

School Of Management

Doon University

SYLLABUS

MBA 2022-23

2023-24

School of Management
Doon University, Dehradun
COURSE- MBA (Two-Years Full Time Program) as per NEP-2020

| Year | Sem | Subject | Course Code | Core Compulsory/Elective | Course Title | Credit |
|---------------|---------------|-----------|-----------------|--|--|--------|
| 1/4 | I/VII | Course 1 | MBA701 | Core Compulsory | Management Theory and Practice | 4 |
| | | Course 2 | MBA702 | Core Compulsory | Accounting for Managerial Decisions | 4 |
| | | Course 3 | MBA703 | Core Compulsory | Managerial Economics | 4 |
| | | Course 4 | MBA704 | Core Compulsory | Business, Society and Law | 4 |
| | | Course 5 | MBA705 | Core Compulsory | Managerial Communication | 4 |
| | | Course 6 | MBA706 | Core Compulsory | Business Statistics and Research Methodology | 4 |
| | | Course 7 | MBA707 | Managerial Competency Development Course | *** | 3 |
| | | Course 8 | MBA708 | Core Compulsory | Viva Voce and Seminar | 4 |
| | TOTAL CREDITS | | | | | 31 |
| | II/VII I | Course 9 | MBA809 | Core Compulsory | Financial Management | 4 |
| | | Course 10 | MBA810 | Core Compulsory | Marketing Management | 4 |
| | | Course 11 | MBA811 | Core Compulsory | Human Resource Management | 4 |
| | | Course 12 | MBA812 | Core Compulsory | Operations Management | 4 |
| | | Course 13 | MBA813 | Core Compulsory | Global Business Management | 4 |
| | | Course 14 | MBA814 | Core Compulsory | Organisational Behaviour | 4 |
| | | Course 15 | MBA815 | Managerial Competence Development Course | *** | 3 |
| Course 16 | | MBA816 | Core Compulsory | Comprehensive Viva Voce & Seminar | 4 | |
| TOTAL CREDITS | | | | | 31 | |
| 2/5 | III/IX | Course 17 | MBA917 | Core Compulsory | Strategic Management | 4 |
| | | Course 18 | MBA918 | Core Compulsory | Managing Innovation and Entrepreneurship | 4 |
| | | Course 19 | MFM919 | Specialization (Finance) | Corporate Tax Planning | 2 |
| | | Course 20 | MFM-920 | Specialization (Finance) | Financial Market and Services | 2 |
| | | Course 21 | MFM-921 | Specialization (Finance) | Working Capital Management | 2 |
| | | Course 22 | MMK-922 | Specialization (Marketing) | Consumer Behaviour | 2 |
| | | Course 23 | MMK-923 | Specialization (Marketing) | Marketing Research | 2 |

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| | | Course 24 | MMK-924 | Specialization (Marketing) | Advertising and Brand Management | 2 |
| | | Course 25 | MHR-925 | Specialization (Human Resource) | Learning and Development | 2 |
| | | Course 26 | MHR-926 | Specialization (Human Resource) | Strategic Human Resource Management | 2 |
| | | Course 27 | MHR-927 | Specialization (Human Resource) | Leadership Skills and Practices | 2 |
| | | Course 29 | MOS928 | Specialization (Operations & Supply Chain Management) | Supply Chain Technology & Systems | 2 |
| | | Course 29 | MOS 929 | Specialization (Operations & Supply Chain Management) | Fundamentals of Supply Chain Management and Logistics Management | 2 |
| | | Course 29 | MOS930 | Specialization (Operations & Supply Chain Management) | Service Operations Management | 2 |
| | | Course 30 | MBA-931 | Managerial Competency Development Course | *** | 3 |
| | | Course 31 | MBA-932 | Core Compulsory | Industrial Training in Specialization and Presentation | 6 |
| | | | | | Total Credits | 29 |
| IV/X | | Course 32 | MBA-1033 | Core Compulsory | Business Analytics | 4 |
| | | Course 32 | MBA-1033 | Core Compulsory | Business Analytics* | 2 |
| | | Course 33 | MFM-1031 | Specialization (Finance) | International Financial Management | 2 |
| | | Course 34 | MFM1032 | Specialization (Finance) | Security Analysis and Portfolio Management | 2 |
| | | Course 35 | MFM-1033 | Specialization (Finance) | Financial Derivatives | 2 |
| | | Course 36 | MFM-1034 | Specialization Elective I (Finance) | ** | 2 |
| | | Course 37 | MFM-1035 | Specialization Elective II (Finance) | ** | 2 |
| | | Course 38 | MMK-1036 | Specialization (Marketing) | Services Marketing | 2 |
| | | Course 39 | MMK-1037 | Specialization (Marketing) | International and Rural Marketing | 2 |
| | | Course 40 | MMK-1038 | Specialization (Marketing) | Sales, Distribution and Retail Marketing | 2 |
| | | Course 41 | MMK-1039 | Specialization Elective I (Marketing) | ** | 2 |
| | | Course 42 | MMK-1040 | Specialization Elective II (Marketing) | ** | 2 |
| | | Course 43 | MHR-1041 | Specialization (Human Resource) | Performance Management | 2 |
| | | Course 44 | MHR-1042 | Specialization (Human Resource) | Cross-Cultural Management | 2 |
| | | Course 45 | MHR-1043 | Specialization (Human Resource) | Industrial and Labour Legislation | 2 |
| | | Course 46 | MHR-1044 | Specialization Elective I (Human Resource) | ** | 2 |

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| | | Course 47 | MHR-1045 | Specialization Elective II (Human Resource) | ** | 2 |
| | | Course 48 | MOS-1046 | Specialization (Operations & Supply Chain Management) | Applied Operations Research and Supply Chain Analytics | 2 |
| | | Course 49 | MOS1047 | Specialization (Operations & Supply Chain Management) | World Class Manufacturing | 2 |
| | | Course 50 | MOS1048 | Specialization (Operations & Supply Chain Management) | Strategic Operations and Supply Chain Management | 2 |
| | | | | | | |
| | | Course 51 | MOS1049 | Specialization Elective I (Operations & Supply Chain Management) | ** | 2 |
| | | Course 52 | MOS1050 | Specialization Elective II (Operations & Supply Chain Management) | ** | 2 |
| | | Course 46 | MBA-1051 | Managerial Competence Development Course | *** | 3 |
| | | Course 47 | MBA-1052 | Core Compulsory | Capstone Project | 12 |
| | | | | | Total Credits | 29 |

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MBA-I SEMESTER

Course Code: MBA701

Course Title: Management Theory and Practice

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

This course is designed to provide students with a foundational understanding of concepts and principles of management. This course explores the rich field of management in theory and practice, and as both a science and an art. Students learn to apply management concepts to current workplace issues. Other topics include increasing competitive forces, expectations for successful performance of employees and organizations, and achieving desired business goals.

Course objectives:

- To demonstrate an understanding of current and relevant management knowledge.
- To understand the evolution of management thought and its relevance in decision making.
- To understand the importance of structure and types and organization in the field of Management.
- To learn the principles, techniques, and concepts needed for managerial analysis and decision-making.
- To describe the effective management of planning, organizing, influencing, and controlling related to the internal and external environment and Issues of ethics and social responsibility.

Course outcome: On completion of the course, the learner will be able to

- understand and demonstrate the roles-skills of a manager and functions of management
- develop insight on the thoughts and principles of eminent management thinkers
- analyze organization structure and situations for implementation of managerial principles and practices

UNIT-1

Conceptual framework of Management: Managerial roles & skills - Evolution of Management thought - Trends and Challenges of Management in Global Scenario.

Nature and purpose of planning - Planning process - Types of plans – Objectives - Managing by objective (MBO) Strategies - Types of strategies - Policies - Decision Making - Types of decision - Decision Making Process - Rational Decision Making. Conditions of Certainty, Risk and Uncertainty; Bounded rationality.

UNIT-2

Organising: Concept, nature and principles. Organization Structure and Design- Departmentalization- Functional Organizations, Product Organizations, Matrix Organizations, Boundaryless Organization. Authority and responsibility, Division of Labour, Span of Control, Line versus Staff Positions, Decentralization and delegation.

UNIT-3

Directing: Concept, Leadership-concept, theories and styles, Communication Process, Channels and barriers, - Organization Culture - Elements and types of culture - Managing cultural diversity.
Motivation: Concept and implication of Motivational theories on work behaviour.

