SYLLABUS

MBA

(Part Time 3 Years Semester System Program)
2010-2013 Batch

Biju Patnaik University of Technology, Orissa
Rourkela
# MBA (Part-Time) Syllabus for Students of 2010-13 batch

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit</th>
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<td>Organization Structure &amp; Management</td>
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### ELECTIVES

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<th>5&lt;sup&gt;th&lt;/sup&gt; Semester</th>
<th>Elective-I (Choose one paper from the following)</th>
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<tr>
<td></td>
<td>MBC-501A Consumer Behaviour</td>
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<td>MBC-501B Project Appraisal</td>
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<td>MBC-501C Human Resource Planning</td>
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<td>MBC-501D Software Management</td>
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<td>MBC-501E Technology Management</td>
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<td>Elective-II (Choose one paper from the following)</td>
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<tr>
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<td>MBC-502A Sales &amp; Distribution Management</td>
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<td>MBC-502B Financial Services</td>
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<td>MBC-502C Compensation Management</td>
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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-503D Networking Management</td>
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<td>MBC-503E Project Operations and Management</td>
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<td>Elective-IV (Choose one paper from the following)</td>
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<td>MBC-504A Services Marketing</td>
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<td>MBC-504B Taxation Management</td>
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<td>MBC-504C Human Resource Development</td>
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<td>MBC-504D Computer Aided Management</td>
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<td>MBC-504E Innovation and R &amp; D Management</td>
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<td>Elective-V (Choose one paper from the following)</td>
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<td>MBC-601A Integrated Marketing Communication</td>
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<td>MBC-601B Derivatives and Risk 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-603A Rural and Agricultural Marketing</td>
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<td>MBC-603B International Financial Management</td>
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<td>MBC-603C Industrial Relations</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.

*****
1st Year MBA

1st Semester

MBC-101  Organization Structure and Management
MBC-102  Organizational Behaviour
MBC-103  Managerial Economics
MBC-104  Basic Financial Accounting
MBC-105  Quantitative Techniques
MBC-101: ORGANIZATION STRUCTURE & MANAGEMENT

MODULE 1 : Management and Nature of Organization

Introduction: Definition of management, nature, purpose and functions, level and types of managers, Managerial Roles, Essential Managerial Skills, Key personal characteristics for Managerial success. Evolution and various schools to management thoughts.

MODULE 2: Planning and Decision Making
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, Nature and process of controlling, Techniques of controlling.

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.

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.

Case analysis compulsory

Recommended Books:
5. Essentials of Management, Koonz and Weirlich, TMH
7. Principles of Management, Gupta, PHI

MBC-102: ORGANIZATIONAL BEHAVIOUR
MODULE-I: Organizational behavior:
Introduction, definition, goals, elements, scope and 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-II:
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.
  Theories of Motivation

MODULE-III
Behaviour in the organization: Introduction, Issues between organizations and individuals.
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.
Leadership: Concept, Approaches, Leading Vs Managing, Leadership theories.

Recommended Books:
2. Understanding Organizational Behaviour, Parek, Oxford
3. Organizational Behaviour, K. Awathappa, HPH.
4. Introduction to Organizational Behaviour, Moovhead, Griffin, Cengage.
5. Organizational Behaviour, Hitt, Miller, Colella, Wiley
6. Behaviour in Organizations, Greenberg, Baron, PH
7. Organizational Behaviour, VSP Rao, Excel
8. Organizational Behaviour, M Parikh, R Gupta-TMH
9. Cases in Organizational Behaviour & HRM, Saiyadain-Sodhi-Joshi, TMH
MBC-103: MANAGERIAL ECONOMICS

Module -I : Introduction & Demand and Production Analysis :

Introduction to Managerial Economics, Use of Economic models in Decision making, Specifications of the model, Demand Analysis for decision making, Demand Schedule and demand function, Elasticity of Demand, Demand forecasting, Production Analysis, production Function, One Variable input Production function and two variable Input production function.

Module -II : Cost & Pricing Analysis


Module : III : Macro Economic Analysis of Managerial Decisions


CASE ANALYSIS COMPULSORY

Recommended Books:

1. Managerial Economics, Geetika Ghosh, RoyChoudhury, TMH.
5. Managerial Economics, Theory & Applications, D.M. Mithani, HPH.
6. Managerial Economics, Analysis of Managerial Decision making, H.L. Ahuja, S. Chand.
7. Managerial Economics, D.N. Dwivedi, Vikas.
MBC-104: BASIC FINANCIAL ACCOUNTING

MODULE – I : ACCOUNTING
Preparation of Final Accounts / Statements: Basic adjustments, Depreciation Fixed Asset Accounting, Inventory valuation, Preparation of financial statements.

MODULE – II : CORPORATE ACCOUNTING

Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).

MODULE – III : FINANCIAL PERFORMANCE MEASUREMENT

Analysis of Financial Performance of a firm; Use of Different Tools, Ratio Analysis – Different Types of Ratios.

CASE ANALYSIS COMPULSORY FOR EACH MODULE.

Recommended Books:
1. Financial Accounting for Management, Ambrish Gupta, Pearson
3. Financial Accounting for Management, Ramchandran/Kalkani, TMH
5. A New Approach to Financial Accounting, Bal/Sahu/Das, S. Chand
6. Financial and Management Accounting, Satapathy/Sahoo, Vrinda
7. Financial Accounting, Jain/Narang/Agarwal, Kalyani
MBC-105: QUANTITATIVE TECHNIQUES

Module-I

Module-II
Introduction to Assignment problems, Hungarian method to solve assignment problems, Unbalanced assignment problems, Constrained assignment problems. Introduction to sequencing problem, Solution to sequencing problems, Gantt chart, Johnson’s rule. Introduction to replacement theory, Replacement policy for equipments which deteriorates gradually and fail suddenly. Introduction to game theory, Game models, Two persons zero sum games and their solution, solution of 2Xn and mX2 games by graphical approach, Solution of mXn games.

Module-III
Introduction to decision theory, One stage decision making problem, multi stage decision making problem, utility theory. Introduction to Markov process, Markov analysis: input and output. Introduction to forecasting problems, Time series models for forecasting. Introduction to simulation, Process of simulation, Monte Carlo simulation, Simulation of inventory system, simulation of queuing system.

CASE ANALYSIS COMPULSORY

Recommended Books:
2. Quantitative Techniques in Management, Vohra - TMH
3. An Introduction to Management Science, Anderson, Sweeney, Williams- Cengage
7. Quantitative Methods Theories and Applications, Sharma, McMillan
1st Year MBA

2nd Semester

MBC-201  Financial Management
MBC-202  Marketing Management
MBC-203  Human Resource Management
MBC-204  Research Methodology & SPSS
MBC-205  Business Communication
MBC-201: FINANCIAL MANAGEMENT

MODULE-I
Time value of money: Compounding and Discounting Risk and Return – Risk & Return, Measurement of Risk.
Sources of Finance: (GDR/ADR, European)

MODULE-II
Investment decisions: Capital Budgeting- Investment evaluation techniques; Estimation of cash flow for new project, replacement projects, Risks in capital budgeting, Sensitivity Analysis, Decision Tree Analysis.
Cost of Capital: Factors affecting cost of capital, Retained Earnings, WACC.
Dividend policy: Relevance and Irrelevance Theories of Dividend, Factors affecting the dividend policy, Alternative Forms of Dividend.

