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

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit</th>
<th>Hours</th>
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<td>MBC-502D E-Business</td>
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<td>MBC-502E Total Quality Management</td>
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<td>MBC-503A Product &amp; Brand Management</td>
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<td>MBC-503B Security Analysis &amp; Portfolio Analysis</td>
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<td>MBC-503C Performance Management</td>
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<td>MBC-503E Project Operations and Management</td>
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<td>MBC-504A Services Marketing</td>
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<td>MBC-504C Human Resource Development</td>
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<td>MBC-504E Innovation and R &amp; D Management</td>
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<td>MBC-601C Employment Legislations</td>
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<td>MBC-601D System Analysis &amp; Design</td>
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<td>MBC-602A Retail Management</td>
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<td>MBC-602C Organizational Change and Development</td>
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<td>MBC-602D Data Base Management</td>
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<td>MBC-602E Supply Chain Management</td>
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<td>MBC-603A Rural and Agricultural Marketing</td>
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<td>MBC-603D Information Security And Cyber Law</td>
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<td>MBC-603E Service Operations Management</td>
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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.

*****
1\textsuperscript{st} Year MBA

1\textsuperscript{st} Semester

<table>
<thead>
<tr>
<th>Course Code</th>
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<tr>
<td>MBP-101</td>
<td>Organization Structure and Management</td>
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<td>MBP-102</td>
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<td>Financial Accounting</td>
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<td>MBP-105</td>
<td>Quantitative Methods for Managers</td>
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</table>
MODULE 1:


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:


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:
4. Management – Stephen P. Robbins, M. Caulter, Pearson, PHI,
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


MODULE:4


MODULE:5


Books:
3. Mcshane and Sharma, Organisational Behavior, TMH
MODULE 1:


MODULE 2:


MODULE 3:


MODULE 4:


MODULE 5:


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:**


**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
MODULE 1 :


MODULE 2 :


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 :


BOOKS:
2. “Quantitative Techniques in Management”, N. D. Vohra, TMH
1\textsuperscript{st} Year MBA

2\textsuperscript{nd} 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:


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:


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,
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:


**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)

MODULE 4:

**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,
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:
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:


MODULE 3:


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:


BOOKS:
MODULE 1:


MODULE 2:


MODULE 3:


MODULE 4:


MODULE 5:


BOOKS:
2\textsuperscript{nd} Year MBA

3\textsuperscript{rd} 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:

Module-II:

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.

Recommended Books:
1. Understanding Computers Today & Tomorrow, D.Monley & CS Parker, Cengage/Thomson
2. Introduction to Computer Science, ITL Education Solutions Ltd, Pearson
3. Information Technology, Dr Sushila Madan, Taxmann
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.

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:
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:

Case discussion and analysis compulsory

Recommended Books:
1. Banking Theory, Law & Practice, Gordon Natrajian, HPH
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
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).


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

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.
Govt. policies on revival of sickness and remedial measures.

Module III: Institutionals Supporting Small Business.
Central / State level Institution.
Kinds of Business plans
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
2\textsuperscript{nd} Year MBA

4\textsuperscript{th} 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

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
Module-1: Role of MIS in Organizations

Module-2: System Analysis and Development Methodologies

Module-3: Enterprise Systems

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
7. Management Information System- James O Brean- TMH
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.


Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parchate. 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, Fernado, 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, Mckinesey’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:
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


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
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 & Com petition, 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, Cundifts, Govani – Pearson
4. Sales Management – Tanuer, Honeycutt, Erffmeyer – Pearson
5. Sales & Distribution Management , Chunnwala –HP
7. Salesmanship & Sales Management – Sahu & raut – Vikas
MBC-503A: PRODUCT AND BRAND MANAGEMENT

Module-1


Module-2


Module-3


Case analysis compulsory

Recommended Books:
1. Product Management – Lehmann & Wiver – TMH
2. Strategic Brand Management – Keller – Pearson
4. Product Management – Canandan – TMH
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


Module-2

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

Module-3


Case analysis compulsory

Recommended Books:
1. Advertising & Promotions an IMC Perspective – Shah & D’Souza – TMH
2. Integrated Marketing Communication – Niraj Kumar – HPH
4. Advertising Management – Batra, Myers, Anker – Pearson
5. Advertising Management with Integrated Brand Promotion – Cengage
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


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
7. Retail Management – Asif Sheikh, Kaneez Fatima – HPH
MBC-603A: RURAL & AGRICULTURAL MARKETING

Module-1


Module-2


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. Gopalaswamy – 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


Module-II:
Portfolio Analysis & Management

Portfolio Selection, Portfolio constriction, Capital Market Theory (CAPM, CML, Marko-Witz 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, fusion investing, Bubbles and behavioural economics, Technical analysis and behavioural finance.