UNIT-4

Controlling -Elements of managerial control, management control techniques, Types of control - Budgetary and non- budgetary control techniques - Managing Productivity - Cost Control - Purchase Control – Maintenance Control - Quality Control. Recent Trends in Management: - Social Responsibility of Management – environment friendly management, Management of Change, Management of Crisis, Diversity Management, Total Quality Management, Stress Management and International Management.

SUGGESTED READINGS

1. Robbins, Stephen P., Mary K. Coulter, and David A. DeCenzo. "Fundamentals of management." Pearson, 2017.
2. Stoner, James A.F., Freeman, R. Edward, and Gilbert, Daniel R., 'Management', Pearson, 2018.
3. Robbins & Coulter, (2015), *Management*, (13th Edition.), Prentice Hall of India.
4. Koontz, H. & Weihrich, H., "Essentials of Management: An International, Innovation, and Leadership Perspective", Mc-Graw Hill, New-Delhi, 2015.

Course Code: MBA702

Course Title: Accounting for Managerial Decisions

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (endterm)

This course begins with understanding of financial statements and their uses. The first unit also talks about regulations related to making financial statements like balance sheet. The second unit talks about analysis of financial statements and the various methods of analyzing financial statements. The final unit talks about annual report and its contents.

Course Objectives

- To impart understanding of the application of accounting fundamentals in business organizations.
- To enable student to apply various accounting processes in an

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| organization and financial reporting techniques in real time situations. |
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| Course outcomes: |
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| The basic objective of this course is to enable the students to learn, explain and integrate the fundamental concepts, principles and techniques of accounting. The course will prepare the students to logically interpret and apply financial and accounting information for planning, decision-making and control in real business situations. They shall also learn to evaluate and compare various financial statements to appraise financial soundness of firms. |
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UNIT-1

Overview: Accounting concepts, conventions and principles; Accounting Equation, Accounting for management, Comparison of management accounting and financial accounting.

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Balance Sheet, Policies related with Depreciation

UNIT-2

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios, preparation of Cash Flow Statement and its analysis.

UNIT-3

Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

UNIT-4

Concept of Cost, Cost-Volume-Profit Analysis, P/V Ratio Analysis and their implications, Breakeven Point and their analysis for various types of decision-making.

Transfer Pricing, Responsibility Accounting, Activity Based Costing, Life Cycle Costing: concept, strategies and applications of each.

SUGGESTED READINGS

1. Narayanswami, R. (2005). *Financial Accounting Managerial Perspective. 2nd Edition*. Prentice Hall of India Pvt. Ltd.
2. Mukherjee, A., & Hanif, M., (2003). *Financial Accounting. 1st Edition*. Tata Mc. Graw Hill.
3. Maheshwari, S.N., & Maheshwari, S. K., (2013). *An Introduction to Accountancy. 11th Edition*. Vikas Publishing House.
4. Bhattacharya, A.K., (2011). *Essentials of Financial Accounting. 2nd Edition*. Prentice Hall of India Pvt. Ltd.
5. Chowdhary A., (2007). *Fundamentals of Accounting and Financial Analysis. 1st Edition*. Pearson Education.
6. Khan M.Y., & Jain P. K., (2009). *Management Accounting. 3rd Edition*. Tata Mc. Graw Hill.
7. Pandey, I. M., (2009). *Management Accounting. 3rd Edition*. Vikas Publishing House.
8. Dr. Jawaharlal, (2012). *Managerial Accounting. 4th Edition*. Himalaya Publishing House.
9. Maheshwari, S. N., & Maheshwari, S.K. (2014). *Principles of Management Accounting. 17th Edition*. Sultan Chand & Sons.
10. Horngren, C. T., & Sunden, G.L., (2013). *Introduction to Management Accounting. 16th Edition*. Pearson.

Course Code: MBA703

Course Title: Managerial Economics

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

This course begins with basics of demand theory including law of demand and elasticity of demand. Consumer behavior and utility theory are also a part of the first unit. In the second unit the course progresses into short and long run production function. The concept of cost and revenue are also a part of the second unit. The course then progresses to market structure and the types of markets. The third unit covers macroeconomics. Various theories of income, employment and inflation are a part of macroeconomics.

Course Objectives

- To integrate economic theory with business practice and highlight the application of economic theory for business decision making.
- To learn how economics analysis can be used in formulating business policies and take rational managerial decisions.

Course outcomes:

The objective of this course is to acquaint the students with insights of Economic Theory as used in various aspects of managerial decision making. Emphasis is given to the nature of competition among business firms in the context of globalization.

UNIT-1

Introduction to Economics; Nature and Scope of Managerial Economics, Significance in decision-making and fundamental concepts. Economic theories and business practices.

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods. Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

UNIT-2

Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use. marginal utility, equi-marginal utility, indifference curve, substitution effect, price effect, income effect.

UNIT-3

Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

UNIT-4

National Income; Concepts and various methods of its measurement, Keynesian theory of income and employment. Business Cycles, Inflation and stagflation-causes and effects.

SUGGESTED READINGS:

1. Damodaran S (2010). *Managerial Economics*, 2nd Ed, Oxford University Press, New Delhi.
2. Hirschey M (2006). *Economics for Managers*, 11th Ed, South Western, Michigan
3. Petersen H C, Lewis W C, Jain S K (2006). *Managerial Economics*, 4th Ed, Pearson Education, New Delhi.
4. Salvatore D (2012). *Managerial Economics*, , Oxford University Press, New Delhi.
5. Dwivedi D.N(2008). *Managerial Economics*, Vikas Publication, 7th Ed, New Delhi.
6. Thomas and Maurice, *Managerial Economics*, 8th Edition, McGraw-Hill
7. A Koutsoyiannis, *Modern Microeconomics*, 2nd Edition, MacMillan Press Ltd

Course Code: MBA704

Course Title: Business, Society and Law

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

This course begins with the understanding of business environment concepts and components. After that, this course will cover the analysis of Indian economy and global changes in the business environment. The second unit will discuss about business laws and political development in business environment. Lastly, this course will cover the financial markets and its related development in Indian market and global.

Course Objectives

- To acquaint students with the knowledge of economic environment and policy framework underlying the economic system.
- To enable students to interpret major economic and environmental trends, and government policy decisions that affects industry and economy as a whole.

Course Outcomes

- To develop broad knowledge of business environment and its components

To outline the impact of economic policies on the prospects of a business

UNIT-1

Components of business environment, Process of business environment
Analysis Economic environment, Different economic systems (Capitalism, socialism and mixed economy), Economic policies (Monetary & Fiscal), Global trends in business and management, Foreign capital and collaboration,
Economic trends in Indian industries

UNIT-2

Relationship between business and political environment, Constitutional provisions affecting business; Competition law, Industrial policy after 1991, Consumer Protection Act 1986, Environment Protection Act 1986, Dimensions of these laws and their impact on business.

UNIT-3

Composition of Indian money and capital markets, Role of commercial banks, Financial institutions and non-banking financial institutions.
RBI and capital market reforms, Foreign direct investment (FDI), WTO, Its roles and functions, MNCs, International institutions: World Bank and IMF, Trading Blocs

UNIT-4

Economic development and ecology, Greenmarketing, Environmental technologies, Ecological implications of technology, Sustainable development.

SUGGESTED READINGS

1. Paul, J. 2118. Business Environment: Text and Cases, 4th Edition, Tata McGraw Hill, India, ISBN:9789353162498.
2. Cherunilam, F. 2117. Business Environment: Text and Cases. 26th Edition, Himalaya Publishing, India, ISBN:978-9352733361.
3. Fernando, A. 2111. Business Environment, 13th Edition, Pearson Education India, India, ISBN: 9788131731581

Course Code: MBA705

Course Title : Managerial Communication

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

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| The focus of this paper is to make the students understand organizational communication, the impact of interpersonal relationships on interpersonal communication, to gain a perspective on the |
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| Management process and its dependence on communication. |
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| Course Objectives & Outcomes |
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| <ul style="list-style-type: none"> ● To gain an overall perspective on the nature of human relationships and its impact on communication |
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| <ul style="list-style-type: none"> ● To understand the communication-process model to appreciate organizational communication |
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| <ul style="list-style-type: none"> ● Analyze the effectiveness of human communication in terms of intrapersonal and interpersonal variables of interpersonal communication |
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| <ul style="list-style-type: none"> ● Learn three Models of Interpersonal Communication and apply them to increase their |
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| communicative effectiveness by understanding the underlying relationship on which |
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| interpersonal communication is based |
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| <ul style="list-style-type: none"> ● Learn to attain and develop interpersonal influence and influence others to develop and utilize their talents |
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UNIT-1

Managerial Communication - Meaning and Significance, principles of effective communication. Road blocks to managerial communication; Removing roadblocks; Gateways to communication, strategies for improving organizational communication.