MODULE-III

CASE ANALYSIS COMPULSORY

Recommended Books:
1. Financial Management, I.M. Pandey, Vikas
2. Fundamentals of Financial Management, Brigham & Houston, Cengage
4. Financial Management, Kapil, Pearson
5. Financial Management, Prasanna Chandra, TMH
8. Financial Management, Tulsian, S. Chand
9. Cases in Financial Management, Pandey, TMH
10. Cases in Corporate Finance, Biswanath, TMH
MBC-202: MARKETING MANAGEMENT

Module-I
**Price:** Objective of pricing, Pricing policies, Pricing methods.
**Promotion:** Advertising, Sales promotion, Personal selling, Public relation, Publicity and propaganda.
**Place:** Marketing channels, vertical and horizontal integration, Channel conflict management, Distribution system and Logistic Management.

Module-II
Marketing environment, Marketing planning and control, Segmenting (Demographic and Psychographic) targeting, Positioning (STP), Marketing research and forecasting, Marketing Information System value proposition.

Module-III
Role of consumers, Consumer Decision making process, Factors influencing consumer decision making, Special topics in Marketing: Green marketing, Relationship Marketing, societal Marketing, Guerrilla Marketing, Online Marketing, Mega marketing, Database marketing.

CASE ANALYSIS COMPULSORY

Recommended Books:
1. Marketing Management, Kotler, Keler, Koshi, Jha, Pearson
2. Marketing, Etzel/Walker/Standtom/Pandit, TMH
3. Marketing Management, Ramaswamy, Namakumar, McMillan
4. Marketing Management, Saxena, TMH
5. Marketing Management, Govind Rajan, PHI
7. Marketing Management, Evans/Berman, Cengage
8. Marketing Management Text & Cases, Lal, TMH
MBC-203: HUMAN RESOURCE MANAGEMENT

Module-I

Module-II

Module-III
Industrial Relations: Concept and Approaches to Industrial Relations, Unitary, Plurastic and Radical Approach, Industrial Relations System, Overview of International HRM: Selection, Compensation, Training & Development, Patriation and Repatriation.

Recommended Books:
2. Managing Human Resources, Gomez, Balkin, Cardy, PHI
3. Personal & Human Resource Management, P. Subba Rao, HPH
4. HRM Text & Cases, Aswathappa, TMH
5. HRM, Sreil, Bohlander, Cengage
6. HRM, VSP Rao, Excel
7. Personnel Management, Mamoria, Gankar, HPH
8. HRM, Jyoti, Venkates, Oxford
Module – I:

Module - II:
Sampling: Probabilistic and Non-probabilistic sampling. Methods of drawing samples: Lottery methods and using random number table, Sampling Vrs complete enumeration, Sampling and Non sampling errors, Concept of different sampling methods: Simple random Sampling, Stratified random sampling, Cluster sampling, Multistage sampling.

Module – III:
Data analysis: Editing, Coding, transformation of data, Basic data analysis, Setting of hypothesis, hypothesis testing, Cluster and Factor analysis (Concept only). Hypothesis: Null hypothesis and alternative hypothesis, Testing of hypothesis, Type I and Type II errors, Sampling distribution and Standard errors, Test of Significance: Small sample tests: t and F tests, Large sample test: Z test, Chi-Square tests: Goodness of fit and test of association. Non-parametric tests: Sign test, Wilcoxon signed rank test, Run test, Man- Whitney U test, Randomness test; Analysis of Variance: One way and two-way Classifications

CASE ANALYSIS COMPULSORY

Recommended Books:
1. Business Research Methods, Cooper, Schindler, TMH
2. Research Methodology, C.R. Kothari, Newage Publication
3. Research Methodology, Paneer Selvam, PHI
4. Management Research Methodology, Krishnaswamy, Sirakumar, Mathirajan, Pearson
5. Research Methodology, Prasanta Sarangi, Taxmann
7. A Text Book of Research Methodology, AKPC Swain, Kalyani
8. Research Methodology, Deepak Kumar Bhattacharya, Excel
MBC-205: BUSINESS COMMUNICATION

Module 1  Interpersonal and Inter-cultural Communication Skills
1.1.1 Cross-cultural communication: Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication ,Effective intercultural communication.
1.2 Persuasive communication: the process of persuasion, formal and informal persuasion.
1.3 Negotiation Skills
1.4 Presentation skills: Planning, Structure and Delivery.