Recommended Books:
2. Security Analysis and Portfolio Management – Kevin – PHI
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
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:


Module-III:
Financial Markets & Instruments:


Recommended Books:
1. Financial Markets and Services – Gordon / Natarajan – HPH
2. Financial Services – S. Gurusamy - TMH
5. Financial Services and Markets – P. Pardian – Vikash
7. Indian Financial System – Khan – TMH
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


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
5. Project Management – Panner Selvam / Senthil Kumar
6. Introduction to Project Finance – HR Machi Raju – Vikash
7. Project Management – Pinto – Pearson
Module-I:
Income Tax:


Module-II:
Tax Management:


Module-III:
Indirect Tax Management:

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

Recommended Books:
2. Indirect Taxes – Law and Practice – V.S. Datey – Taxmann
MBC-601B: DERIVATIVES AND RISK MANAGEMENT

Module – I
Financial Derivatives


Module – II
Future Market, Contracting & Pricing


Module – III
Forward and Swap Market: Pricing and Trading Mechanism


Recommended Books:

1. Risk Management and Derivatives – STULZ – Cengage
2. Options, Futures and Other Derivatives – HULL / BASU – Pearson
5. Introduction to Derivatives, Johnson, Oxford
MBC-602B: STRATEGIC FINANCIAL MANAGEMENT

Module I:
Corporate Restructuring


Module II:
Strategic Financial Management


Module III:
Financial Engineering


Recommended Books:

3. Creating Value from Mergers and Acquisitions – Sudarsaan – Pearson
4. Mergers, Acquisitions and Corporate Restructuring, Gaughan, Wiley
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:


Module-II:
Managing Foreign Exchange exposure:


Module-III:
International Financial Markets:


Recommended Books:

2. International Financial Management – Apte – TMH
## ELECTIVE COURSES

### HR

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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


Recommended Books:
1. Human Resource Planning, Bhattacharya - EB
2. Strategic Human Resource Planning, Vivek paranjpee, Allied
3. Human Resource Planning and Audit, Arun Sekhri - HPH
5. Recruitment Management, Rashmi, T.K. - HPH
6. Strategic Staffing, Phillips, Gully - Pearson
MBC-502C: COMPENSATION MANAGEMENT

Module-I:

COMPENSATION MANAGEMENT

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:

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:

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:

Module III:
Performance Management Application & Improvement:


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
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.


Module-III :

**Organisational Development & HRD**


**Recommended Books:**

Module-I:

Labour Legislation:

Module-II:

Legislations concerning wages

Module-III:

Industrial Relations Legislations

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
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
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:


Collective Bargaining:

Module-III:


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
Module – I:
Introduction:

Module – II:
Classical Analysis & Design Of Software

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

Recommended Books:
1. Fundamentals of Software Engineering, Mall, Rajib, PHI.
2. Software Engineering - A Practitioner’s Approach, Roger Pressman, TMH
5. Software Project Management, Hughes & Cotterell, TMH
6. Project Mgmt., Maylor, Pearson Education
Module – I:
Introduction

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?

Module – III:
E-Business Models


Module – IV:
Back Office Automatics For E-Business

BUILDING THE E-BUSINESS BACKBONE: ENTERPRISE RESOURCE PLANNING:
IMPLEMENTATION SUPPLY CHAIN MANAGEMENT AND E- FULFILLMENT: The Basics of Supply Chain Management, Internet-Enabled SCM, E-Supply Chain Fusion, Management Issues in e-
Module – V:
Moving To E-Business


Module – VI:
Ethical, Social And Political Issues


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
5. E-Commerce An Indian Perspective, Joseph P.T., PHI
6. Beginning E-Commerce, Reynolds , SPD
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
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
MBC-504D: COMPUTER AIDED MANAGEMENT

Module – I: Management Support Systems

Module – II: Decision Support Systems

Module – III: Knowledge Management
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

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.

Recommended Books:
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
Module – I: Overview of Systems Analysis & Design:

Module – II: Analysis and Design Methodologies
Data Modeling & Analysis.

Module – III: Object-Oriented Analysis & Design

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:

2. Object Oriented Analysis & Design, Booch, Grady
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


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


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


**Module – V:**
**Advanced Topics**


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

**Recommended Books:**

3. An Introduction to Database System, Date : Pearson Education.
4. Database Management, Bipin Desai
7. The Oracle 9i Complete Reference, Loney & Koch: Oracle Press
8. SQL & PL/SQL, Ivan Bayross : BPB
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, Confidentially in the Real World, Signature and Non-repudiation, Confidentiality and Non-repudiation, Public Key Infrastructure;

Module – II:
Access Control


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;

Module – IV:  
**Security Planning And Implementation**


Module – V:  
**Cyber Law**


Text Books:

**Reference Books:**

1. Information Security: Principles and Practice, Stamp, Wiley
5. Charles P. Pfleeger, Shari Lawrence Pfleeger, PHI.
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


Module-III
Innovation Management, 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
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


Module III:  
Statistical Process Control


Module IV:  
Quality Systems


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
5. Total Quality – Bharat Wakhlu – S. Chand
6. Quality Control and Management – Evans / Lindsary – Cengage
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
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


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
4. Inventory Control and Management – Waters – Wiley
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:

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:

Case Studies

Recommended Books:
1. Text Book of Logistics and Supply Chain Management – Agarwal – McMillan
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:

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, Cyclic 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: