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EIILM University

Directorate OF DISTANCE LEARNING

SYLLABUS BOOKLET

Executive

MASTER OF BUSINESS
ADMINISTRATION
PROGRAM

JULY 2010 ONWARDS

Semester I

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SEMESTER – I

MANAGERIAL ECONOMICS

Sub. Code: 098.102

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Nature and Scope of Economic Analysis

Importance of Managerial Economics; Concepts of Economics in Decision Making; Nature and Scope of Managerial Economics; Relationship between Managerial Economics, Economics and Other Subjects; Tools and Techniques of Decision Making.

Unit 2: Demand and its Attributes

Demand and its Determinants; Law of Demand; Utility Approaches to the Theory of Demand; Consumer Equilibrium and Demand Curve; Demand Elasticity and Demand Estimates; Aggregate Demand; Demand Forecasting.

Unit 3: Supply and Production Analysis

The Principle of Supply; Elasticity of Supply; Aggregate Supply; Cost and Output Relationship; Production Concept and Analysis; Production Process.

BLOCK II

Unit 4: Market Structures and its Analysis

Market Structure; Analysis of Market Structure: Large Group Cases, Monopoly Market Situation, Oligopoly, Monopolistic Competition and Perfect Competition.

Unit 5: National Income Analysis and Economic Welfare

Introduction; Circular Flow and Measurement of National Income; Methods of Measurement of National Income; Economic Welfare and National Income.

Unit 6: Consumption Function, Saving Function, Demand and Supply for Money

The Consumption Function; the Saving Function; Money; Demand for Money; Multiplier; the Supply of Money.

BLOCK III

Unit 7: Foreign Exchange Market, MNCs & International Trade Theory

Introduction; Functions of Foreign Exchange Market; Foreign Exchange and Control; Foreign Exchange Rates; Cost Benefit Analysis of FDI; Role of MNCs in India; International Trade Theories: Absolute Cost Theory, Comparative Cost Theory, Opportunity Cost Theory, Factory Endowment Theory, and Comparative Trade Theory.

Unit 8: Inflation, Inflationary Gap and Measures to Control Inflation

Introduction to Inflation; Inflationary Gap; Demand Pull or Monetary Theory of Inflation; Cost Push Inflation; Other Theories of Inflation; Phillips Curve: The Relation between Unemployment and Inflation; Measures to Control Inflation; Measures of Prices and Inflation; Monetary and Fiscal Policies in Developing Countries.

Unit 9: Trade Barriers and Protectionism

Free Trade vs. Protection; Arguments and Demerits of Protection; Trade Barriers and its Classification; Non Tariff Barriers; Extent and Effects.

Suggested Reading:

1. Managerial Economics by Yogesh Maheshwari, Publisher: Prentice-Hall of India Private Ltd
2. Managerial Economics by Peterson and Lewis, Publisher: Dorling Kindersley (India) Private Ltd
3. Managerial Economics by Suma Damodaran, Publisher: Oxford University Press N Delhi
4. Fundamentals of Economics by Shalini Pujari, Publisher: Macmillan India Limited
5. Managerial Economics by Karam Pal and Surender Kumar, Publisher: Excel
6. Mastering Economics by Harvey and Srinivasan, Publisher: Macmillan

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SEMESTER – I

MANAGEMENT INFORMATION SYSTEM

Sub. Code: 098.302

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Information System in Business

Introduction to Information System; System Concepts; System & Sub System; System Feed back; Types of Information System; Applications; System Development Life Cycle (SDLC).

Unit 2: Managing Data Resources

Introduction; Organizing Data in a Traditional File Environment; Data Base Management System; Data Base Environment; The Range of Data Base Applications; Integration of Information; Role of Enterprise Resource Planning (ERP); Customer Relationship Management; Work Group Integration; Integration of Different Systems; Information System Organizations & Business Processes.

Unit 3: Management of Information Systems, Technology, and Strategy

The Technology: Computer and Computer Processing; Role of Information Technology in Organization; Information System and Strategy; Strategic Analysis.

Unit 4: End User Computing (EUC)

Introduction; End User Computing Tools; End User Systems Tools; The Information Center, Office Automation; Office Information System (OIS); Aspect of OIS; Applications of Office Automation.

Unit 5: Electronic Communication System

Electronic Conference; Electronic Meeting Systems; Electronic Discussions; Electronic Publishing; Introduction to Networks; Network Basics; LAN Basics; Internet Working; ISDN Basics; Network Management.

BLOCK II

Unit 6: Business Telecommunications

Telecommunication and Network; The Internet and World Wide Web (WWW); E- Business; Applications on E- Business; Transaction Process System (TPS); Operational Information Systems.

Unit 7: Tactical and Strategic Level Information Systems

Introduction; Tactical Accounting and Financial Information Systems; Tactical Marketing Information Systems; Strategic Marketing Information Systems; Strategic Production Information Systems; Tactical Human Resource Information Systems; Strategic Human Resource Information Systems; Managing Knowledge in the Organization.

Unit 8: Enterprise Information System (EIS)

Use of Information systems in Various Business Processes; Role of IS in Cross Functional Systems and EIS;

Unit 9: Information Systems for Managerial Decision Support and Strategic Advantage

Information, Management and Decision Making; Decision Support Systems (DSS); Group Support Systems; Executive support Systems.

Suggested Reading:

1. Essentials of Management Information Systems by Laudon K.P., Laudon J., & Laudon K.C; Publisher: Pearson Education;
2. Management Information Systems by McLeod Jr. and Schell G; Publisher: Prentice -Hall
3. Introduction to Information Systems by O'Brien J. A; Publisher: Irwin
4. Management Information System, Managing Information Technology in the Network Enterprise by O'Brien J. A; Publisher: Golgotia

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SEMESTER – I

TOTAL QUALITY MANAGEMENT

Sub. Code: 098.402

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Basic TQM Concepts

Introduction; Development of the Importance of Quality Management; Quality and Public; Factors Affecting Quality; Total Quality Management: Introduction and Principles.

Unit 2: TQM Philosophies

Approach to Quality: Deming, Juran, Crosby, Kaizen, Shigeo Shingo, Ishikawa, Taguchi.

Unit 3: Concept of Quality Circles

Objective; Process of Operation of Quality Circles; Using the Concept; Fish Bone; Application in Organization.

BLOCK - II

Unit 4: Six Sigma

Introduction; Deviation and Standard Deviation; Phases and Defective Units of Six Sigma; Its Importance; Overview of Master Black and Green Belt.

Unit 5: Leadership

Definition; Characteristics of Quality Leaders; Leadership Concepts; Role of TQM Leaders.

Unit 6: Customer Satisfaction

Introduction; Customer Perception of Quality; Feedback; Service Quality; Customer Retention.

BLOCK - III

Unit 7: Performance Measures

Quality Costs; Basic Concepts; Performance Measure Presentation; Appraisal Cost Category; Collection and Reporting; Analysis; Deming Prize; MBNQA.

Unit 8: Tools and Techniques

Pareto and Process Flow Diagram; Check Sheets and Histograms; Quality Function Deployment; QFD – Team; Design of Experiments; Control Charts; Quality Management Systems; Bench Marking.

Unit 9: Case Studies

Changing Company Culture; Xerox Corporation – Using TQM as a Competitive Strategy; Motorola's Secret to TQC; Motorola's Quest for Quality.

Suggested Reading:

1. Total Quality Management by Dale H. Besterfield and others, Publisher: Prentice Hall Publishing House.
2. Managing of Total Quality by N, Logothetis, Publisher: Prentice Hall of India Private Limited.
3. A Management Guide to Quality and Productivity by J. Bicheno and M. R Gopalan, Publisher: Wiley-Dreamtech, New Delhi

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SEMESTER – I

MARKETING MANAGEMENT

Sub. Code: 098. 205

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Concepts of Marketing Management

Definition and Concepts: Definitions of Marketing, Scope of Marketing; Core Marketing Concepts: Concept of Demand and Supply; Transaction; Major Marketing Management Philosophy; Social Marketing.

Unit 2: E-Business & Customer Satisfaction

E-Marketing: Marketing as Adapted to the New Economy; Components of E- Commerce (B2B and B2C); Web Marketing; Customer Satisfaction; Customer Relationship Management (CRM).

Unit 3: Marketing Opportunities Part - I

Strategic Planning: Business Mission, Concept of Strategic Business Units (SBU_s); Boston Consulting Group (BCG Model); Strength, Weakness, Opportunities & Threat (SWOT) Analysis.

BLOCK II

Unit 4: Marketing Opportunities Part - II

Marketing Process; Marketing Plan; Marketing Intelligence System; Marketing Decision Support System; Marketing Research and its Process; Measurement of Market Demand.

Unit 5: Marketing Environment - Internal & External

Marketing Environment Forces; Macro Environment; Micro and Internal Environment; Factors Influencing Consumer Buyer Behavior; Buyer Decision Process; Inputs for Buying Decision Process; Consumer Trends; Market Segmentation Process.

Unit 6: Developing Market Strategies and the Offerings Part - I

Positioning and Differentiation: Concept, Positioning according to Ries and Trout, Various Tools of Differentiation; Product Decisions and Strategies; Product Mix; Product Life Cycle; Brand Positioning; Brand Identity; Equity and Packaging.

BLOCK III

Unit 7: Developing Market Strategies and the Offerings - Part II

Introduction to Service Marketing; Differentiating Services; Product and Service Price; Response to Change in Price; Pricing Strategies.

Unit 8: Delivering Marketing Programs – Part I

Marketing through Channel Partners; Wholesalers and Retailers: Current Trend; Channel Management.

Unit 9: Delivering Marketing Programs – Part II

Market Communication, Process for Effective Communication; Advertising; Different Advertising Media; Sales Promotion; Public Relations; Direct Marketing; Personal Selling: Concepts and Process; Management of Sales Force.

Suggested Reading

1. Marketing Management by Kotler Philip; Publisher: Prentice-Hall of India
2. Marketing Management by Ramaswamy V S and Namakumari; Publisher: S Macmillan India Ltd., 2002
3. Marketing Management by Saxena Rajan; Publisher: Tata McGraw-Hill, 2002)
4. Marketing in India Cases and Readings by Neelamegham S; Publisher: Vikas Publishing House Pvt. Ltd., 2002)
5. Majaro-The Essence of Marketing by Stokes David; Publisher: Prentice Hall of India, 2002
6. Marketing in the 21st Century by Evans R Joel and Berman Barry; Publisher: Gower Publications.
7. Customer Relationship Management in the New Era of Internet Marketing by Newell F-Loyalty; Publisher: McGraw-Hill Professional Publishing.

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SEMESTER – I

HUMAN RESOURCE MANAGEMENT

Sub. Code: 098. 203

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Introduction to Human Resource Management

Introduction: Nature, Philosophy, Need, Objectives and Evolution of Human Resources Management; HRM Functions; HRD Concept; HRD Strategy; HR Responsibilities; Environmental Factors of HRM: Environmental Factors, Challenges to HRM.

Unit 2: Concepts and Process of Human Resource Planning

Human Resource Planning: Importance, Process, Barriers; Strategic Planning; Human Resource Information Systems (HRIS); Forecasting Demands: Forecasting Supply; Man Power Forecasting.

Unit 3: Emerging Trends in HRM

Outsourcing and its HR Dimensions; Human Resource Planning and Downsizing: Voluntary Redundancy and Ways of Downsizing Processing; Importance of Bench Marking; Case Study: Bench Marking VRS Practices and Compensation Management.

BLOCK II

Unit 4: Job Analysis: Recruitment and Selection

Job Analysis: 6 Steps, Job Description vs. Job Specification, Methods of Collecting Job Analysis Information; Role of Recruitment and Selection: Situational Factors in Recruitment, Recruitment

Policy, External and Internal Sources of Recruiting and its Merits and Demerits, Selection Process and its Types; Structured Interview Guide.

Unit 5: Training and Development

Orientation; Training and Development; the Steps in Training Process; Career and Succession Planning: Career Stages, Career Development, Career Management Succession Planning; Case Discussion on Succession Planning.

Unit 6: Compensation

Introduction: Meaning, Objectives of Compensation; Components of Compensation System; Compensation Management Process; Factors of Determining Pay Rates; Pay Incentives; Employee Benefits and Services; Case Study: Comparing Industry Trends in Pay Rates such as FMCG.

BLOCK III

Unit 7: Performance Appraisal

Introduction; Methods of Performance Appraisal; 360 Degree Feedback; Problems in Performance Appraisal; Potential Appraisal: Steps of Potential Appraisal; Case Study: Performance Appraisal Systems in Indian Banks.

Unit 8: Industrial Relations

Definition; Parties to Industrial Relations; Contemporary Issues; Industrial Disputes: Severity or Effects, Weapons used by Labor, Weapons used by Management, Causes, Measures to Improve Industrial Relations; Dispute Resolution: Preventive and Settlement of Industrial Disputes; Collective Bargaining.

Unit 9: Employee Empowerment

Worker's Participation in Management: Introduction, Scope, Significance; Trade Unions: Definition, Features, Objectives, Functions, Motivation to Join Unions; Employee Grievances: Identifying Grievances, Causes, Effects, Establishing Grievances Procedure, Guidelines for Effective Grievances Handling, Procedure.

Suggested Reading:

1. Human Resource Management by Dessler, Gary, Publisher: Pearson Education Asia, New Delhi.
2. Human Resource Management-Text & Cases, by Rao, V.S.P, Publisher: Excel Books, New Delhi.
3. Managing Human Resources by Ramaswamy, E., Publisher: Oxford University Press, New Delhi.
4. Human Resource Management by Irancevich, John, Publisher: McGraw Hill.
5. Managing Human Resources by Casio, Wayne F, Publisher: McGraw Hill Inc.

6. Essentials of Human Resource Management & Industrial Relations, Text, Cases & Games by Subba Rao. P, Publisher: Himalaya Publishing House, Mumbai.
7. Human Resource Management by Mondy R.W; Noe, R. M. Premeaux Sr. and Mondy J.B, Publisher: Prentice Hall Inc.
8. Human Resource Management by Saiyodain, Publisher: TMH, New Delhi.
9. Human Resource Management by Aswthappa, Publisher: TMH, New .Delhi

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SEMESTER – I

FINANCIAL AND MANAGEMENT ACCOUNTING

Sub. Code: 098.101

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Introduction to Financial Accounting

Introduction; Scope and Objectives; Branches of Accounting; Accounting Principles and Standards.

Unit 2: Financial Accounting Framework

Journalizing Transactions: Recording of Transaction, Advantages of Journal, Classification of Accounts and its Rules, Compound Entries; Ledger: Introduction, Posting and its Rules; Trial Balance: Trial Balance Preparation, Errors Disclosed by Trial Balance, Methods of Locating Errors in Trial Balance.

Unit 3: Basic Principles of Preparing Final Account

Capital Expenditure; Revenue Expenditure; Deferred Revenue Expenditure; Capital Receipts; Income Statements: Profit and Loss Statement; Balance Sheet; Final Accounts: Adjustments.

BLOCK II

Unit 4: Concept of Management Accounting

Principles, Functions and Scope of Management Accounting; its Limitations; Management Accountant: Functions; Basic Cost Concepts; Components of Total Cost; Elements of Cost and Cost Sheet; Methods, Systems and Techniques of Costing.

Unit 5: Cost Accounting

Marginal Costing: Introduction, its Theory and Features, its Advantages and Disadvantages; Absorption Costing; Break - Even Analysis; Cost Volume Profit (CVP) Relationship; Basics of Break Event Point (BEP); CVP Analysis; Marginal Costing and Decision Making; Marginal Costing vs. Pricing.

Unit 6: Tools of Financial Analysis

Budgets: Introduction, Advantages and Disadvantages, Essentials of Budgetary Control, Budget Manual and its Working, Budget Key Factor; Fixed and Flexible Budgets; Functional and Master Budgets: Sales and Cash Budget; Zero Based and Incremental Budgets.

BLOCK III

Unit 7: Techniques of Costing – Part I

Target Costing; its Relation to New Product Development, Cost – Plus Pricing , and Activity Based Costing; Transfer Pricing; Cost Based Transfer Pricing; Transfer Pricing Law in India.

Unit 8: Techniques of Costing – Part II

Responsibility Accounting (RA): Introduction, Steps involved in RA, Advantages, Cost Centers vs. Responsibility Centers; Value Added Accounting; Inflation Accounting: Current Purchasing Power Method (CPP), Methods of Accounting for Changing Prices; Human Resources Accounting (HRA): Relevance and Models of HRA.

Unit 9: Techniques of Costing – Part III

Standard Cost; Advantages and Limitations of Standard Costing; Determination of Standard Costs; Cost Variance Analysis: Cost Variances, Causes, Types and Uses of Variances, Labor Variances, Material Cost and Labor Cost Variance Analysis, Sales Variance Analysis; Budgetary Control and Monitoring; Cost Audit and Management Audit; Cost Audit Report; Management Audit.

Suggested Reading:

1. Financial Accounting: A Managerial Perspective, HPH by Narayanswamy, Publisher: Prentice Hall of India Private Limited
2. Financial Accounting for Business Managers, by Bhattacharyya Ashish K, Publisher: Prentice Hall of India Private Limited
3. Financial Accounting for Management: Text & Cases by Subhash Sharma, Publisher: Macmillan India Limited
4. Management Accounting - Concepts & Applications by Kothari G, Publisher: Macmillan India Limited.

5. Fundamentals of Cost Accounting by Maheshwari SN, Publisher: Sultan Chand and Sons
6. Basic Financial Management by M.Y Khan, Publisher: Tata McGraw Hill
7. Costing Techniques by NK Sharma, Publisher: RBSA Publishing.

Semester II

Specialization

Financial Management

1. Corporate Restructuring
2. Management of Financial Services
3. Global Financial Marketing
4. Corporate Tax Planning

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: FINANCIAL MANAGEMENT
SEMESTER – II

CORPORATE RESTRUCTURING

Sub. Code: 098.421.1

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction to Restructuring & Business Failure

Introduction to Corporate Restructuring; Corporate Failure; the Psychology of Business Failure.

Unit 2: Restructuring as a Corporate Strategy

Dynamic of Restructuring; Historical Background from Indian Perspective; Corporate Strategy; Competitive Advantages & Core Competencies.

Unit 3: Legal Frame work of Corporate Restructuring

Provision under Various Indian Laws Enabling Restructuring; Divestitures; De-merger.

Unit 4: Merger and Acquisition

Merger & Amalgamation; Reason for Merger & Amalgamation; Categories of Merger; The Merger Negotiation Process; Cost of Merger; Methods of Merger/ Amalgamation.

Unit 5: Procedure and Steps of Merger and Acquisition

Procedural Aspects under Various Laws; Economic Aspects of Merger etc.; Merger Management; Financial Aspects of Merger/ Amalgamation; Taxation Aspects.

BLOCK - II

Unit 6: Financing of Merger and Acquisition

Funding the Merger Process; Process of Funding; Valuations of Shares & Business; DCF Methods; Other Models.

Unit 7: Post Merger Restructuring

Post Merger Re-organization; Measuring Post Merger Efficiency; Financial Restructuring; the Agile Organization.

Unit 8: Takeovers

Takeovers; Bail out Takeovers; Economic Aspect of Takeovers.

Unit 9: Strategic Alliances and Reverse Merger

Alliances; Implementing and Managing the Alliances; Reverse Merger.

Suggested Reading:

1. Financial Management and Policy Text and Cases by V.K.Bhalla, Publisher: Anmol Publication Private Limited;
2. Financial Management by Prasanna Chandra, Publisher: Tata McGraw Hill;
3. Basic Financial Management by Khan, M. Y. Jain, Publisher: Tata McGraw Hill;
4. Financial Management by I. M. Pandey, Publisher: Vikas Publishing House;
5. Financial Management by P. P. Shah, Publisher: Wiley India Private Limited

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: FINANCIAL MANAGEMENT
SEMESTER – II

MANAGEMENT OF FINANCIAL SERVICES

Sub. Code: 098.423.1

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Financial Services

Introduction; A Conceptual Framework; Scope and Classification; Financial System and its Functions; Classification of Financial Markets; Development of Financial System in India.

Unit 2: Non Banking Financial Companies

Introduction; Regulatory Non - Banking Companies (RNBCs); RBI Act Frame-work; RBI Acceptance of Public Deposits Directions; RBI & NBFC's Prudential Norms, Norms Related to Auditors Report; Latest RBI /;Ministry of Finance Guidelines.

Unit 3: Fund Based Financial Services

Concept of Lease Financing; Theoretical and Regulatory Framework of Leasing in India; Lease Documentation and Agreement; Concept of Hire Purchase Finance; Conceptual and Legal Framework; Hire Purchase - Accounting; Reporting and Taxation; Various Forms of Credit; Concept of Factoring; Types and Methodology; Advantages and its Limitations; Factoring and Forfeiting Financial Evaluation; Bills Discounting Concept and Regulations.

BLOCK - II

Unit 4: Housing Finance

Concept of Housing Finance; Housing Finance System; Housing Finance Schemes; Regulatory Framework; NHB - Powers, and its Norms; Refinance System; Equity Support to Housing Finance System.

Unit 5: Venture Capital Financing

Concept of Venture Capital; Origin and Types, Stages of Investment Financing; Factors Affecting Investment Decisions; Selection of Venture Capitalists; National and International Scenario of Venture Capital Financing; SEBI Regulations; Corporate Venturing.

Unit 6: Insurance Services

Concept of Insurance; Development in India, Regulatory Framework of Insurance; Insurance Regulatory and Development Authority IRDA; Rural Obligations, Insurance Advertisements and Disclosure; Licensing of Insurance Agents; General Insurance; IRDA Act; Reinsurance Business and its Regulations; Insurance Services in India, Operations of Private Insurance Companies.

BLOCK - III

Unit 7: Mutual Funds

Concept of Mutual Funds; Its Development in India; Benefits of Mutual Funds; Mutual Fund Schemes; Working of Mutual Funds with Respect to UTI, SEBI Regulations; Association of Mutual Funds in India; Unit Trust of India, Growth and Performance of Mutual Funds in India.

Unit 8: Development Financial Institutions

Introduction; Working of Development Finance; Policy Measures Related to DFIs; Industrial Finance Corporation of India; Study of ICICI, IDBI, IFCI, SIDBI, IDFCI, NABARD, SIDCs, and SFCs.

Unit 9: Fee Based Financial Services

Issue Management; Issue Related Activities and SEBI Guidelines; Role of Intermediaries in the Issue Management Activity; SEBI Norms for Intermediaries; Mergers and Amalgamation Process; Acquisitions and Takeover Process; Stock Broking Activity; Major Stock Exchanges in India; Process of Credit Rating.

Suggested Reading:

1. Management of Financial Services by Bhalla VK, Publisher: Anmol publishing house
2. Financial Services by Khan MY, Publisher: Tata McGraw Hill
3. Indian Financial System by Machiraju, Publisher: Vikas Publishing house
4. Indian Financial System by Pathak, Bharati V, Publisher: Pearson Education.
5. Indian Financial System by Khan MY, Publisher: Tata McGraw Hill.

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: FINANCIAL MANAGEMENT
SEMESTER – II
GLOBAL FINANCIAL MARKETING

Sub. Code: MBA - FM-405

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Balance of Payment

Introduction; Basics of Accounting Conventions; Objectives; Process and Importance of Accounting Conventions; Components of Balance of Payments; Factors Affecting the Components; Indian Scenario.

Unit 2: Balance of Payment: Foreign Scenario

Foreign Exchange Markets; Export and Import of Goods and Services; Trade Balance; Merchandise Trade Balance.

Unit 3: A Frame Work for Global Finance-I

Financial Markets; Measures and Significance of Global Financial Markets; Domestic and Offshore Markets and Their Significance.

Unit 4: A Frame Work for Global Finance-II

Measures and Significance of Euro Markets; Interest Rates in the Global Money Markets; Overview of Money Market Instruments.

Unit 5: International Equity Investment

Introduction; Risk and Return from Foreign Equity Investment; Equity Financing in International Markets and its Mechanism.

BLOCK - II

Unit 6: International Capital Markets

Mechanism of International Capital Market; E - Money Market Instruments; Major Market Segments; International Financing Decision.

Unit 7: International Monetary Fund and European Monetary Unit

Fixed Exchange Rate Systems; European Monetary Systems; Exchange Rate Mechanism; Economic and Monetary Union.

Unit 8: Financial Management in an MNC

Basics of Short Term Financial Management in an MNC; Short Term Borrowings and Investments; Investing Surplus Funds.

Unit 9: International Cash Management

Objective; Centralized and Decentralized Cash Management; Advantages and Disadvantages; Cash Transmission

Suggested Reading:

1. The Economic Environment of International Business by Raymond Vernon and Louis T Wells, Publisher: Prentice Hall College Division
2. International Business by Cznkota M R, Rankainen I A, and Moffett M H, Publisher: Dryden Press
3. International Business: Introduction and Essentials by Bull D A, Richard D Irwin and McCulloch Jr. Publisher: W H
4. International Business by Donald A. Ball, Wendell H. McCulloch, Jr., Paul L. Frantz, J. Michael Geringer, and Michael S. Minor, Publisher: Irwin Professional Publishing
5. The Challenge of Global Competition, by Donald Ball, Publisher: McGraw-Hill

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: FINANCIAL MANAGEMENT
SEMESTER – II

CORPORATE TAX PLANING

Sub. Code: 098.321.1

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40

Marks University Examination: 60 Marks

BLOCK I

Unit 1: Overview of Corporate Taxation in India

Taxation Structure in India; Basic Concepts of Income Tax; Basis of Charge of Income; Types of Income; Computation of Tax Liability; Relationship of Accounting and Income Tax; Accounting Methods in Taxation; Rules and Interpretation of the Statute; Residential Status and Tax Incidence; Determination of Residential Status.

Unit 2: Computation of Income under Various Heads

Incomes Exempt from Tax; Exemption in Respect of Newly Established Undertaking; Income from Salary; Types of Allowances and their Taxability, Provisions for Calculating Taxable Salary; House Property; How to Calculate Income from House Property.

Unit 3: Profits and Gains of Business or Profession

Capital Gains; How to Calculate Capital Gain; Charge of Income from other Sources; Basis of Charge; Chargeable Incomes; Specific Deductions; Amount not Deductible; Computation of Tax Able Income from other Sources; Charge of Income – Business, Depreciation, Deductions Under Section 43 B; Deemed Profits and Practical Problems of Business and Profession.

BLOCK II

Unit 4: Income Tax- Amortization/ Deduction

Amortization of Certain Expenditure Under Section 35; Deductions Under Chapter VI-A; Deduction in Respect of Profits and Gains from Projects Outside India, from Housing Projects and in Respect to Export Profits; Agriculture Income and its Tax Treatment.

Unit 5: Income Tax- Payment-I

Relationship of Employer and Employee; Managing Director's Remuneration; Difference Between Powers of Agent and Servant; Tax on Book Profits; Companies- Computation of Taxable Income; Advance Payment of Tax.

Unit 6: Income Tax - Payment-II

Deduction and Collection of Tax at Source; TCS and its Provisions; Interest Payments by Assessee and Department; Powers of CBDT and Settlement Commission to Reduce Interest; Provisions of Set off of Inter and Intra Head Income; Setting- off Losses and Depreciation.

BLOCK III

Unit 7: Income Tax - Assessment

Miscellaneous Provisions; Return of Income and Procedure of Assessment; Income Tax Authorities, their Powers, their Appointments; Appeals and Revision.

Unit 8: Tax Planning-I

Transfer Pricing and other Provisions to Check Avoidance of Tax; Tax Audit; its Need; Requirements; Maintenance of Books of Account for Tax Audit; Presumptive Taxation and Tax Audit; Judicial Pronouncements with Respect to Tax Audit; Setting up of New Business and Tax Planning.

Unit 9: Tax Planning -II

Corporate Restructuring and Tax Planning; Double Taxation and Avoidance Agreements; Tax Considerations with Regard to Specific Management Decisions; Tax Planning and Integral Management Decisions; Tax Planning Measures; Taxation of E-Commerce Transactions; Tax Rate Assessment.

Suggested Reading:

1. Law of Income Tax 3 volumes, Acharya S , Publisher: State manual book
2. Direct Taxes Digest, Bhargava B and Bhandari B, Publisher: State Manual book

3. Handbook of Direct Taxes by Bhattacharya B and Garg G, Publisher: State Manual
4. Students handbook on Income tax by Manoharan TN, Publisher: Snowwhite Income tax act 1961 by Singhanian VK, Publisher: Taxmann

Specialization

Marketing Management

1. Advertising Management
2. Sales & Distribution Management
3. Consumer Behavior
4. Marketing Services

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: MARKETING MANAGEMENT
SEMESTER – II

ADVERTISING MANAGEMENT

Sub. Code: 098.335.5

Credits-03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Concepts of Advertising – The Field of Advertising

Introduction; Integrated Marketing Communication; Advertising and its Types; Comparative Advertising; Case Study; Communication Models in Advertising.

Unit 2: Integrated Advertising Program Analysis of Mission & Market

Objective Setting & Determining Target Audience; Understanding Segmentation; Positioning; Budget Decision; Case Study on Budgets.

Unit 3: Understanding Message Strategy

Message & Copy in Advertising; Headlines in Print & TV Advertising; Visualization & Layout; AD Appeals; Testimonials & Celebrity Endorsement.

BLOCK II

Unit 4: Media Types & Decision

Types of Media; Media Selection; Media Planning: New Perspective, Media Decision.

Unit 5: Campaign Making

Three Phases of Campaign Creation; Steps of Effective Advertising; Upsetting the Applecart in the Scooterette Category in Style! Case Study; Understanding Campaigns.

Unit 6: Advertising Stake Holders – Advertising Organization

Evolution & History of Advertising Agency; the Working of AD Agencies; Organization Structure of Advertising Department; Interface with Other Departments; Functions of Advertising Agency; Case Study.

BLOCK III

Unit 7: Issues in Advertising

Regulation in Advertising; Case Study: Is the Environment being Harsh on Advertising? The Indian Advertising Regulations; Advertising Effectiveness.

Unit 8: Indian Advertising

Historical Evolution of Indian Advertising; Ethics in Advertising; Children & Women in Advertising.

Unit 9: Case Study

Campaigns & Cases; Case Study: With Kid Cloves; PR or Advertising- Who's on Top? Is Celebrity Advertising Effective; Fido's Second Coming; A Saga of Hackneyed Effort.

Suggested Reading:

1. Advertising Management, Dr. Varma & Aggarwal, Publisher: King Books
2. Principles of Marketing, Kotler & Armstrong, Publisher: Prentice-Hall of India
3. Advertising: An Introduction Text, S. A. Chunawalla, Publisher: Himalayan Publishing House
4. Advertising Principles and Practice by Wells Burnett Moriarty, Publisher: PHI
5. Foundations of Advertising, S.A. Chunawalla, KC Sethia, Publisher: Himalayan Publishing House
6. Advertising Management, Rajeev Batra, J.G.Myers, Publisher: Pearson Education

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: MARKETING MANAGEMENT
SEMESTER – II

SALES AND DISTRIBUTION MANAGEMENT

Sub. Code: 098.335.5

Credits-03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: An Introduction to Sales Management

Objectives and Scope of Personal Selling; Buyer Seller Dyad and Personal Selling Situation; Theories of Personal Selling; Personal Selling Process; Mistakes in Sales.

Unit 2: Sales Forecasting

Prospecting; Sales Resistance; Closing Sales; Types of Personal- Selling Objectives; Analyzing Market Potential; Sales Forecasting Methods: Qualitative Methods, Quantitative Methods.

Unit 3: Organization and Management of Sales Force

Functions of Salesperson; Qualities of Effective Sales Executive; Purpose of Sales Organization; Setting up a Sales Organization; Types of Sales Organization Structure; Centralization Versus Decentralization in Sales Force Management.

BLOCK II

Unit 4: Recruiting, Selection and Training of Sales Force

Recruitment Process; Selection Process; Training Objectives; Training Methods; Training Content; Organization of Sales Training; Need of Motivation; Theories of Motivation; Devising Compensation; Types of Compensation Plans; Fringe Benefits.

Unit 5: Standards of Performance Qualitative, Quantitative

Different Performance Standards; Recording of Actual Performance; Types of Sales; Force Reports; Evaluation and Control through Action and Supervision.

Unit 6: Controlling the Sales Effort

Purpose of Sales Budget; Objective in Using Quotas; Procedure of Setting Quota; Limitations of Quota System; Concept of Sales Territory; Need for Establishment and Revision of Sales

Territory; Assignment of Sales Personnel to Territories; Importance of Customer Feedback by Sales Personnel.

BLOCK III

Unit 7: Channels of Distribution and Strategy

Marketing Channel; Types of Intermediaries; Contemporary Channel Scenario in India; Objective of Marketing Intermediaries; Function of Marketing Channel.

Unit 8: Channel Design

Steps in Channel Design; Selection of Appropriate Channel; Channel Management; Channel Motivation.

Unit 9: Physical Distribution

Physical Distribution Concepts and Objective; Components of Physical Distribution; Transportation; Warehousing, Impact of IT on Physical Distribution; Implication of Supply Chain Management in Physical Distribution.

Suggested Reading:

1. Sales Management by Richant.R.Still, Edward .Gundiff and Norman.A.P.Govoni
Publisher: Prentice Hall of India, 2002
2. Sales Management: Analysis and Decision Making by Ingram, Publisher: Cengage Learning, 2007
3. Sales & Distribution Management, by Krishna .K.Havaldar and Vasant. M. Cavall,
Publisher: TMH, 2007.
4. Fundamentals of Sales Management, by Ramneek Kapoor, Publisher: Macmillan, 2007.
5. Management of a Sales Force, by Spiro, Stanton and Rich, 7th Reprint, Publisher: TMH, 2007.
6. Sales Management: In the Indian Perspective, by Vaswar Das Gupta, Publisher: PHI, 2007.

Managing and Motivating your Agents and Distributors by Iyer Vinoo, Publisher: Pitman Publishing,

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: MARKETING MANAGEMENT
SEMESTER – II

CONSUMER BEHAVIOUR

Sub. Code: 098.334.5

Credits-03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: The Study of Consumer Behaviour

Introduction; Marketing and Consumer Orientation; Diversity in Market Place; Factors Influencing Buyer Behaviour; Buyer Behaviour; Organizational Buying Vs Consumer Buying; Case Study.

Unit 2: Market Segmentation

Market & Its Types; Market Segmentation; Consumer Research Process; Eight Step Research Process; Case Study on Segmentation; Case Study on Data Gathering for Marketing Research; Conducting Research Study; Case on Consumer and Competition.

Unit 3: Consumer as an Individual

Consumer Needs; Types and Systems of Need; Hulls Drives Reduction Theory; Maslow's Hierarchy of Needs; Mc Clelland's Three Needs Theory; Consumer Motivation Concept; Means-End Chain Model; Case Study- Taking a Brand Global.

BLOCK II

Unit 4: Consumer Perception

Perception: Definition, Elements of Perception, Nature & Process of Perception; Case Study- the Power of Managing Value, Dynamics of Perception; Consumer Imagery and Perceived Risk; Reference Prices; Price/Quality Relationship; Case Study : Its Perception Management; Indian Brands Abroad have to Work on Perception.

Unit 5: Consumer Learning

Consumer Learning & Involvement; Behavioral Learning Theories; Cognitive Learning Theories; Brand Loyalty; Case Study: the Writing on the Wall.

Unit 6: Consumer Attitudes and Personality

Attitudes: Introduction, Models of Attitude; Case Study: Consumer Attitude: Let Consumer Psyche Work for you, Attitude Formation and Change; Case Study: Holicks in a New Avatar; Personality: Introduction, Theories of Personality, Personality and Understanding; Consumer Diversity; Case Study; Communication: Components of Communication, Designing Persuasive Communications.

BLOCK III

Unit 7: Consumer Behaviour in Social Settings

Group Dynamics and Consumer Reference Groups: Reference Groups, Application of Reference Groups; the Family: Concept, Functions of the Family, Family Decision Making, the Family Life Cycle; Social Class and Consumer Behaviour; Lifestyle Profiles of the Social Classes; Social Class Mobility.

Unit 8: Influence of Culture on Consumer Behaviour

Characteristics of Culture; Measurement of Culture; Subcultures and Consumer Behaviour; Definition of Sub- Culture; Types of Sub- Cultures (Religious, National, Geographic, Racial, Age, Sex); Sub- Culture Interactions, Cross- Cultural Consumer Analysis; Alternative Multinational Strategies; Cross Cultural Psychographic Segmentation; Marketing Mistakes.

Unit 9: Opinion Leadership Process

Introduction to Opinion Leaders; Measurement of Opinion Leadership; Profile of Opinion Leader; the Interpersonal Flow of Communication; Opinion Leadership and the Firm's Promotional Strategy; Diffusion of Innovations: Diffusion Process, Adoption Process, and the Profile of the Consumer Innovator.

Unit 10: Consumer Decision – Making Process

Levels of Consumer Decision; Process of Decision - Making, Types of Purchase Decision Behaviour; Stages in the Buyer Decision Process; Models of Consumers: Howard - Sheth Model, Engel-Kollat- Blackwell Model, Model of Family Decision – Making, Model of Industrial Buying Behaviour.

Suggested Reading:

1. Cases in Marketing Management by Brennan. R, Publisher: Pitman; 1995
2. Marketing Management: The Millennium Edition by Kotler.P, Publisher: Prentice – Hall
3. Consumer Behavior by Schiffman G.L and Kanuk L.L, Publisher: Prentice- Hall
4. Consumer Behavior by Atul Kr Sharma, Publisher: Global Vision Publishing House

Consumer Behavior, by Raju M.S, Publisher: Vikas Publishing House Pvt. Ltd, 2004

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: MARKETING MANAGEMENT
SEMESTER – II

MARKETING OF SERVICES

Sub. Code: 098.435.5

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Overview of Services

Introduction; Special Characteristics of Services; Classification of Services; Consumer Behaviour.

Unit 2: Customer Relationship Marketing

Service Revolution; Relationship of Service Marketing; Financial Services Marketing and Regulations, Importance of Services in Customer Satisfaction.

Unit 3: Marketing Positioning

Marketing Mix: Services and Technology, First P – Product, Life Cycle, Service Concept, Service Mix; Positioning and Differentiation of Services: Evolution, Competitive Differentiation of Positioning, Levels and Process, Positioning Option, Implementation; Positioning Process.

Unit 4: Pricing in Service

Introduction; Key Pricing concepts; Pricing Issues for Services; Organization's Objectives and Pricing; Framework for Pricing Decision..

Unit 5: Planning and Communication Process

Promotion and Communications in Services Marketing; Services Distribution Planning; People – the Fifth “P”; Process and Physical Evidence.

BLOCK - II

Unit 6: Service Standard

Service Quality: Developing, Assessing, Benchmarking, Implementing, and Monitoring Quality Services; Service Standards: Factors necessary for Appropriate Standards; Implications of Service Standard; Critical Implications of Service Employees.

Unit 7: Internal Audit and Market Research

Contingency of Empowerment; Internal Service Audit; Global Feature; McDonald's Approach; Market Research Process: Qualitative or Quantitative Data; Problem Definition/ Establishment of Research Objectives; Data Analysis; Gathering and Storing of Marketing Information; The Marketing Information System.

Unit 8: Planning of Relationship Marketing

Marketing Planning for Services; Internal Marketing; Relationship Marketing; Customers' Role in Service Delivery; Strategies for Enhancing Customer Participation.

Unit 9: Channel Planning Pricing

Delivering through Intermediary Channels; Basic Channel Functions; Benefits and Challenges in Electronic Distribution of Services; Managing Demand and Capacity; Strategies for Matching Capacity and Demand; The Integrated Gap Model of Service Quality.

Suggested Reading:

1. Service Marketing: Text, Cases and Reading by Lovelock C; Publisher: Pearson Education Industrial Marketing by Ghosh, Publisher: Oxford University Press
2. Service Marketing by Woodruff H; Publisher: Macmillan
3. Service Marketing by Zeithmal V. A. et.al. **Publisher:** Tata McGraw-Hill Publishing Company limited.
4. Managing Service Marketing by Baleson J. E. G., **Publisher:** Dryden Industrial Marketing Text Book: ICMR

Specialization

Human Resource Management

1. Compensation Management
2. Labor Laws
3. Management of Training and Development
4. Organizational Change and Development

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: HUMAN RESOURCE MANAGEMENT
SEMESTER – II

COMPENSATION MANAGEMENT

Sub. Code: 098.324.2

Credits-03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Objectives of Compensation

Introduction to Compensation and Rewards; Objective of Compensation and Rewards; Framework of Compensation Policy; Labor Market characteristics and Pay Relatives.

Unit 2: Wage Determination

Wage Levels and Wage Structures; Wage Determination Process and Wage Administration Rules; Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration; Theory of Wages: Introduction to Fair and Living Wage.

Unit 3: Wage Differential

Introduction to Minimum Wages; Basic Kinds of Wage Plans; Wage Differentials & Elements of a Good Wage Plans; Institutional Mechanisms for Wage Determination.

Unit 4: Executive Compensation

Legislative Framework for Wage Determination; Importance of Wage Differentials; Executive Compensation and Components of Remuneration.

Unit 5: Job Evaluation

Nature and Objectives of Job Evaluation; Principles and Procedure of Job Evaluation Programs; Basic Job Evaluation Methods; Implementation of Evaluated Job; Determinants of Incentives; Classification of Rewards; Incentive Payments and its Objectives.

BLOCK II

Unit 6: Wage Incentives

Introduction to Wage Incentives in India; Types of Wage Incentive Plans; Prevalent Systems & Guidelines for Effectives Incentive Plans; Non- Monetary Incentives.

Unit 7: Profit Sharing

Cafeteria Style of Compensation; Problems of Equity and Bonus; Profit Sharing & Stock Options; Features of Fringe Benefits; History and Growth Factors; Coverage of Benefits; Employee Services & Fringe Benefits in India.

Unit 8: Benefit Programs

Benefit Programs for Management; Administration of Benefits & Services; Compensation Survey & Methodology; Planning; Compensation for Executives & Knowledge Workers.

Unit 9: Tax Planning

Introduction to Tax Planning; Comparative International Compensation; Downsizing; Voluntary Retirement Scheme; Pay Restructuring in Mergers & Acquisition.

Suggested Reading:

1. Human Resource Management, by L.M Prasad, Publisher: Sultan Chand & Sons
2. Personal & Human Resource Management, by P. Subba Rao, Publisher: Himalaya Publishing House
3. Human Resource Management, by K. Aswathappa, Publisher: Tata McGraw Hill Publishing Company Ltd.

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: HUMAN RESOURCE MANAGEMENT
SEMESTER - II

LABOR LAWS

Sub. Code: 098.325.2

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Labor Law in India: An Overview

Introduction; the Human Aspect; Overview of Labor laws; Legislative History; Implementation of Labor Laws; the Unorganized Sector; International Law and its Purpose; Global Instruments of International Law; Regional Instruments of International Labor Law.

Unit 2: Industrial Employment- Standing Orders

The Industrial Employment - Standing Orders Act 1946; the Schedules under the Act; Model Standing Orders.

Unit 3: Collective Bargaining

Collective Bargaining and Scope of Industrial Disputes Act; Modern Theory of Collective Bargaining; Role of State and its Machinery in Collective Bargaining; Industrial Disputes; Workman and Contract of or for Service; Wages and Allowances.

Unit 4: Strikes and Retrenchment

Strikes and Lockouts; Forms of Strike; Wages for Strike Period; Lay-off; Retrenchment and Compensation; Re-employment or Retrenched Workman.

BLOCK II

Unit 5: Penalty Procedures

Closures; Other Provisions under the Industrial Disputes Act; Employment Contract and Wage Determination Contract Labor; Welfare and Health of Contract Labor; Penalties and Procedure; Child Labor.

Unit 6: Minimum Wages

The Equal Remuneration Act 1976; the Weekly Holidays Act 1942; Minimum Wages Act 1948; Payment of Wages Act 1936; Payment of Bonus Act 1965.

Unit 7: Workers Act

Introduction to the Factories Act; Objective and Scope; Safety and Duties of the Manufacturer; Welfare of Workers under the Act; Penalties and Procedures under the Act; the Employers Liability Act 1938.

Unit 8: Payment of Gravity

Introduction to the Employee's State Insurance Act 1948; Contributions and Funds under the Act 1948; Benefits under the Act 1948; Powers of the Court under the Act 1948; The Maternity Benefit Act 1961; Introduction to the Workmen Compensation Act 1923.

Unit 9: Trade Union Act 1926

Procedures and Penalties under this Act; Employees Provident Funds and Miscellaneous Provisions Act 1952; Payment of Gratuity Act 1972; Collective Bargaining and ILO Conventions.

Suggested Reading:

1. Workmen's Compensation Act by Aiyer and Aiyer, Publisher: Sitar man and Co
2. Law of Employees Provident Fund by Chaturvedi RG, Bharat Law, 2001
3. Commentary on Workmen's Compensation Act by Chaudhary RN, Publisher: Sitaram and Co.
4. Commentaries on Industrial Employment by Desai KM, Publisher: Sitaram and Co.
5. Law of Employees Provident Funds by Dr Chaturvedi RG Publisher: Sitaram and Co.
6. Law of Discharge and Dismal by Dr Rao, Publisher: Sitaram and Co.

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: HUMAN RESOURCE MANAGEMENT
SEMESTER – II

MANAGEMENT OF TRAINING AND DEVELOPMENT

Sub. Code: 098.425.2

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Conceptual Framework of Training-I

Introduction to Training Development and Education; Objectives of Training; Areas of Training, Drawbacks and Problem of Training; Significance of Training; Training Manual; Learning and Learning Styles; Learning process: A Few Good Learning Theories

Unit 2: Conceptual Framework of Training-II

Adult Learning; Learning styles elements and profiles; Principles of Effective Training and Learning; Effective Training; Collection of Articles

Unit 3: Approaches to Training

Approaches to Training; Training Procedure; Training Need; Assessment; Training for Performance; Training Room Design; Role and Responsibilities of HRD and Training Specialist.

BLOCK - II

Unit 4: Designing Training Plan

Objectives of Designing Training Plan; Competency Based HRM/Training; Competency Psychology Designing & Conducting Specific T & D Programmes; New Employee Training.

Unit 5: Methods and Styles of Training I

Introduction to Training Methods and Techniques; Sensitivity Training; On the Job Training; Basic Teaching and Presentation Skills.

Unit 6: Methods and Styles of Training II

Training Methods; Criteria for Method Selection; Relationship between Principles of Teaching and Learning Methods; Computer Based Training (CBT).

BLOCK – III

Unit 7: Evaluation of Training

Introduction; Concept and Principles; Evaluation of Training; Evaluating Training and Results.

Unit 8: Methods of Evaluation & Training Assessment

Program Evaluation; Planning the Program Evaluation; Levels of Evaluation Methods of Evaluation; Feedback and Assessment; Evaluating Training Staff; Assessing the ROI of Training, Tutorial.

Unit 9: Management Training & Development

Management Development; Employee Training & Coaching; Mentoring and Coaching; ROI of Management Training; Training Practices; Train the Trainer; Training for Diversity.

Suggested Reading:

1. Management of Human Resources, Dr A. K Saini and Sanjay Kumar Pathak, Publisher: Gullybaba Publishing
2. Human Resource Management by K. Ashwa Thapa, Publisher: Himalaya Publishing House
3. Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House
4. Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House.
5. Training, Needs, Analysis and Evaluation by Frances and Roland Bee, Publisher: IPD London
6. Art of Training and Development in Management by Leslie Rae, Publisher: Crest Publication.

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: HUMAN RESOURCE MANAGEMENT
SEMESTER – II

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Sub. Code: 098.426.2

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Overview of Organizational Development

What is Organizational Development? Objectives and Characteristic Features of OD; Emergence of OD; Foundations of Organizational Development; Organization as Changing Entity; Life Cycle of Organizations; Implications of OD Values and Assumptions.

Unit 2: Theory and Management of Organizational Change -I

Introduction to Management of Change; Environmental Factors of Organizational Change; Technology and Change; Reasons for Change in Business Environment; the Process of Change; Managing Organizational Change.

Unit 3: Theory and Management of Organizational Change - II

Resistance to Change; Approaches to Planned Change; Key Roles in Organizational Change; Implementation Team, Key Roles in Change Functions and Skills; Successful Change Agency.

BLOCK - II

Unit 4: Theory of Organization Change and Development

Introduction to Organizational Development; Nature and Objectives of OD; Themes and Characteristic Features of OD.

Unit 5: Management of Organization Change and Development

History and Evolution; Values of OD Change Consultants; Evaluation of Organizational Change; Limitations and Prerequisites to Success of OD,

Unit 6: Organization Diagnosis

Organization Diagnosis: Concept, Nature, Issues and Methods; Quantitative and Qualitative Methods.

BLOCK – III

Unit 7: Organization Intervention

Objectives; Concept of Organization Intervention; Types of Intervention; Focus of the Intervention.

Unit 8: Latest Trends of Organizational Development

Emerging Conceptual Model of OD; Emerging OD Skills.

Unit 9: Future of Organizational Development

Latest Views and Approaches in OD of Management Gurus; Organizations of Tomorrow; Projections of Management Experts.

Suggested Reading:

1. Management of Human Resources by Dr A. K Saini and Sanjay Kumar Pathak, Publisher: Gullybaba Publishing
2. Human Resource Management by K. Ashwa Thapa, Publisher: Himalaya Publishing House
3. Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House
4. Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House.
5. An Experimental approach to organizational Development by Harvey, D.F. & Brown, D.R., Publisher: Prentice Hall
6. Approaches to planned change - Organization Development by French W.L., Bell C.H, Publisher: Prentice Hall

Specialization

Information Technology Management

1. Database Management System
2. Introduction to Programming
3. Structured System Analysis and Design
4. E-Commerce

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: IT MANAGEMENT
SEMESTER – II

DATA BASE MANAGEMENT SYSTEM

Sub. Code: 098.327.3

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Introduction to Database

Evolution of Database; Disadvantages of File Processing System.

Unit 2: Data Models

Data Models: Hierarchical Model, Network Model, and Relational Model.

Unit 3: Functional Dependencies

Relational Algebra; Data Integrity; Functional Dependencies.

BLOCK II

Unit 4: Normalization - Part I

Concept of Redundancy (Update Anomalies); Introduction of Normalization.

Unit 5: Normalization – Part II

Normalization; Types of Normalization; Features of Normalization.

Unit 6: Query Languages

A Commercial Query Language – SQL; Support for Integrity Constraints.

BLOCK III

Unit 7: Database Design

Database Design Including Integrity Constraints; Multi-user Database Application; Two and Three Tier Architecture.

Unit 8: Performance Calculation

Performance Criteria; Storage and Access Method; Indexing and Hash Look Up; Query Processing and Query Optimizer; Language Support for Optimizer.

Unit 9: Transaction Processing

Transaction Processing; Atomicity Consistency Independence and Durability (ACID) Principle; Concurrency Anomalies.

Unit 10: SQL

Serializability; Locks; Backup and Recovery; Checkpoint; SQL Support; Database Security Issues; Level of Security.

Suggested Reading:

1. Fundamentals of Database Systems by Elmasri R & Navathe S , Publisher: Pearson Education
2. Database Systems by Cornel R, Publisher: Galgotia Publications Pvt. Ltd.
3. Modern Database Management by Mcfadden F, Hoffer & J, Prescott M, Publisher: Pearson Education
4. Database Systems by Date C, Publisher: Pearson Education
5. Database Management and Design by Hansen G & Hansen J, Publisher: Prentice Hall

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: IT MANAGEMENT
SEMESTER – II

INTRODUCTION TO PROGRAMMING

Sub. Code: 098.328.3

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Concept of Data

Concept of Data Storage within a Computer Program; Computer Memory; Concept of Variables; Constants and Preprocessor Directive Statements.

Unit 2: Relational Operators

Elements of Language: Expressions, Statements, Operators: Binary Operators, Relational Operators.

Unit 3: Logical Operators

Branching Statements; Evaluating Relational Expressions; Precedence of Relational Operators; Logical Operators.

Unit 4: Switch Statements

Controlling Program Execution; while Statement; do while Loop; Nested Loop; Ending Loops Early; the Break Statement; the Continue Statement; goto Statement; switch Statements.

BLOCK II

Unit 5: Function Prototype

Functions; How a Function Works; Function Prototype; Recursive Function.

Unit 6: Arrays

Introduction to Arrays; One-Dimensional & Multi Dimensional Arrays; Naming & Declaring, Arrays.

Unit 7: Escape Sequences

Types of I/O; Console I/O Function; Escape Sequences; Formatted Output Conversion Specifiers; Character Input and Character Output; Type Conversion; Stream I/O.

Unit 8: Scope of Variable

Scope of Variable; Global & Local Variables; Scope of Function Parameter; Extern Static and Register Variable.

BLOCK III

Unit 9: Command Line Argument

Input Output Redirection; Command Line Argument; Introduction to Structure and Unions; Defining a Structure with Examples; Array of Structures; Initializing Structures.

Unit 10: Dynamic Memory

Introduction to typedef and macros; Details of Union and Programs Related to Unions; Introduction to Bits; Bit Wise Operators; Complement Operators; Dynamic Memory Allocation: Malloc, Realloc, Calloc Functions.

Unit 11: Error Handling Functions

Verification and Validation; Testing Process; Test Strategies; Error Handling Functions; Types of Errors.

Suggested Reading:

1. The C Library Reference Guide by Eric Huss
2. Borland International, Inc., Programmer's Guide.
3. The C Programming Language by Brian W. Kernighan and Dennis M. Ritchie, Publisher: Prentice-Hall, Inc.
4. The Development of the C Language by Dennis M. Ritchie, Publisher: Cambridge, Mass
5. Teach Yourself C in 21 Days by Bradley L. Jones, Peter Aitkin Sams, Publisher: Sams

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: IT MANAGEMENT
SEMESTER – II

STRUCTURED SYSTEM ANALYSIS AND DESIGN

Sub. Code: 098.329.3

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: SDLC

System Development Life Cycle: Analysis, Design, Coding; Testing and Documentation.

Unit 2: Role in S/W Development

Prototyping; Role of System Analyst; Other Players of the System and their Functions.

Unit 3: System Planning

System Planning and Initial Investigation; Information Gathering Tools.

BLOCK II

Unit 4: Tools

Tools of Structured Analysis; Feasibility Study; Steps of Feasibility Study.

Unit 5: Cost / Benefit Analysis

Cost / Benefit Analysis; Process and Stages of System Design.

Unit 6: Prototypes

Input Design and Prototyping; Output Design and Prototyping.

Unit 7: Database Design

Introduction to Database Design; Properties.

BLOCK III

Unit 8: Testing and Quality Assurance

Introduction to User Interface Design; Introduction to Testing and Quality Assurance; Implementation and Software Maintenance.

Unit 9: Project Scheduling

Project Scheduling and Monitoring; User Training and Parallel Run; Introduction to Documentation.

Unit 10: H/W & S/W Selection

Hardware / Software Selection; Security; Disaster; Recovery and Ethics; Object Oriented Analysis.

Suggested Reading:

1. Computer Systems Design and Architecture by Heuring Vincent P & Whitten Jeffrey, Publisher: Pearson Education Asia
2. Systems Analysis and Design Methods by Shelly Gary B, : Galgotia Publications
3. Systems Analysis and Design by Awad, Elias M. Publisher: Galgotia Publications

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: IT MANAGEMENT
SEMESTER – II

E - COMMERCE

Sub. Code: 098.427.3

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction to E - Commerce

Introduction; Definition; Brief history of E Commerce; Forces fueling E-Com; E-Com Vs E-Business; Challenges in E – Commerce; E-Business Communities.

Unit 2: Introduction to E - Business

Model for E-Business: Channel Reconfiguration, Transaction, Event, and Market Segment Aggregation; Value Chain Integration, Strategic Model; E-Com Industry Framework; Information Superhighway; Types of E-Com; E-Business Trident: E-SCM, E-CRM, and E-RP.

Unit 3: E - Security

Firewalls & N/W Security; Type of Firewall, Security Policies; Emerging Firewall Management Issue; Transaction Security; Types of Online Transactions; Requirement for Online Transactions; Encryption & Transaction Security; Secret – Key Encryption; Public Key Encryption; Implementation & Management Issues; WWW & Security; Netscape's Secure Socket Layers; Security & Online Web Based Banking Security.

Unit 4: Electronic Payment System

Overview of E-Payment System; Digital Cash, Properties; Electronic Check & Benefits; Online Credit Card System; Types of Credit Card Payments; Secure Electronic Transactions (SET).

Unit 5: Other Electronics Financial Systems

Other Emerging Financial Instruments; Debit Card and Point of Sale (POS); Debit Card and E - Benefit Transfer; Smart Cards; Electronic Fund Transfer; Intelligent Agents.

BLOCK - II

Unit 6: E-Com Banking

Electronic Commerce and Banking; Home Banking History; Banking via Online Services; Management Issues in Online Banking.

Unit 7: E-Com Retailing and Publishing

Electronic Commerce and Retailing; Management Challenges in Online Retailing; Electronic Commerce and Online Publishing; Advertising and Online Publishing.

Unit 8: Internet Marketing

Introduction: Definition and Scope; the 7 Stages of Internet Marketing; Critical Success Factors for Internet Marketing.

Unit 9: E-Com Strategies

E-Commerce Strategies for Development; Element of National E-Commerce Strategies; Legal and Regulatory Issues; E-Commerce and Sales Strategy.

Suggested Reading:

1. Electronic Commerce-A managers Guide by Ravi Kalakota and Andrew Whinston, Publisher: Pearson Education India
2. Global Electronic Commerce by Westland J. Christopher and Clark Theodore, Publisher: Academic Press
3. Internet Marketing by Rafi A. Mohammed and Robert J. Fisher, Publisher: McGraw Hill
4. Electronic Commerce: Opportunities and Challenges by Syed Mahbubur Rahman, Mahesh Raisinghani, Publisher: Idea Group

Specialization

Operations Management

1. Material Management
2. Production Planning and Control Systems
3. Project Management
4. Logistic Management

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: OPERATIONS MANAGEMENT
SEMESTER – II

MATERIAL MANAGEMENT

Sub. Code: 098.336.6

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Overview of Materials Management

Definition of Materials Management and its Scope; Relation of Supply Chain Management with Materials Management; Quality Assurance; MIS in Materials Management; Organization of Material Functions; Materials Planning; Overview of Materials Requirement Planning.

Unit 2: Purchasing Procedures

Purchasing Procedures; Purchase Source Selection; Price Forecasting; Purchasing of Seasonal Commodities; Purchasing under Uncertain Situations; Purchasing Capital Equipment; International Purchasing; Preparing Purchase Documents; Purchasing Ethics; Negotiations; Vendor Management; E-commerce and Purchase Management.

Unit 3: Stores Management

Definition of Stores Management; Stores Procedures; Incoming Materials Control; Stock Accounting and Verification; Material Handling; Scrap Disposal; First in and First out; MIS Systems in Stores Management; Documentation in Stores Management; TQM Procedures in Stores Management.

BLOCK II

Unit 4: Inventory Control

Importance of Inventory Control; Inventory Classification; Inventory Valuation; Working Capital Requirement and Inventory Control; Economic Order Quantity Model; Codification; Catalogue Analysis; Value Engineering; Standardization; ABC Analysis; XYZ Analysis; Case Studies of Maruti Udyog, and Asian Paints.

Unit 5: Input Systems of Inventory Management

Glossary of Materials Management Terms; ABC Inventory Control; Sampling Plan; Acceptance Situations; Administered Price; Activity Based Costing; Accounting Systems; Equation Cost; Acquisition Cost; Advance Payment; Airway Bill; Foreign Exchange Regulations.

Unit 6: Importance of Materials Management

Evolution of Materials Management into an Exacting Science; Knowledge Management in Materials Management; Materials Management and Materials Science; Just In and Just Out; Import and Export Documentation in Materials Management; Backward Integration and Materials Management; Excise Documentation; Duty Drawbacks in Materials.

BLOCK III

Unit 7: Importance of E-commerce

Definition of E-Procurement; Components of E-Procurement; Advantages of E-Procurement; Improving Profits through E-Procurement; Implementation of E-Procurement; Assessing an E-Procurement Package; Economics of Choosing an E-Procurement Package; Expertise Needed for E-Procurement Success; Amazon.com and E-Commerce.

Unit 8: ERP and its Implementation

Definition of ERP; Importance of ERP; Globalization and ERP; Documentation and ERP; Evolution of ERP; ERP Developing as an Exacting Science; Selecting the Software; Cost of Implementation.

Unit 9: Other Issues

Expertise to be Developed; Organizational Structure; Communication Skills; Key Result Areas; Management by Objectives; Stock out Situations; Engineering Spares Purchase; Raw Materials Purchase; Recruitment and Training in the Materials Management Function.

Suggested Reading:

1. Purchasing and Material Management by Nair, Publisher: Vikas Publishing House, New Delhi.
2. Handbook of Materials Management by Gopal Krishnan, P, Publisher: Prentice Hall of India Pvt. Ltd., New Delhi.
3. Materials Management: An Integrated Approach by Gopalakrishnan, P. & Sundarshan, M, Publisher: Prentice Hall of India Pvt. Ltd., New Delhi.

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: OPERATIONS MANAGEMENT
SEMESTER – II

PRODUCTION PLANNING & CONTROL SYSTEMS

Sub. Code: 098.337.6

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Production Planning and Control

Introduction, Strategic Decisions; Tactical decisions; Operational Decisions; Scheduling—An Introduction

Unit 2: Forecasting

Nature and Use of Forecast; Factors Affecting Forecast: Demand, Types of Forecasting in Decision Making, Sources of Data, Demand Patterns; Forecasting Models; Selection of a Forecasting Technique; Measures of Forecast Accuracy; Weighted Moving Average; Double Moving Average Method; Simple (Single) Exponential Smoothing; Adjusted Exponential Smoothing; Semi-average Method; Delphi Method.

Unit 3: Capacity Planning and Investment Decisions

Capacity Planning; Determination of Plant Capacity; Capacity Planning Strategies; Equipment Selection; Investment Decisions; Interest Formulas; Bases for Comparison of Alternatives.

BLOCK II

Unit 4 Facility Location

Introduction; Factors Influencing Plant Location; Break Even Analysis; Single Facility Location Problem; Multi-facility Location Problems; Model for Multi-facility Location Problem; Method of Transformation.

Unit 5: Plant Layout and Materials Handling

Introduction; Classification of Layout; Advantages and Limitations of Process Layout; Advantages and Limitations of Product Layout; Advantages and Limitations of Group Technology Layout; Layout Design Procedures; Systematic Layout Design Procedure; Computerized Relative Allocation of Facilities Technique (CRAFT); CRAFT Procedure; Application of CRAFT; Automated Layout Design Program (ALDEP); Computerized

Relationship Layout Planning (CORELAP); Rank Order Clustering Algorithm (ROC); Bond Energy Algorithm; Mathematical Model for Machine Component Cell Formation ; Material Handling System; Unit Load Concept; Materials Handling Principles; Classification Materials Handling Equipments.

Unit 6: Line Balancing

Concept of Mass Production System; Objective of Assembly Line Balancing; Generalized Algorithm [Panneerselvam, et al., 1993]; Rank Positional Weight Method; The COMSOAL Algorithm; Model for Assembly Line Balancing; Integer Programming Model to Minimize Number of Work Stations; Model to Minimize Balancing Delay (Maximize Balancing Efficiency); Stochastic Assembly Line Balancing; Case Study.

Unit 7: Aggregate Planning and Master Production Scheduling

Aggregate Planning; Nature of Aggregate Planning Decisions; Aggregate Planning Strategies; Aggregate Planning Methods; Master Production Plan/Schedule; Cut-and-Fit Methods.

BLOCK III

Unit 8: Quality Control

Introduction; Need for Controlling Quality; Definition of a Quality System; Classification of Quality Control Techniques; Process Capability; Process Variations Distribution ;Type of Data; Control Charts; Control Chart for Variable; Control Charts for Attributes; Acceptance Sampling; Operating Characteristic Curve (O.C. Curve); Single Sampling Plan; Double Sampling Plan; Acceptance Sampling by Variables; Nomogram Method for Single Sampling Plan; Six Sigma; Approaches for Six Sigma; Benefits of Six Sigma.

Unit 9: Maintenance Planning and Control

Maintenance Objectives; Types of Maintenance; Basic Reasons for Replacement; Deterministic Type of Items that Deteriorate with Time; Replacement; Crew Size Determination Using Analytical Queuing Model; Simulation of Maintenance System; Reliability Calculations; Reliability Program; Failure Modes; Effects and Criticality Analysis (FMECA); Information System for Maintenance Management; Benefits of computerized Information System; Procedure for Information System Design; Total Productive Maintenance; Objectives of TPM; Wastes Eliminated in TPM; Equipment Maintenance Techniques; Benefits of TPM; Performance Measures of Maintenance System; Pillars of TPM.

Unit 10: Modern Production Management Tools

Just-In-Time Manufacturing; Overview of JIT; Kanban; Flexible Manufacturing Systems(FMS); Total Quality Management; Quality Control Activities During; Product Cycle; Operating Quality Costs; ISO 9000 Series; Benefits of ISO 9000 Series; Steps in ISO 9000 Registration; Poka Yoke; Kaizen; Business Process Reengineering; Steps of BPR; Applications of BPR; Supply Chain Management; Integrated Business Logistics; Lean Manufacturing.

Suggested Reading:

1. Production Planning and Inventory Control by Narsimhan, S.L., Mcleavy, D.W. & Billington, P.J., Publisher: PHI, New Delhi.
2. Production & Operations Management by Panneerselvam R, 2nd Edition Publisher: PRENTICE H
3. Operations Management by Shafer Scott M , Publisher: John Wiley
4. Succeeding in Project – Driven Organizations by Knutson Joan, Publisher: John Wiley
5. Production and Operations Management by Rogerto Russel & Taylor, Publisher: Prentice Hall,
6. Production and Operations Management by Roger Schmenner, Publisher: Prentice Hall
7. Production and Operations Analysis by Steven Nahmias, Publisher: McGraw Hill
8. Production and Operations Management by Chase, Aquilano, Jacobs, Publisher: TMH
9. Production and Operations Management by James Dilworth, Publisher: McGraw Hill International

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: OPERATIONS MANAGEMENT
SEMESTER – II

PROJECT MANAGEMENT

Sub. Code: 098.338.6

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Introduction

Definition of a Project; an Historical Perspective on Project Management; Current Issues in Project Management; the Relationship between Project Management and General Management; the Project Management Knowledge Base.

Unit 2: Structures and Framework

The Project Model; the Four Phases of Project Management; the 7-S of Project Management; the Project Environment; the Complexity of Projects; the Structures of the Projects.

Unit 3: Strategy and Project Management

Why Strategy? Organizational Strategy and Projects; Project Management as a Strategic Capability; Resource Coordination; Project and Organizational Goals; Project Performance Measurement.

BLOCK II

Unit 4: Project Definition

Developing the Concept; Scope Management; the Project Process; Work Breakdown Structure (WBS); Process Mapping; Establishing Check-Points; Stakeholder Management.

Unit 5: Time Planning

Time planning—the Process; Gantt Charts; Estimating; Activity-on-Arrow; (A-O-A) Diagrams and Critical Path Analysis (CPA); Activity on Node (A-O-N) Diagrams; Activity on Arrow versus Activity on Node Method; Scheduling; Computer Assisted Project Planning; Fast-Track Projects.

Unit 6: Cost and Quality Planning

Cost Planning Process; Cost-Estimating Techniques; Cost Build-Up; Cost Management; Budgets; the Quality Planning Process; Quality Conformance Planning; Quality Performance Planning.

Unit 7: Plan Analysis and Risk Management

Analyzing Time Plans; Analyzing Cost Plans; Analyzing Quality Plans; Risk Management; Risk Quantification Techniques.

BLOCK III

Unit 8: Control of Projects

Control System; Control of Major Constraints: Quality, Control of Major Constraints Monitoring; the Role of Project Management Information System (MIS); Change Control; Control of the Work of Development Projects: Intellectual Property.

Unit 9: Problem-Solving and Decision Making

The Problem Framework; Modeling Systems for Decision-Making; Handling Uncertainty in Decision- Making; Mathematical Modeling Techniques; Problem-Solving Tools; Cause – Effect- - Cause Analysis; Decision Trees; Simple Decision Frameworks; Decision-Support Systems; the Importance of the Follow Up Actions.

Unit 10: Project Completion and Review

Project Completion and Handover; Structuring Improvement Activities; Learning before Doing: the Role of External Knowledge; Learning by Doing: the Role of Audit and Review, Carrying out Revise; Justifying it all: Evaluate the Cost of Quality.

Suggested Reading:

1. Projects: Planning Analysis, Selection, Implementation and Review by Chandra, Prasanna, Publisher: Tata McGraw Hill, New Delhi.
2. Project Management by Bhavesh, M Patel, Publisher: Vikas Publishing House, New Delhi.
3. Project Finance by Machiraju, H. R., Publisher: Vikas Publishing House, New Delhi.
4. Project Management and Control by Rao, P.C.K., Publisher: Sultan Chand & Sons, New Delhi.
5. Project Management (third edition) by Harvey Maylor

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: OPERATIONS MANAGEMENT
SEMESTER – II

LOGISTIC MANAGEMENT

Sub. Code: 098.436.6

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Concepts Objectives and Elements of Logistics

Concept of logistics; Importance of logistics; Objectives of logistics; Components of Logistics.

Unit 2: Logistics Subsystem

Marketing Logistics; Essence of Logistics In Marketing; Marketing Trends; Relevance of Logistics In Export Management; Importance of Logistics as a Strategic Resource; Trade-Off Analysis; Forms of Logistics Management.

Unit 3: Integrated Logistics

Work of Logistic; Integrated Logistics; Barriers to Internal Integration.

BLOCK – II

Unit 4: Supply Chain Relationships Part I

Introduction; Channel Structure; the Economics of Distribution; Specialization; Assortment; Concentration; Customization.

Unit 5: Supply Chain Relationship Part II

Supply Chain Competitiveness; Risk, Power, and Leadership; Elements of Success; Logistical Service Alliances; Factors Stimulating Service Based Alliances; Core Specialization; Power Clarity; Cooperation Emphasis; Regional Alliances Create Transcontinental Moves; Integrated Logistics Service Provider.

Unit 6: Transportation

Transport Functionality and Principles; Product Movement; Product Storage; Relationship between the Shipper, the Consignee, and the Public.

BLOCK – III

Unit 7: Multi-Modal Transport

Concept of Multimode Transport; Features of Multimodal Transport System; Advantages of Multimodal Transport; Suppliers of Transportation Services; Typical Carrier Ancillary Services.

Unit 8: Warehousing

Introduction; Definitions as per Bombay Warehouse Act, 1959; Evolution of Concept of Warehousing; Importance / Benefits of Warehousing; Warehouse Operating Principles; Developing the Warehouse Resource.

Unit 9: Inventory Management

Introduction; Inventory Types and Characteristics; Component of Inventory Carrying Cost; Planning the Inventory Resource; Volume Transportation Rates; Quantity Discounts; Time-Series Lot Sizing.

Suggested Reading:

1. Logistics & Supply Chain Management by Martin Christopher, Publisher: Pearson Publication
2. Business Logistics Management by Ronald H. Ballou, Publisher: ABC Publication
3. Logistics and Supply Chain Management by G Raghuram and N Rangaraj, Publisher: Macmillan Publication.

Specialization

Supply-Chain Management

1. Material Management
2. Production Techniques
3. Logistics
4. ERP and Web Based Supply Chain Management

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: SUPPLY-CHAIN MANAGEMENT
SEMESTER – II

MATERIAL MANAGEMENT

Sub. Code: 098.342.8

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK I

Unit 1: Overview of Materials Management

Definition of Materials Management and its Scope; Relation of Supply Chain Management with Materials Management; Quality Assurance; MIS in Materials Management; Organization of Material Functions; Materials Planning; Overview of Materials Requirement Planning.

Unit 2: Purchasing Procedures

Purchasing Procedures; Purchase Source Selection; Price Forecasting; Purchasing of Seasonal Commodities; Purchasing under Uncertain Situations; Purchasing Capital Equipment; International Purchasing; Preparing Purchase Documents; Purchasing Ethics; Negotiations; Vendor Management; E-commerce and Purchase Management.

Unit 3: Stores Management

Definition of Stores Management; Stores Procedures; Incoming Materials Control; Stock Accounting and Verification; Material Handling; Scrap Disposal; First in and First out; MIS Systems in Stores Management; Documentation in Stores Management; TQM Procedures in Stores Management.

BLOCK II

Unit 4: Inventory Control

Importance of Inventory Control; Inventory Classification; Inventory Valuation; Working Capital Requirement and Inventory Control; Economic Order Quantity Model; Codification; Catalogue Analysis; Value Engineering; Standardization; ABC Analysis; XYZ Analysis; Case Studies of Maruti Udyog, and Asian Paints.

Unit 5: Input Systems of Inventory Management

Glossary of Materials Management Terms; ABC Inventory Control; Sampling Plan; Acceptance Situations; Administered Price; Activity Based Costing; Accounting Systems; Equation Cost; Acquisition Cost; Advance Payment; Airway Bill; Foreign Exchange Regulations.

Unit 6: Importance of Materials Management

Evolution of Materials Management into an Exacting Science; Knowledge Management in Materials Management; Materials Management and Materials Science; Just In and Just Out; Import and Export Documentation in Materials Management; Backward Integration and Materials Management; Excise Documentation; Duty Drawbacks in Materials.

BLOCK III

Unit 7: Importance of E-Commerce

Definition of E-Procurement; Components of E-Procurement; Advantages of E-Procurement; Improving Profits through E-Procurement; Implementation of E-Procurement; Assessing an E-Procurement Package; Economics of Choosing an E-Procurement Package; Expertise Needed for E-Procurement Success; Amazon.com and E-Commerce.

Unit 8: ERP and its Implementation

Definition of ERP; Importance of ERP; Globalization and ERP; Documentation and ERP; Evolution of ERP; ERP Developing as an Exacting Science; Selecting the Software, Cost of Implementation.

Unit 9: Other Issues

Expertise to be Developed, Organizational Structure; Communication Skills; Key Result Areas; Management by Objectives; Stock out Situations; Engineering Spares Purchase; Raw Materials Purchase; Recruitment and Training in the Materials Management Function.

Suggested Reading:

1. Purchasing and Material Management by Nair, Publisher: Vikas Publishing House, New Delhi.
2. Handbook of Materials Management by Gopal Krishnan, P., Publisher: Prentice Hall of India Pvt. Ltd., New Delhi.
3. Materials Management: An Integrated Approach by Gopalakrishnan, P. & Sundarshan, M, Publisher: Prentice Hall of India Pvt. Ltd., New Delhi.

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: SUPPLY-CHAIN MANAGEMENT
SEMESTER – II

PRODUCTION TECHNIQUES

Sub. Code: 098.343.8

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Mark

BLOCK – I

Unit 1: An Introduction to Production Technique

Overview; Historical Evolution of Production Technique; Modeling School; Problem Classification; Strategic Role of Operation; Primary Basis of Competition; Adaptability for Future Survival; Trade-offs and Alternatives in POM; Macro Perspective; Classical Management; Problem and Activity.

Unit 2: Framework of Managing Production Operations

Strategic Planning; Operational Planning & Control (Short-Term) Decisions; Value Engineering and Value Analysis; Productivity Measurement.

Unit 3: Forecasting Models

Meaning of Forecasting; Types of Forecasts; Causal Forecasting Models: Regression Analysis; Linear Regression Analysis; Monitoring and Controlling Forecasts; Production Technique in Practice: a Short Range Forecasting System.

BLOCK –II

Unit 4: Product and Process Design

Product Design; Product Options; Product Life Cycle; Product by Value; Defining and Documenting the Product; Basic Principles of Designing Products for Production; Make or Buy; Product Design Tools; CAD; Process of Service Design; Documents for Services; Flexible Manufacturing Systems; Factors Influencing Process Decisions; Types of Processes; Modern Production Technologies; Vertical Integration; Resource Flexibility; Process Reengineering.

Unit 5: Capacity Strategies and Process Layout

Capacity and its Various Measures; Capacity Utilization; Capacity Enhancement; Theory of Constraints; Layout Planning; Layout as an Indicator of Competitiveness; Layout Types;

Designing of Product Layout; Line Balancing; Cycle Time and Theoretical Minimum; Designing of Process Layout.

Unit 6: Work Measurement

Traditional Engineering Dimension of Job Design; Behavioral Dimension of Job Design; Performance Dimension; Role of Accuracy; Work Measurement Techniques; Identifying the Three Major Activities Associated with Successful Project Processes; Diagram the Network of Interrelated Activities in a Project.

BLOCK - III

Unit 7: Scheduling Project

Identify Activity Slack; Identify the Critical Activities and Duration of the Project; Find Probability of Completion of a Project in a Given Time; Case Study: Scheduling at Bellop; Importance of Inventory Management; Different Types of Inventory; Classifying Different Types of Inventory Optimal Ordering Quantity.

Unit 8: Quantity Discount Models and Spare Parts Inventory

Role of Quantity Discount Model; Continuous Review Systems; Periodic Review Systems; Spare Parts Inventory; Different Types of Spares; Spare Parts Inventory Management; Bar Coding.

Unit 9: Managing the Competition

Just-In-Time Manufacturing Systems; Seven Deadly Waste in Manufacturing; Japanese Manufacturing Technology; Total Quality Emphasis; Deming's Contribution to TQC; Enterprise Resource Planning; Supply Chain Management.

SUGGESTED READING:

1. Production and Operations Management by Kanishka Bedi, Publisher: Landmark-Books. Christopher.
2. Production and Operation Management by S. N. Chary, Publisher: Tata McGraw Hill Publication.
3. Operation Management, by William J. Stevenson, Publisher: Tata McGraw Hill.
4. Operation Management, by Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Publisher: Pearson Prentice.

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: SUPPLY CHAIN MANAGEMENT
SEMESTER – II

LOGISTICS

Sub. Code: 098.443.8

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK - I

Unit 1: Concepts Objectives and Elements of Logistics

Concept of logistics; Importance of logistics; Objectives of logistics; Components of Logistics.

Unit 2: Logistics Subsystem

Marketing Logistics; Essence of Logistics In Marketing; Marketing Trends; Relevance of Logistics In Export Management; Importance of Logistics as a Strategic Resource; Trade-Off Analysis; Forms of Logistics Management.

Unit 3: Integrated Logistics

Work of Logistic; Integrated Logistics; Barriers to Internal Integration.

BLOCK – II

Unit 4: Supply Chain Relationships Part I

Introduction; Channel Structure; the Economics of Distribution; Specialization; Assortment; Concentration; Customization.

Unit 5: Supply Chain Relationship Part II

Supply Chain Competitiveness; Risk, Power, and Leadership; Elements of Success; Logistical Service Alliances; Factors Stimulating Service Based Alliances; Core Specialization; Power Clarity; Cooperation Emphasis; Regional Alliances Create Transcontinental Moves; Integrated Logistics Service Provider.

Unit 6: Transportation

Transport Functionality and Principles; Product Movement; Product Storage; Relationship between the Shipper, the Consignee, and the Public.

BLOCK – III

Unit 7: Multi-Modal Transport

Concept of Multimode Transport; Features of Multimodal Transport System; Advantages of Multimodal Transport; Suppliers of Transportation Services; Typical Carrier Ancillary Services.

Unit 8: Warehousing

Introduction; Definitions as per Bombay Warehouse Act, 1959; Evolution of Concept of Warehousing; Importance / Benefits of Warehousing; Warehouse Operating Principles; Developing the Warehouse Resource.

Unit 9: Lean Logistics and Packaging

Cost Minimization; Order Processing; Logistical Performance Cycles; Packaging Perspective; Mechanized Warehousing; Containerization.

Suggested Reading:

1. Logistics & Supply Chain Management by [Martin Christopher](#), Publisher: Pearson Publication
2. Business Logistics Management by Ronald H. Ballou, Publisher: ABC Publication
3. Logistics and Supply Chain Management by G Raghuram and N Rangaraj, Publisher: Macmillan Publication.

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: SUPPLY CHAIN MANAGEMENT
SEMESTER – II

ERP & WEB BASED SUPPLY CHAIN MANAGEMENT

Sub. Code: 098.442.8

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I

Unit 1: Introduction to ERP

Evolution of ERP; What is ERP? Reasons for the Growth of ERP; Scenario and Justification of ERP in India; Evaluation of ERP; Various Modules of ERP; Advantage of ERP.

Unit 2: An Overview of Enterprise

An overview of Enterprise; Integrated Management Information; Business Modeling; ERP for Small Business; ERP for make to order companies; Business Process Mapping for ERP Module Design; Hardware Environment and its Selection for ERP Implementation.

Unit 3: ERP and Related Technologies

ERP and Related Technologies; Business Process Reengineering (BPR); Management Information System (MIS); Executive Information System (EIS); Decision Support System (DSS); Supply Chain Management (SCM).

BLOCK – II

Unit 4: ERP System

ERP System; Introduction; Finance; Plant Maintenance; Quality Management; Materials Management.

Unit 5: ERP Market

ERP Market: Introduction; SAP AG; Baan Company; Oracle Corporation; People Soft; JD Edwards World Solutions Company; System Software Associates; Inc. (SSA); QAD; A Comparative Assessment and Selection of ERP Packages and Modules.

Unit 6: ERP Implementation Lifecycle

ERP Implementation Lifecycle; Issues in Implementing ERP Packages; Pre-Evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Re-Engineering; Configuration; Implementation; Team Training; Testing, Going Live; End-User Training; Post Implementation (Maintenance Mode).

BLOCK – III

Unit 7: Selection of ERP Vendors

Vendors; Consultants and Users; In-House Implementation - Pros and Cons; Vendors; Consultants; End User.

Unit 8: Future Directions in ERP

Future Directions in ERP; New Markets; New Channels; Faster Implementation Methodologies; Business Modules and BAPIs; Convergence on Windows NT; Application Platform; New Business Segments; More Features; Web Enabling; Market Snapshot.

Unit 9: Other Related Technologies of SCM

Relation to ERP; E-procurement; E-Logistics; Internet Auctions; E-Markets; Electronic Business Process Optimization; Business Objects in SCM; E - Commerce.

Suggested Reading:

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP, SCM, and CRM by Khalid Sheikh; **Publisher:** McGraw-Hill Professional
2. The impact of enterprise systems on corporate performance: A study of ERP, SCM, and CRM system implementations [An article from Journal of Operations Management] by K.B. Hendricks, V.R. Singhal, and J.K. Stratman, **Publisher:** Elsevier
3. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI
4. Implementing SAP ERP Sales & Distribution by Glynn C. Williams: **Publisher:** McGraw-Hill / Osborne Media

Specialization

Retail Management

1. Overview of Retailing & Retail Formats
2. Store Operations, Layout Designs and Visual Merchandising
3. Retail Merchandise Management
4. Logistics and Retail Information

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: RETAIL MANAGEMENT
SEMESTER – II

OVERVIEW OF RETAILING AND RETAIL FORMATS

Sub. Code: 098.339.7

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK 1

Unit I: Overview of Retailing

What is Retailing? A Retailer Role in Distribution Channel; Functions Performed by Retailers; Social and Economic Significance of Retailing; Selection of Retailing and Distribution; Channels around the World; Retail Management Decision Process.

Unit 2: Multi-channel Retailing

Retail Channels for Interacting with Customers; Store Channel; Catalog Channel; Internet Channel; Personalization; Selling Merchandise; Role of Brands; Overcoming Limitation of an Earning Format; Expanding Market Presence.

Unit 3: Management of Service

Retailers Provides Health Care Services; Strategic Advantage Through Customer Service; Customer Service Strategies; Customers Service at IKEA; Customers Evaluations of Service Quality; Role of Expectation; Perceived Service; Knowing What Customers Want; the Knowledge Gap.

Unit 4: Types of Retailers-1

Retailers Characteristics; Netlike Attracts Competitors; Variety and Assortment; Food Retailers Super-markets; Super Center; Warehouse Clubs; Hypermarkets; Convenience Stores.

BLOCK 1I

Unit 5: Types of Retailers-2

Category Specialists; Extreme Value Retailer; Off Price Retailers; Electronic Retailers; Catalog and Direct Mail Retailer; Direct Selling; Services Retailing.

Unit 6: Retail Customer

Consumer Behavior; why do People Shop? Factors Affecting Consumer Decision Making; Demographics; Psychological Environmental and Lifestyle; Perception and Learning; Culture and Subculture; Stages of the Consumer Decision Process; Consumer Decision Rules.

Unit 7: Product Management

Role of Product Management in Retail Business; The Pantaloon Store in Mumbai; Brand Management and Retailing; Merchandise Budget ; Project Sales; Life Cycle Stages; Inventory Plan; Target Market Analysis.

Units 8: Merchandise Management

Merchandising Budget; Merchandise Planning in Units; Merchandising Differentiation; Dimension of the Merchandising Line; Category Management; Merchandising Management In Bowins Retail Segments; Evaluating Merchandise Performance; Financial Objectives of Merchandising.

Unit- 9: Case Studies

Big Bazaar-Indian Wal-Mart; Bharat Petroleum.

Suggested Reading:

1. Retail Management by Michael Levy and Barton A. Weitz, Publisher: Tata McGraw Hill.
2. Retail Management – ICFAI Center for Management Research Publication.
3. Retail Management – A Strategic Approach by Barry Berman and Joel R. Evans, Publisher: Prentice Hall.
4. Retail Management – Functional Principles and Practices by Gibson Vedamani.

SYLLABUS
Ex. MASTER OF BUSINESS ADMINISTRATION
SPECIALIZATION: RETAIL MANAGEMENT
SEMESTER – II

**STORE OPERATIONS, LAYOUT DESIGNS, & VISUAL
MERCHENDISING**

Sub. Code: 098.441.7

Credits: 03

Total Marks: 100

Minimum Pass Marks: 40%

Internal Assessment: 40 Marks

University Examination: 60 Marks

BLOCK – I: STORE OPERATIONS

Unit 1: Introduction of Store Operations

Introduction; the Logistics Chain; Store Operations; Objectives of the Store Function; Managing the Store.

Unit 2: Types of Retail Store and its Organization

Retail Store Organization; Centralized and Decentralized Retail Stores; Types of Retail Stores; Location of Retail Store; Site Selection of Retail Store; Merchandise Management in Retail Store; Merchandise Handling in Retail Store.

Unit 3: Store Management and its Operations

Retail Store Operation and Human Recourse Management in Retail Store; Store Management Responsibilities; Recruitment Selection and Motivating Retail Store Employees; Retail Store Operation and Financial Dimensions in Retail Store; Asset Management; Resource Allocation; Retail Store Operation Management; Store Format, Size and Space Organization; Retail Store Security; Retail Store Environment and Brand Building

BLOCK – II: LAYOUT DESIGN

Unit 4: Selecting a Layout and Merchandise Management

Objective of Store Layout Design; Selecting a Layout; Division of Merchandise by Department; Locating Departments Within the Store; Merchandise Management and Principles of Merchandise Management.

Unit 5: Space Management

The Cost of Space; Drivers of the Size of the Store; The SMG Model; Impact on Space of Future Changes ; Space Management Methods in Various Sectors; Promoting Space Efficiency in Building Design; Space Utilization.