Module 2  Business Writing
2.1 Developing coherent paragraphs
2.2 Précis writing
2.3 Business letters: writing routine and persuasive letters – positive and negative messages.
2.4 Writing memos ,circulars, notices and emails,
2.5 Business reports: what is a report , kinds and objectives of reports, Process, Structure and Layout.
2.6 Writing business proposals
2.7 Meetings: Agenda and Minutes.

Module 3  Soft skills
3.1 How communication skills and soft skills are inter-related
3.2 Leadership skills
3.3 Group Dynamics:
3.4 Group Discussions
3.5 Interview skills
3.6 Telephone etiquettes.
3.7 Business etiquettes.

Recommended Books:
  3. Business Communication for Managers, Penrose, Rasberry Myers, Cengage
  4. Developing Soft Skills, Cornerstone, Pearson
  5. Lateral Thinking, Eduward De Bono, Penguin
  6. Skills Development for Business & Management students, Oxford
  7. Effective Technical Communication, Rizvi, TMH
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
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-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
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 Natrajan, 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
Module – I  Law of Contract:


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 Entreprises, 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
MBC-402: MIS & ERP

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
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.


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 (Multimeditaion 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 – Havaldar, 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
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. Advertizing & 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
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
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


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
MBC-504B: TAX MANAGEMENT

Module-I:

Income Tax:


Module-II:

Tax Management:


Module-III:

Indirect Tax Management

Central Sales Tax Act, 1956, Customs 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

- **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 and Development
- **MBC-603C:** Industrial Relations
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
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
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
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.


Module-III :

Organisational Development & HRD


Recommended Books:

MBC-601C: EMPLOYMENT LEGISLATIONS

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
MBC-501D: SOFTWARE MANAGEMENT

Unit – 1: Introduction:
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;

Unit – 2: 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;

Unit – 3: 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

Unit – 4: Software Quality
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
5. Software Project Management, Hughes & Cotterell, TMH
6. Project Mgmt., Maylor, Pearson Education
UNIT: I:  
INTRODUCTION  
Unit – 2:  
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,  
UNIT – 3:  
E-Business Models  
UNIT:4  
BACK OFFICE AUTOMATICS FOR E-BUSINESS  
BUILDING THE E-BUSINESS BACKBONE: ENTERPRISE RESOURCE PLANNING:  
UNIT-5:
MOVING TO E-BUSINESS


UNIT – 6:
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

Unit- 1: 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.

Unit- 2: 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

Unit- 3: 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

Unit- 4: Basic Network Services
Telnet, FTP, SMTP and POP, HTTP,

Unit- 5: 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

Unit 1: Management Support Systems

Unit 2: Decision Support Systems

Unit 3: Knowledge Management

Unit 4: 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

Unit 5: 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
MBC-601D: SYSTEM ANALYSIS AND DESIGN

Unit 1: Overview of Systems Analysis & Design:

Unit 2: Analysis and Design Methodologies

Unit 3: Object-Oriented Analysis & Design

Unit 4: System Control & Quality Assurance through testing

Unit 5: 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
UNIT: 1  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

UNIT: 2  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,

UNIT – 3: DATABASE DESIGN METHODOLOGY

UNIT: 4: Integrity Issues in Database

UNIT: 5: Advanced Topics

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
MBC-603D: INFORMATION SECURITY & CYBER LAW

Unit – 1: 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;

Unit – 2: ACCESS CONTROL

Unit – 3: SECURITY IN SOFTWARE

Unit – 4: SECURITY PLANNING AND IMPLEMENTATION

Unit 5: CYBER LAW

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 & 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 framework 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
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

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
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


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: