems – Gupta – PHI
8. Financial Derivatives – Kumar – PHI

MBC-602B: STRATEGIC FINANACIAL MANAGEMENT

Module I :

Corporate Restructuring

Nature & objective, Forms of Corporate restructuring, Types and Theories of Mergers, Reasons for merger, Demerger, Take over and Acquisitions, Business Alliances, Divestitures. Legal and Procedural Aspects, Tax Implication. Cross border acquisitions and International acquisitions.

Module II :

Strategic Financial Management

Objectives of Strategic Finance Management, The 9S model, Strategic investigation of growth, Value Chain analysis and Value Engineering, SBU, Life Cycle Costing, Strategic Cost Management, Activity Based Costing (ABC), Objective Based Costing(OBC), Target Costing, Balanced Scorecard, Special Purpose Vehicle, Venture Finance, Economic Value Added and Owner's Value Added.

Module III :

Financial Engineering

Financial Innovations and Financial Engineering: Leverage Buy out-operations, Norms for financing leverage buyouts, Corporate Control Mechanisms, Financially Engineered Products.

Recommended Books:

1. Strategic Financial Management – Ravi M Kishore – Taxmann
2. Strategic Financial Management – Jakhotiya – Vikash
3. Creating Value from Mergers and Acquisitions – Sudarsaan – Pearson
4. Mergers, Acquisitions and Corporate Restructuring, Gaughan, Wiley
5. Mergers, Acquisitions and Business Valuation – R. Vadapalli – Excel Books
6. Mergers & Acquisitions, Weston, Weiver, TMH
7. Mergers, Restructuring & Corporate Control, Weston, Chang, PHI

MBC-603B: INTERNATIONAL FINANCE

Module-I:

International Dimensions of Financial Management:

The Emergence of MNC, Nature of the MNC, Objectives of the firm and Risk Management, Domestic Financial Management and International Financial Management, Multinational Capital Budgeting – application and interpretation.

Module-II:

Managing Foreign Exchange exposure:

Management of foreign exchange risk, Management of translation exposure, Management of transactions exposure, Management of economic exposure.

Module-III:

International Financial Markets:

International Banking and Money market, International Banking Services, Capital adequacy standards, International Money Markets, International Equity Sources, Global Equity Markets, Methods of sourcing, Cross listing in secondary markets, New Equity issues, International Debts sources, Debt Management and Funding Goals, International Debt, Instruments, International bank loans, Euro notes, International Bond Market.

Recommended Books:

1. International Finance – O' Brien – Oxford
2. International Financial Management – Apte – TMH
3. International Financial Management – Siddaiah – Pearson
4. International Financial Management – V.A. Avadhani – HPH
5. International Finance – A case Book – Desai – Wiley
6. International Financial Management – Sharan
7. International Financial Management – Madhuvij – Excel Books

ELECTIVE COURSES

HR

MBC-501C:	Human Resource Planning
MBC-502C:	Compensation Management
MBC-503C:	Performance Management
MBC-504C:	Human Resource Development
MBC-601C:	Employment Legislations
MBC-602C:	Organizational Change & Development
MBC-603C:	Industrial Relations

MBC-501C: HUMAN RESOURCE PLANNING

Module-I:

Human Resource Planning:

Concept and Objectives of HRP, Types of HR plan, Factors affecting HRP, Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach, Evolution and growth of HRP, Qualitative and Quantitative Dimensions of HRP, Labour Market Behaviour and its impact on HRP.

Human Resource Information System:

Concept, Objectives of HRIS, Types of information, sources of information, Method of data collection, Procedure of maintaining HRIS at macro and micro level.

Module II:

Human Resource Planning Process:

Forecast and Projection, types of HR forecasts, Methods of HR demand forecasting at macro and micro level. Supply forecasting- Wastage analysis, Age population balance, Pattern of internal movements of employees in the organization.

Module III:

Career planning

Succession Planning: concept, objectives and process, Career planning and development, Stages of career, Early Career and Mid-career arises and its management. Human Resources Audit: Scope, Characteristics and Process of HR audit, Human Resource Accounting.

Recommended Books:

1. Human Resource Planning, Bhattacharya - EB
2. Strategic Human Resource Planning, Vivek paranjee, Allied
3. Human Resource Planning and Audit, Arun Sekhri - HPH
4. Strategic Human Resource Planning, Belcourt and Mc Bey - Cengage
5. Recruitment Management, Rashmi, T.K. - HPH
6. Strategic Staffing, Phillips, Gully - Pearson

MBC-502C: COMPENSATION MANAGEMENT

Module-I:

COMPENSATION MANAGEMENT

Conceptual Framework of Compensation Management: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory, Criteria of wage fixation. Methods of Payment, Broad- banding, Executive compensation, Emerging trends of compensation management in IT industries.

Module-II:

WAGE DETERMINATION:

Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems; Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans, Wage differentials.

Module III:

WAGE ADMINISTRATION IN INDIA:

Wage Policy in India, Methods of wage determination in India, The Pay Commission, Wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, The Rate of Minimum Wages Act.

Recommended Books:

1. Compensation and Reward Management, B.D. Singh - EB
2. Understanding Wage System, A.M. Sharma, HPH
3. Compensation, Milkvich et al, Mc Grow Hill
4. Compensation Management in a Knowledge-Based World, Henderson - Pearson
5. Compensation Management, Tapomoy Deb - EB
6. Compensation Management, Dr. Kanchan Bhatia - HPH

MBC-503C: PERFORMANCE MANAGEMENT

Module I:

Performance Management (PM) Conceptual Frame Work:

Introduction to Performance Management, nature, scope, importance, process of Performance Management, link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning, Role Analysis and Evaluating Performance Management.

Performance Appraisal & Potential Appraisal:

Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal Interview, Potential Appraisal.

Module II:

360^o feedback, Assessment centers, Performance reviews, Coaching and Counseling, Performance Management in Manufacturing, Services and IT Sector with special reference to NALCO, State Bank of India, Infosys and ITC, Strategies for improving performance. Performance Management and development, Performance Management and pay.

Module III:

Performance Management Application & Improvement:

Performance Management for Teams, Performance Management in practice, Analyzing Performance problems. Performance counseling- Concept, Principles and Skills competency based Performance Management.

Performance Management linked Reward Systems- Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

Recommended Books:

1. Performance Management, Chadha, Macmillan
2. Performance Management, Armstrong, Michael, Baron, Jaico
3. Performance Management, Aquinis - Pearson
4. Performance Management, Cardy - PHI
5. Performance Management, Kohli, Deb - Oxford
6. Performance Management, Kandula – PHI
7. Performance Management System, R.K. Sahu - EB

MBC-504C: HUMAN RESOURCE DEVELOPMENT

Module-I:

Evolution & Concept of HRD

Concept, importance, objectives, evolution of HRD, Relationship between HRM and HRD/Training. HRD functions, Role of an HRD Professional, HRD climate & its elements, HRD Matrix, HRD Process, HRD Process models, Role of line Managers in HRD.

Assessing HRD needs:

Concept and purpose of Needs Assessment, Training HRD Need, Techniques of training NEED Assessment (TNA), Levels of Need Analysis. Task analysis, Persons Analysis, Organizational analysis,

Module – II:

Implementing HRD Programmes

Learning and HRD- Learning and Instruction, Maximizing Learning, Individual Differences in the Learning Process, Learning Strategies and Styles. HRD Interventions – Strategy and Types and Evaluating.

Introduction, Training Delivery Methods, On the job (OJT) Training Methods – JIT, Simulation, Job Rotations, Coaching and Mentoring Classroom Training Approaches – Lecture approach, Discussion Method, Experiential Methods, Computer based Training Methods.

Module-III :

Organisational Development & HRD

Evaluation – Purpose of HRD Evaluation, Models and Framework of Evaluation – Kirkpatrick's framework and other Models. Data collection for Evaluation, Research Design, Ethical Issues, Assessment of the Impact of HRD Program.

Organizational Development- Concepts and Theories. Organizational Culture-Work force diversity & HRD, Managing Workforce Diversity, labour Market changes, adapting to demographic changes. HRD practices in manufacturing and services sector. Issues and Challenges of HRD In cross-cultural environment for Global workforce.

Recommended Books:

1. Human Resource Development, Werner / Desimone - Cengage
2. Human Resource Development, Dr. D.K. Bhattacharya – HPH
3. Human Resource Development, T.V. Rao, Oxford
4. Human Resource Development, Mankin - Oxford
5. Organization Development and Transformation, MC Graw Hill
6. Human Resource Development and Management, A.M. Sheikh, S. Chand

MBC-601C: EMPLOYMENT LEGISLATIONS

Module-I:

Labour Legislation:

Need, objectives, scope, growth of labour legislation in India. Legislations on working conditions, Factories Act, 1948, Mines Act 1952, Contract Labour (Regulation and Abolition) Act, 1970. Minimum Wages Act, 1948.

Module-II:

Legislations concerning wages

Payment of Wages Act, 1936, Payment of Bonus Act 1965, Equal Remuneration Act, 1976, The Workmen's Compensation Act, 1923, Employees' State Insurance Act, 1948, The Employees Provident Fund Act, 1952 & 1995.

Module-III:

Industrial Relations Legislations

Payment of Gratuity Act, 1972, Maternity Benefit Act, 1961, Indian Trade Union Act 1926, Industrial Employment Standing Order Act, 1946, Industrial Dispute Act 1947.

Recommended Books:

1. Industrial Jurisprudence & Labour Legislation, A.M. Sharma, HPH
2. Industrial Relations, Trade Union & Labour Legislation, Sinha, Sinha, Shekhar, Pearson
3. Labour Laws, Taxmann
4. Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar – Vrinda

MBC-602 ORGANIZATIONAL CHANGE & DEVELOPMENT

Module-I:

Organisational Change:

Concept, forces and types of organizational change - External and Internal, Recognizing the need for change, problem diagnosis, The Six-Box organizational Model, The 7-S framework, Identifying alternate change techniques , Resistance to change, Managing resistance to change, The process of organizational change. Incremental Change Vs Disruptive Change.

Module-II:

Managing Change :

Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing work activities, strategies, process oriented strategies, competitor and customer oriented strategies.

Module III:

Organisational change and process Consultation, Organisation Development - OD process, OD Interventions, Action Research orientation, Evaluating OD Effectiveness. Managers as change agents, Internal and external change agents, Organizational change and its management in manufacturing and service sectors- Power sector perform in Orissa.

Recommended Books:

1. Managing Organizational Change, Palmer Dunford Avin - TMH
2. Management of Organization Changes, K. Harigopal, Response Book
3. Organization Change & Development, Kavita Singh, Excel
4. Manpower Development for Technological Change, Kanchan Bhatia, Shweta Mittal - EB
5. Personal Growth and Training and Development, Madhurima Lall, Sheetal Sharma - EB
6. Training in Organizations, Goldstein, Ford - Cengage.

MBC-603C: INDUSTRIAL RELATIONS

Module-I:

Industrial Relation:

Concept, Scope and Approaches to Industrial Relations- Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Values in IR. Role of State in Industrial Relations in India.

Trade Unionism:

Concept, structure and function, Union Registration and Recognition, Theories on Trade Unionism- Selling Pearl man, Sidney and Beatrice Webb, Karl Marx, Robert Hoxie and Mahatma Gandhi, White Collar Trade Unions, Trade Union Movement in India.

Module-II:

Industrial Dispute: causes, types, methods of settlement of dispute in India, Code of Discipline and Grievance Management.

Collective Bargaining:

Meaning, Concept and functions, Types of Bargaining, Process of Bargaining, Emerging Trends in Collective Bargaining, Theories of Collective Bargaining by M.W. chamberlain, Allan Flanders, Walton Mckersie and Sidney & Beatrice Webb. Levels of bargaining and agreements, negotiation techniques and skills.

Module-III:

Tripartism and IR, ILC & SLC. ILO- Structure and Functions. Conventions and Recommendations. Bipartism link with Tripartism, Strengthening Tripartite Social Dialogue.

Workers Participation in Management: Concept, Scope, Levels and functions, Farms of Workers' Participation, Workers Participation in other countries.

Recommended Books:

1. Industrial Relations, C.S. Venkata Ratnam, Oxford & IBM
2. Industrial Relations, Trade Unions & Labour Legislation, Sinha & Shekhar, - Pearson
3. Dynamics of Industrial Relations, Mamoria, Gankar – HPH
4. HRM & Industrial Relations, P. Subba Rao, HPH
5. Industrial Relations, Monappa – TMH
6. Industrial Relations, Balasubramanian - Everest Publishing House
7. Employee Relation P N Singh, Niraj Kumar - Pearson

ELECTIVE COURSES

Systems

MBC-501D:	Software Management
MBC-502D:	E-Business
MBC-503D:	Networking Management
MBC-504D:	Computer Aided Management
MBC-601D:	System Analysis & Design
MBC-602D:	Data Base Management
MBC-603D:	Information Security & Cyber Law

BC-501D: SOFTWARE MANAGEMENT

Module – I :

Introduction:

The Software Engineering Discipline – Evolution And Impact; Programs Vs. Software Products; Why Should Software Engineering; Emergence Of Software Engineering: Early Computer Programming, High-level Language Programming, Control Flow-based Design, Data Structure-oriented Design, Data Flow-oriented Design, Object-oriented Design; Software Life Cycle Models; Classical Waterfall Model; Iterative Waterfall Model; Prototyping Model; Evolutionary Model; Spiral Model Software Project Management; Responsibilities Of A Software Project Manager; Project Planning; Materials For Project Size Estimation: Lines Of Code (Loc), Function Point Metric; Project Estimation Techniques: Empirical Estimation Techniques, Heuristic Techniques, Analytical Estimation Techniques; Empirical Estimation Techniques: Expert Judgment Technique, Delphi Cost Estimation; Cocomo – A Heuristic Estimation Technique: Basic Cocomo Model, Staffing Level Estimation: Norden's Work, Putnam's Work. Risk Management: Risk Identification, Risk Assessment, Risk Containment

Module – II:

Classical Analysis & Design Of Software

Requirements Gathering And Analysis; Software Requirements Specification (Srs): Contents Of The Srs Document, Functional Requirements, Traceability , Characteristics Of A Good Srs Document; Software Design; Cohesion And Coupling, Classification Of Cohesiveness, Classification Of Coupling; Software Design Approaches: Function-oriented Design, Object-oriented Design; Function-oriented Software Design; Overview Of Sa/Sd Methodology; Structured Analysis; Data Flow Diagrams (Dfd): Primitive Symbols Used For Constructing Dfd, Some Important Concepts Associated With Designing Dfd; Structured Design: Flow Chart Vs. Structure Chart, Transformation Of A Dfd Model Into A Structure Chart;

Module – III:

Object Oriented Software Analysis & Design

Object Modelling Using Uml; Unified Modelling Language (Uml): Uml Diagrams Use Case Model: Representation Of Use Cases, Use Case Packaging; Class Diagrams; Interaction Diagrams; Activity Diagrams; State Chart Diagram

Object-oriented Software Development; Design Patterns

Module – IV:

Software Quality

Coding: Coding Standards And Guidelines; Code Review: Code Walk-throughs, Code Inspection; Testing: Verification Vs. Validation, Design Of Test Cases; Unit Testing; Black-box Testing; White-box Testing; Debugging; Integration Testing; System Testing: Performance Testing; Software Reliability And Quality Management: Software Reliability: Reliability Metrics, Statistical Testing; Software Quality; Software Quality Management System: Evolution Of Quality System; Sei Capability Maturity Model: Comparison Between Iso 9000 Certification And Sei/Cmm; Six Sigma

Recommended Books:

1. Fundamentals of Software Engineering, Mall, Rajib, PHI.
2. Software Engineering - A Practitioner's Approach , Roger Pressman, TMH
3. Software Engineering, Sommerville, Pearson.
4. An Integrated approach to Software Engineering, Jalote, Pankaj , Narosa.
5. Software Project Management, Hughes & Cotterell, TMH
6. Project Mgmt., Maylor, Pearson Education
7. Software Engineering Project Management – Edited by Richard H. Theyer - Wiley.

MBC-502D: E-BUSINESS

Module – I: Introduction

Definition of E-commerce, Unique Features of E-commerce Technology: Ubiquity, Global Reach, Universal Standards, Richness, Interactivity, Information Density, Personalization/Customization, Social Technology: User Content Generation and Social Networking., Web 2.0, Play My version;

Growth of the Internet and the Web, Origins and Growth of E-commerce, Insight on Technology: Spider Webs, Bow Ties, Scale-Free Networks and Deep Web

Technology and E-commerce in Perspective

Module – II: E-Business Technologies

The Internet: Key Technology Concepts: Packet Switching, Transmission Control Protocol/Internet Protocol (TCP/IP), IP Addresses, Domain Names, DNS, and URLs, Client/Server Computing

The Internet Today: The Internet Backbone, Internet Exchange Points, Campus Area Networks (CANS), Internet Service Providers, Intranets and Extranets, Who Govern the Internet?

Building an E-commerce Website: Planning: The Systems Development Life Cycle, Systems Analysis/Planning: Identify Business Objectives, System Functionality and Information Requirements. , System Design: Hardware and Software Platforms, Building Your-Own versus Outsourcing, Host your Own versus Outsourcing.

Module – III: E-Business Models

Eight Key Elements of a Business Model: Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Major Business to-Consumer (B2C) Business Models: Portal, E-tailer, Insight on Technology: Search, ads and Apps: The future for Google, (and Microsoft), Content Provider, Transaction Broker, Market Creator, Service Provider, Community Provider

Major Business-to-business (B2B) Business Model: E-distributor, E-Procurement, Exchanges, Insight on Business: Onvia Evolves, Industry Consortia, Private Industrial Networks,

Business Models in Emerging E-commerce Areas: Consumer-to-consumer (C2C) Business Models, Peer-to-peer (P2P) Business Models, M-commerce Business Models , E-Commerce Enablers: The Gold Rush Models, Insight on Society: Is Privacy Possible in a Wireless World?,

How the Internet and the Web Change Business: Strategy, Structure, and Process, Industry structure , Industry Value Chains, Firm Value Chains, Firm Value Webs, Business Strategy.

Module – I V: Back Office Automatics For E-Business

BUILDING THE E-BUSINESS BACKBONE: ENTERPRISE RESOURCE PLANNING:

The Basics of Enterprise Resource Planning, ERP Decision = Enterprise Architecture Planning ERP Implementation, ERP Architecture and Toolkit Evolution

IMPLEMENTATION SUPPLY CHAIN MANAGEMENT AND E- FULFILLMENT: The Basics of Supply Chain Management, Internet-Enabled SCM, E-Supply Chain Fusion, Management Issues in e-

supply Chain Fusion, The continuing Evolution of e-Supply Chains, A Roadmap for Managers
DEMYSTIFYING E-PROCUREMENT: BUY-SIDE, SELL-SIDE, NET MARKETS AND TRADING
EXCHANGES: Evolution of e-Procurement Models, Evolution of Procurement Processes, e-Procurement Infrastructure Integrating Ordering, Fulfillment, and payment, E-Procurement Analysis and Administration Applications, Marketplace Enables, A Roadmap for e-Procurement Managers

Module – V: Moving To E-Business

SPOTTING E-BUSINESS TRENDS, Trends Driving e-business, Customer-Oriented Trends, e-Service Trends, Organizational Trends, Employee Megatrends, Enterprise Technology Trends, General Technology Trends, What These 20 Trends Have in Common
DIGITIZING THE BUSINESS: E-BUSINESS PATTERNS, e-Business Patterns: The Structural Foundation, The e-Channel Pattern, The Click-and-Brick Pattern, The e-Portal Pattern, The e-Market Maker Pattern, The Pure-E “Digital Products” Pattern
THINKING E-BUSINESS DESIGN: MORE THAN TECHNOLOGY, The Race to Create Novel e-Business Designs, Step: 1: Self – Diagnosis, Step: 2: Reverse the Value Chain, Step: 3: Choose a Focus, Step 4: Execute Flawlessly, Lessons from e-Business Design

Module – VI: Ethical, Social And Political Issues

Understanding Ethical, Social, and Political Issues in E-commerce, A Model for organizing the issues, Basic Ethical Concepts: Responsibility, Accountability, and Liability, Analyzing Ethical Dilemmas, Candidate Ethical Principles, Privacy and Information Rights, Information Collected at E-commerce Sites, Profiling and Behavioral Targeting, The Internet and Government Invasions of Privacy:, E-commerce Surveillance, Legal Protections, Informed Consent, Intellectual Property Rights, Types of Intellectual Property Protection, Copyright: The Problem of Perfect Copies and Encryption , Patents: Business Methods and Processes, Trademarks: Online Infringement and Dilution, Challenge: Balancing the Protection of Property with other values,

Recommended Books:

1. e-Business 2.0 , Kalakota, Robinson, Pearson.
2. e-Commerce: Business Technology & Society, Laudon and Traver, Pearson
3. Electronic Commerce - Technologies & Applications, Bhaskar Bharat,TMH
4. Global E-Commerce, Christopher J. & Clerk T.H.K., University Press
5. E-Commerce An Indian Perspective, Joseph P.T., PHI
6. Beginning E-Commerce, Reynolds , SPD
7. E – Commerce : Strategy Technologies & Applications, Whiteley, David, Tata McGraw Hill.

MBC-503D: NETWORKING MANAGEMENT

Module – I:

Introduction to Networks

Need for computer networking, components of a data communication system, direction of data flow (simplex, half-duplex, full-duplex).

Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW.

Network topology, transmission media.

Applications of networking in business and society.

Concepts of data transmission, signal encoding, modulation methods, synchronization, multiplexing and concentration, coding method, cryptography.

Module – II:

OSI Model and Data Link Technologies

Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLS, analysis of protocols & performance

Module – III:

Network and Transport Layers

Network Layer: IP addressing, IP routing, Routing Protocols: RIP, OSPF, DHCP, DNS, IPV6, other functions in network layer

Transport Layer: TCP, UDP, ports and sockets, Sessions and Connections, client-server implementation

Module – IV:

Basic Network Services

Telnet, FTP, SMTP and POP, HTTP,

Module – V:

Advanced Topics

Mobile Computing: Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of bluetooth.

Network Security & Privacy: overview, purpose, spamming, cryptography (ciphering, DES, RSA - concept only), authentication (concept only) and firewall.

Recommended Books:

1. Internetworking with TCP / IP, Vol – 1, PHI/, Comer, Pearson Education
2. Data Communication & Networking, Forouzan, TMH.
3. Data and Computer Communications, Stallings, W., Pearson Education
4. Computer Networks, Tanenbaum, Pearson Education
5. Computer Networks for Scientists & Engineers, Zheng, OUP
6. Computer Networks – Tanenbaum – Pearson

MBC-504D: COMPUTER AIDED MANAGEMENT

Module – I: Management Support Systems

Management Support Systems: Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications.

Module – II: Decision Support Systems

Introduction to Decision Support Systems, Decisions and Decision Makers, Decision in the Organization, Modeling Decision Processes, Group Decision Support and Groupware Technologies, Executive Information Systems, Designing and Building Decision Support Systems, Implementing and Integrating Decision Support Systems.

Module – III: Knowledge Management

Knowledge Management: Concepts, Development Methods, Technologies & Tools, Electronic Document Management. Case Study.

Knowledge - Based Decision Support: Artificial Intelligence (AI): Concept, Definition, AI Vs Natural Intelligence. Expert System: Concept, Structure, Working, Benefits & Limitations. Knowledge Acquisition & Validation: Scope, Methods, Validation, Verification, Analysing, Coding, Documenting & Diagramming. Knowledge Representation, Inference Techniques, Intelligence System Development. Fuzzy Logic, Genetic Algorithm

Module – IV: Data Warehouse and Data Mining

Data Warehousing : Access, Analysis, Mining & Visualization; OLAP & OLTP

Data Mining: What is Data Mining?, Motivating Challenges, The Origins of Data Mining, Data Mining Tasks

Exploring Data: Summary Statistics, Visualization, OLAP and Multidimensional Data Analysis

Classification: Preliminaries, General Approach to Solving a Classification Problem, Decision Tree Induction, Model Overfitting, Evaluating the Performance of a Classifier, Methods for Comparing Classifiers

Association Analysis: Problem Definition, Frequent Itemset Generation, Rule Generation, Compact Representation of Frequent Itemsets, Alternative Methods for Generating Frequent Itemsets, FP-Growth Algorithm, Evaluation of Association Patterns, Effect of Skewed Support Distribution

Module – V: Advanced Topics

Neural Computing : Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks.

Grid Computing: Overview.

Implementing & Integrating Management Support Systems: Issues, Strategies, Generic Models, Integrating EIS, DSS, ES & Global Integration.

Recommended Books:

1. Decision Support System & Intelligent System, Turban, Aronson, Pearson.
2. BUSINESS INTELLIGENCE: DATA MINING AND OPTIMIZATION FOR DECISION MAKING, VERCELLIS CARLO , Wiley
3. INTRODUCTION TO KNOWLEDGE MANAGEMENT: KM IN BUSINESS, GROFF TODD R & JONES THOMAS

MBC-601D: SYSTEM ANALYSIS AND DESIGN

Module – I: Overview of Systems Analysis & Design:

Business Systems Concepts, Systems Development Life Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model), Feasibility Analysis, Design, Implementation, Testing & Evaluation.

Business Process Re-engineering: Concepts, Process involved; Case study.

Module – II: Analysis and Design Methodologies

System Requirement Specification & Analysis: Fact finding techniques, data - flow Diagrams, data dictionaries, process organization & interactions, decision analysis, standards (IEEE/ ISO). Data Modeling & Analysis.

Detailed Design Modularization: Module Specification, File Design, Systems Development involving Data Bases. Structured Design Methodology(SDM). Database Design. Output Design. Input Design. User Interface Design.

Module – III: Object-Oriented Analysis & Design

Modeling System Requirements using 'USE CASES'. Object Modeling: Object Structure, Object Features, Classes & Objects, Key Concepts of object oriented approach, Object Representation methods, Object Status, State Diagram, Modeling behaviour in object Modeling - use cases, Object oriented Analysis, Object oriented Design, Modeling & Design using UML, Activity Diagram & Swim lane Diagram, Sequence & Collaboration Diagram. OO Testing strategies & techniques.

Module – IV: System Control & Quality Assurance through testing

Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Testing strategies & techniques: Unit and integration testing, testing practices and plans; System Controls, Audit Trails, CASE Tools.

Module – V: Hardware & Software Selection:

Hardware acquisition, memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria.

Recommended Books:

1. Analysis & Design of Information Systems, Senn: McGraw Hill International.
2. Object Oriented Analysis & Design, Booch, Grady
3. Modern System Analysis & Design, Hoffer: Pearson Education.
4. System Analysis & Design, Kendall: Pearson.
5. Systems Analysis & Design, Kiewycs, Igor Hawrysz: PHI
6. Systems Analysis and Design, Rajaraman V., PHI
7. UML- Reference Manual, Rambaugh, Jacobson, Booch: Pearson.
8. Structured System Analysis and Design, ISRD, Tata McGraw Hill.

MBC-602D: DATABASE MANAGEMENT

Module – I: Introduction

Database-System Applications, Purpose of Database Systems, View of Data, Database Languages, Relational Database, Database Design, Object-Based and Semistructured Database, Data Storage and Querying , Transaction Management, Data Mining and Analysis, Database Architecture, Database Users and Administrations, History of Database Systems

Module – II: Relational Model

Relational Model: Structure of Relational Database, Fundamental Relational-Algebra Operations, Additional Relational-Algebra Operations, Extended Relational-Algebra Operations, Null Values, Modification of the Database
SQL: Background, Data Definition, Basic Structure of SQL Queries, Set Operations, Aggregate Functions, Null Values, Nested Subqueries , Complex Queries, Views, Modification of the Database, Joined Relations,

Module – III: Database Design Methodology

Database Design and the E-R Model: Overview of the Design Process, The Entity-Relationship Model, Constraints, Entity-Relationship Diagrams, Entity-Relationship Design Issues], Weak Entity Sets, Extended E-R Features, Database Design for Banking Enterprise, Reduction to Relational Schemes, Other Aspects of Database Design
Relational Database Design: Features of Good Relational Designs, Atomic Domains and First Normal Form, Decomposition Using Functional Dependency Theory , Functional-Dependency Theory, Decomposition Using Functional Dependencies, Decomposition Using Multivalued Dependencies;
Application Design and Development: User Interfaces and Tools, Web Interfaces to Database, Web Fundamentals, Servlets and JSP, Building Large Web Applications, Triggers, Authorization in SQL, Application Security,

Module – IV: Integrity Issues in Database

Backup and Recovery: Overview of Integrity Control Functions, The Processes of Database Backup and Recovery, Backup Strategies, Summary Chart of Traditional Backup and Recovery Strategies, Residual Dump Backup Strategy, Variables in the Backup Process, Process Checkpoint and Restart,
Quality Control and Concurrent Update: Data Validation, Update Authorization, Concurrent Update Control, Update Synchronization;

Access Control and Encryption: Data Access Control Policies and Approaches, A General Model of Data Access Control, User Identification and Authentication, Authorization, Controlling Inferences from Statistical Data, Encryption, Threat Monitoring and Audit Trail;

Module – V: Advanced Topics

Database-System Architecture: Centralized and Client-Server Architecture, Server System Architectures, Parallel Systems, Distributed Systems, Network Types, Parallel Database: Introduction, I/O Parallelism, Interquery Parallelism, Intraquery Parallelism, Intraoperation Parallelism , Interoperation Parallelism , Design of Parallel Systems,

Distributed System: Homogeneous and Heterogeneous Database, Distributed Data Storage, Distributed Transactions, Commit Protocols, Concurrency Control in Distributed Database, Availability, Distributed Query Processing, Heterogeneous Distributed Database, Directory Systems

Data Analysis and Mining: Decision-Support Systems, Data Analysis and OLAP, Data Warehousing, Data Mining,

Recommended Books:

1. Fundamentals of Database System, Elmasri, Navathe : Pearson Education.
2. Database System Concepts, Silberschatz, Korth, Sudarshan : McGraw Hill International.
3. An Introduction to Database System, Date : Pearson Education.
4. Database Management, Bipin Desai
5. Database System , Molina, Ullman, Widom : Pearson Education.
6. Fundamentals of Relational Databases, Schaum's Outline Series : Tata McGraw Hill.
7. The Oracle 9i Complete Reference, Loney & Koch: Oracle Press
8. SQL & PL/SQL , Ivan Bayross : BPB

MBC-603D: INFORMATION SECURITY & CYBER LAW

Module – I:

Cryptography and security

CRYPTO BASICS: How to Speak Crypto, Classic Crypto, Simple Substitution Cipher, Cryptanalysis of a Simple Substitution, Definition of Secure, Double Transportation Cipher, One-Time Pad, Modern Crypto History, A Taxonomy of Cryptography, A Taxonomy of Cryptanalysis;

SYMMETRIC KEY CRYPTO: Introduction, Stream Ciphers, A5/1, RC4, Block Ciphers, Feistel Cipher, DES, AES, Block Cipher Modes, Integrity;

PUBLIC KEY CRYPTO: Introduction, Knapsack, RSA, Repeated Squaring, Public Key Notation, User for Public Key Crypto, Confidentiality in the Real World, Signature and Non-repudiation, Confidentiality and Non-repudiation, Public Key Infrastructure;

Module – II:

Access Control

AUTHENTICATION: Passwords, Keys Versus Passwords, Choosing Passwords, Attacking Systems via Passwords, Password Verification, Math of Password Cracking, Other Password Issues, Biometrics, Types of Errors, Biometric Examples, Biometric Conclusions, Something You have, Two-Factor Authentication, Single Sign- on and Web Cookies;

AUTHORIZATION: Access Control Matrix, ACLs and Capabilities, Confused Deputy, Multilateral Security, Multilateral Security, Convert Channel, Inference Control, CAPTCHA, Firewalls, Packet Filter, Stateful Packet Filter, Application Proxy, Personal Firewall, Defense in Depth, Intrusion Detection, Signature-Based IDS, Anomaly-Based IDS;

Module – III:

Security In Software

SOFTWARE FLAWS AND MALWARE: Software Flaws, Buffer Overflow, Incomplete Mediation, Race Conditions, Malware, Brain, Morris Worm, Code Red, SQL Slammer, Trojan Example, Malware Detection, The Future of Malware, Cyber Diseases Versus Biological Diseases, Miscellaneous Software-Based Attacks, Salami Attacks, Linearization Attacks, Time Bombs, Trusting Software

INSECURITY IN SOFTWARE: Software Reverse Engineering, Anti-Disassembly Techniques, Anti-Debugging Techniques, Software Tamper Resistance, Guards, Obfuscation, Metamorphism Revisited;

Digital Rights Management: What is DRM?, A Real-World DRM System, DRM for Streaming Media, DRM for a P2P Application, DRM in the Enterprise, DRM Failures, DRM Conclusions

OPERATING SYSTEM AND SECURITY: Operating System Security Functions, Separation, Memory Protection, Access Control, Trusted Operating System, MAC, DAC and More, Trusted Path, Trusted Computing Base, Next Generation Secure Computing Base, NGSCB Feature Groups, NGSCB Compelling Applications, Criticisms of NGSCB;

Module – IV: Security Planning And Implementation

Risk Management: An Overview of Risk Management, Risk Identification, Risk Assessment, Risk Control Strategies, Selecting a Risks Control Strategy, Quantitative versus Quantitative Risk Control Practices, Risk Management Discussion Points, Recommended Risk Control Practices,

Planning and Implementing Security: Information Security Policy, Standards and Practices, The Information Security Blueprint, Control Strategies, Information Security Project Management, Technical Topics of Implementation, Nontechnical Aspects of Implementation, Information Systems Security Certification and Accreditation,

Module – V: Cyber Law

Legal, Ethical and Professional Issues in Information Security, Introduction, Law and Ethics in Information Security, Relevant U.S Laws, International Laws and Legal Bodies, Ethics and Information Security, Codes of Ethics and Professional Organizations;

Text Books:

Reference Books:

1. Information Security: Principles and Practice, Stamp, Wiley
2. Principles of Information Security, Whitman and Mattford, Cengage/Thomson
3. Cryptography Security And Network Security, Forouzan, TMH
4. Cryptography Security And Network Security, Kahate, TMH
5. Charles P. Pfleeger, Shari Lawrence Pfleeger, PHI.
6. Cryptography & Network Security: William Stallings.
7. Information Security for Management – Venugopal Iyengar - HPH

ELECTIVE COURSES

Productions

MBC-501E:	Technology Management
MBC-502E:	Total Quality Management
MBC-503E:	Project Operations and Management
MBC-504E:	Innovation and R & D Management
MBC-601E:	Materials Management
MBC-602E:	Supply Chain Management
MBC-603E:	Service Operations Management

MBC-501E: TECHNOLOGY MANAGEMENT

Module-I:

Introduction & Technology Policy

Definition ,Technology and society ,Definition of technology ,Classifications of technology, Definition of management ,Management of technology (MOT),The conceptual frame work for (MOT), - Drivers of MOT- Significance and Scope of MOT- Role of Chief Technology Officer – Responding to Technology challenges. Technology Policy – Determinants of Nation’s Capability – Role of Government – Science and Technology policy – Status of Technology in India – Future of India

Module-II

Technology Planning and Strategy Tools, Technology Acquisition

Technology Planning – Tools for Company Technology Analysis – Tools for industry Technology Analysis – Trajectories of Technology, Alliances: Formal versus Informal Alliances, Duration of an Alliance, Location: Domestic versus International Alliances Concerns in Alliances , Mergers and Acquisitions of Technology, Strategic Reasons for Mergers and Acquisitions, Types of Mergers and Acquisitions, Technology Acquisition - Methods Acquisition - Internal Development - External acquisition Sources - Acquisition decisions

Module-III

Innovation Management, Technology Transfer

Definition of Innovation, Definition of Management of Innovation, The Process of Managing Innovation, Making Decisions for Managing Innovation, Tools for Managing Innovation, Process Innovations – Concept and types of process - Process Management Concerns - Types of Process innovations- Process improvement techniques – Organizing for improvements , Technology Transfer – Definition – Classification and Significance - Elements of transfer process - Types of Technology transfer

Module IV

Case Study:

Compulsory, Relevant Cases have to be discussed in each unit

Recommended Books:

1. Management of Technology – Track Khalil – TMH

MBC-502E: TOTAL QUALITY MANAGEMENT

Module I:

Introduction to Quality Management, its Philosophies and TQM

The history and Importance of Quality, Defining Quality, Quality as a Management Framework, Quality and Competitive Advantage, Three Levels of Quality, The Deming Philosophy, The Juran Philosophy, The Crosby Philosophy, Comparisons of Quality Philosophies, Other quality Philosophers, Quality Management Awards and Frameworks, Acceptance Sampling Techniques, Seven basic tools of quality, ISO 9000:2000, Six Sigma, Total quality management, introduction to total quality management, the evolution of total quality.

Module II:

Principles and Design for Six Sigma

Kaizen, Total Productive Maintenance (TPM), Meaning, Seven Magnificent Quality Tools, Application, Poka-Yoke, Six Sigma, The Statistical basis of Six Sigma, Project Selection for Six Sigma, Six Sigma Problem Solving, Six Sigma in Services and Small Organizations, Tools for Concept Development, Tools for Design Development Tools for Design Optimization, Tools for Design Verification.

Module III:

Statistical Process Control

Statistical Process Control, Specification & Limits, Charts for variables & attributes, Process Control (X, R & P chart), Summary of Control Chart Construction, Designing Control Charts Product control-acceptance sampling and OC curve, Process Improvement Methodologies, Basic Tools for Process Improvement, Other Tools for Process Improvement, Engaging the Workforce in Process Improvement

Module IV:

Quality Systems

ISO Systems, ISO Certification Schemes, Preparing an Organization for ISO Certification, Baldrige, Deming, Service Quality Management-Product & services, Classification, Service Quality, Total Productive Maintenance, Function Deployment, House of Quality, Offline Design of Parameters and Specifications

Module V:

Case Study:

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

Recommended Books:

1. Total Quality Management - J.R. Evans – Cengage
2. Quality Management – Bedi - Oxford
3. Modern Methods for Quality Control and Improvement – Wardsworth/ Stephens / Godsrey – 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 Bhat
8. Introduction to Statistical Quality Control – Montgomery – Wiley

MBC-503E: PROJECT OPERATION MANAGEMENT

Module-I:

Project Management Concepts and Needs Identification

Attributes of a Project, Project Life Cycle, The Project management Process, Global Project Management, Benefits of Project Management, Needs Identification, Project Selection, Preparing a Request for Proposal, Soliciting Proposals, Project organization, the project as part of the functional organization, pure project organization ,the matrix organization, mixed organizational systems

Module-II:

Project Planning and Scheduling:

Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM)/ GERT, Resource allocation, Crashing and Resource Sharing

Module III:

Project Monitoring and Control and Project Performance

Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System). Coordination; Procedures, Meetings, Control; Scope/Progress control, Performance control, Schedule control, Cost control, Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor, Responsibilities of the Project Manager.

Module IV:

Case Study:

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

Recommended Books:

1. Project Management – Gido / Clements – Cengage
2. Project Management, Meredith Mantel, Wiley
3. Project Management, S.Choudhury, TMH
4. Project Management for Business and Technology – Nicholas – PHI
5. Successful Project Management – Rosenau / Githens – Wiley

MBC-504E: INNOVATION AND R&D MANAGEMENT

Module-I:

Introduction & Managerial aspects of Innovation function

Introduction, Components of Innovation, Types of Innovations, Models of Innovation Processes, Evolution and characteristics of Innovation Management, Key drivers of Innovation, Factors influencing Innovation ,Organizing for Innovation, Factors influencing organizational design, Developing Innovation Strategy ,Characteristics of creative of creative organization.

Module-II:

Research and Development Management

Introduction,, Meaning, Objectives, Significance, Classification of R&D according to R&D type, process phase, measurement level, purpose of measurement and measurement perspective. Technology development approaches, Performance of R&D management in Indian scenario.

Module-III:

Financial Evaluation of R&D Projects

Introduction, Cost effectiveness of R&D, R&D financial forecasts, Project selection, Evaluating R&D ventures, Conflicting views of managers, Allocation of resources, R&D programme planning and control, Project management, Project Planning and Control techniques.

Module IV:

Case Study:

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

Recommended Books:

1. The management of technology and innovation-A strategic approach, White, Cengage

MBC-601E: MATERIALS MANAGEMENT

Module-I

Materials Management: An Overview; Objectives; Evolution; Strategies; Functions; Profit Making Potential; Costs.

Module-II

Inventory Management: Stages; Selective Control; Demand Forecasting; Lead-time; Safety Stock; Fixed Quantity Reorder System; Fixed Period Reorder System; MRP and JIT systems; Inventory Valuation.

Module III

Purchasing: Objectives; Types of Materials; Important Aspects; Procedures; Quality; Quantity, Time, Price and Source; Standardization and Codification; Vendor development; Value Analysis; Make or Buy Decisions; Negotiations; Institutional, Government and International Buying; Capital Equipment Purchases. Warehousing and Transportation: Warehouse Location; Transportation; Receiving, Issuing and Store Keeping.

Case Analysis and Presentation.

Recommended Books:

1. Materials Management, Gopalkrishna & Sudarsan, TMH
2. Materials Management-Procedures, Texts & Cases, A.K. Dutta, Pearson
3. Hand Book of Materials Management – Gopal Krishnan – PHI
4. Inventory Control and Management – Waters – Wiley
5. Procurement Principles & Mgt.– Bailey/Farmer/Crocker/Jessop– Pearson
6. Inventory Management – Principles and Practices –Narayan/Subramanian– Excel

MBC-602E: SUPPLY CHAIN MANAGEMENT

Module I :

Supply Chain Foundations:

Supply Chain as a network of entities: Role and interactions between the entities. Value Chain Focus of Supply Chain. Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Balance Sheet, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities.

Module –II :

Customer Orientation:

Customer Satisfaction oriented Supply Chain Management strategy, Customer segmentation, Customer requirements analysis, Aligning supply chain to customer needs: Quick response logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications.

Procurement Logistics:

Source Identification: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating, Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases. Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

Module –III :

Manufacturing Logistics Management:

Lean and Agile Manufacturing, Virtual Manufacturing, Just-in-Time Manufacturing, Lead-time Components and their Compression, Lot Streaming.

Distribution Management:

Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Carrier Selection, Vendor Consolidation, Vehicle Loading and Vehicle Routing Methods.

Case Studies

Recommended Books:

1. Text Book of Logistics and Supply Chain Management – Agarwal – McMillan
2. Business Logistics / Supply Chain Management – Ballou / Srivastava – Pearson
3. Supply Chain Management: Strategy, Planning & Operations, Sunil Chopra, Pearson
4. Global Operations and Logistics – Dornier / Ernst / Fender / Kouvelis – Wiley
5. A Logistic Approach to Supply Chain Management – Coyle / Langley / Gibson / Novack / Bardi – Cengage
6. Introduction to Operations and Supply Chain Management – Bozarth / Handfield – Pearson
7. Supply Chain Management – Sahay – Mc Millan

MBC-603E: SERVICE OPERATIONS MANAGEMENT

Module –I

Service Operations Concept:

Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction.

Service Operation Strategy:

Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, **Enhancing** customer satisfaction, Service Operations as Profit Centre.

Module–II:

Field Service Management, Service Manpower Planning & Scheduling:

Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and Customer Relations Management, Uncertainty in Manpower Requirements, Cyclical and Seasonal nature of demand, Queuing effect, Service Level Considerations and Cost Considerations in Manning, Linear Programming and other models of planning and scheduling.

Module –III:

Customer Relationship Management:

Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation.

IT enabled Customer Service:

Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.

Module IV:

Case Study:

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

Recommended Books:

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