Cross-cultural Communication – Significance, elements, cultural context and barriers to Cross Cultural Communication

UNIT-2

Business Correspondance-Summarizing, leave application, permission letter, business letters - sales, request, order, inquiry, acknowledgement, complaint and collection letters, memorandum writing, office order, circular, notice writing, agenda and minutes of meeting, modern forms of communication: e-mails, video conference and conference calls

UNIT-3

Models for Understanding Interpersonal Relationships- Models- Exchange Theory; Johari Window; Transactional Analysis

UNIT-4

Report writing - proposal writing, types of reports, academic and technical reports, digital communication - content writing (blogs and websites), proof reading, media writing – press note. Job Application and Resume Writing, Mock Interviews

SUGGESTED READINGS

1. Wofford, Gerloff and Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, McGraw Hill, 1977
2. Bovee & Thill, Business Communication, Pearson Education, 2019
3. Lesikar & Flatley, Basic Business Communication – Skills for Empowering the Internet Generation, 9th Edition, McGraw-Hill, 2019
4. Monippally, M M., Business Communication Strategies, McGraw Hill, 2016

Course Code: MBA706 Course Title: Business Statistics and Research Methodology

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

This course begins with basics of Statistics. It further elaborates about sources of data, depiction of data and in which situation which of the measure of the central tendencies and measures of the variations will be applied. Further it also emphasizes on the practical knowledge of the correlation, regression and forecasting of various types of data.

Course Objectives

- The objective of this course is to acquaint the students with various statistical tools and techniques used in business decision making.
- The course aims at providing fundamental knowledge and exposure to the students to use various statistical methods in order to understand, analyze and interpret data for decision making.

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| Course outcomes: |
| <ul style="list-style-type: none">• understand various quantitative and statistical methods |
| <ul style="list-style-type: none">• compute and analyze data using these methods |
| <ul style="list-style-type: none">• demonstrate use of quantitative and statistical techniques for data analysis |

UNIT-1

Statistics: Statistics for managers, Categorical and Numerical data, Statistical thinking and analysis, Association between variables, Probability-Concept of probability, Definition of probability, Rules of probability, Independent Events, Dependent Events, The Bayes' Theorem Probability Distributions, Binomial and Poisson Model, Normal Probability model, Departures from Normality.

UNIT-2

Measure of Central Tendency-Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean. Averages of position- median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.

UNIT-3

Measure of Dispersion-Significance of measuring dispersion (variation). Classification of measure of dispersion, Correlation and regression: Nature and significance of correlation, types of correlation, methods of studying correlation, graphic method, non-graphic method, Karl Pearson's rank and concurrent deviation methods, Regression: Nature and uses of regression analysis, curve fitting

UNIT-4

Introduction to research methodology, research methods, meaning and objective of research, Research process, research objective and plan, Nature of research designs, types of research designs, Basic concepts of measurement and scaling, types of data, data collection methods, Report Writing.

Suggested Readings:

1. Stine, R., & Foster, D., "Statistics for Business: Decision Making and Analysis", Addison-Wesley, 2011.
2. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J., "Statistics for business & economics", Cengage Learning, 2016.
3. Vohra, N.D., "Business Statistics", Tata Mc-Graw Hill, 2017.
4. Levin, R. I. et al., "Statistics for management", Pearson Education India, 2017.

MBA SEMESTER-II

Course Code: MBA809

Course Title: Financial Management

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

Financial management is one of the most important aspects in business. In order to start up or even run a successful business, you will need excellent knowledge in financial management. Knowledge of Financial Management will help organisations in planning and acquisition of funds; effectively utilising and allocating the funds received or acquired; making critical financial decisions; improving the profitability of organisations; and increasing the overall value of the firms or organisations.

Course objectives:

- To understand comprehensively how the various principles of financial theory that are being applied for corporate decision making - whether it is strategic, analytical or simply the routine decisions a financial manager takes every day.
- To provide clarity on the assumptions and concepts underlying the decision making in the area of Finance.
- To get familiar with the techniques of Financial Planning and Analysis

Course outcomes:

The objective of this course is to provide the basic understanding of corporate finance concepts. To enable the students, synthesize and explain the corporate financial functions and decision-making dynamics in the broad framework of a financial system. The course will prepare students

- To appraise and analyze the role and functions of a finance manager

• To assess the utility of concepts and principles of Financial Management from the point of view of wealth maximization objective of a firm

• To apply the course concepts in analyzing capital structure and project investment decisions.

• To demonstrate the application of basic principles of Financial Management in varying situations of risk and return trade-offs, cash management, credit and inventory management.

To evaluate the outcomes of a firm's decision to use various financial assets in short and long term.

UNIT-1

Nature of Corporate Finance: Scope and objectives of finance function, Shareholders' wealth maximization, Agency problem, Financial Instruments – Issuance, Regulation and Markets. Time Value of money.

UNIT-2

Investment Decisions: Analysis of Capital budgeting decisions, discounted and non-discounted techniques in capital budgeting, Risk analysis in capital budgeting. Types of Projects – selection criteria, capital rationing.

UNIT-3

Financing and Dividend Decisions: Cost of various Capital Components-Equity shares, Preference shares, Bonds and debentures, Optimum capital structure, financial and operating leverages, Capital Structure theories. Dividend Policy and Its determinants, Irrelevance of dividend: MM Hypothesis, Relevance of dividend: Walter's model and Gordon's model.

UNIT-4

Working Capital Management: Principles of working capital management, Accounts Receivable management, Inventory management and Cash management, factors influencing working capital requirement, Computation of working capital, Sources of Working Capital.

SUGGESTED READINGS:

1. Principles of Corporate Finance, Brealey and Myers, McGraw Hill
 2. Financial Management and Policy by Van Horne, Dhamija, Pearson
 3. Fundamentals of Financial Management by Dr. R.P. Rastogi, Taxman
- Financial Management-Text Problems and Cases by Khan and Jain, Mc Graw Hill 5 Financial Management, I M

Pandey, Pearson 12th Edition

Course code: MBA 810 Course Title: Marketing Management

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50(end term)

Marketing helps to communicate the value of a product or service to the consumer, with an aim to sell the product. Marketing Management is a discipline focused on the application of marketing techniques and the management of marketing resources and activities. It is important to gain insights into the dynamic nature of the markets and the ways and means to manage them, using theoretical knowledge and its applicability on the field. The importance of the 4 Ps of Marketing, i.e. Product, Pricing, Promotion and Place can never be undermined. This course provides an overview of marketing processes and marketing principles, and provides students with the opportunity to apply the key concepts to practical business situations

Course Objectives

- To explain the conceptual framework of marketing and its applications in "the real world"
- To apply marketing concepts to make business decisions under various environmental constraints
- To illustrate the functionality and application of elements of Marketing Mix
- To create a suitable Marketing plan for a product • To assess the range of common strategies used, with each of the various promotional mix tools.

Course outcomes: At the end of the course, the learner will be able to:

- understand the fundamentals of Marketing.
- apply basic frameworks of Marketing Management for managerial decision making, appreciate the challenges involved in marketing decisions concerning 4 P's – product, price, place and promotion.

UNIT-1

Introduction to Marketing:

Core Concepts - Need, Want, Desire and Demand, Exchange, Customer Value, Difference between sales and marketing, 4Ps Framework. Marketing Philosophies– Product,

Production, Sales, Marketing, Societal, Relational.
Marketing Myopia. Marketing Environment – Micro and
Macro Environment,. Holistic Marketing, Role of
Technology in Marketing

UNIT-2

Understanding Consumers:

Consumer Buying Behavior, Organizational Buying
Behaviour, Consumer Decision Making. Identifying
Customers - Segmentation, Targeting & Positioning

Product Decisions:

Product, Product Mix Strategies - Product Mix, New Product
Development, Product Life Cycle, Branding, Packaging and
Labelling, Consumer Adoption Process

UNIT-3

Pricing Decisions:

Significance of Pricing Decision, Factors influencing Price Determination, Pricing Methods and Techniques,
Developing Pricing Strategies

Channel Decisions:

Classification of distribution channels, Designing Distribution Channels - VMS, HMS, MMS; Market
logistics decisions. Channelmanagement - Selection, Training, Motivation and Evaluation of channel members.
Managing Channel Conflicts, Retailing and Wholesaling

UNIT-4

Communication Decisions:

Role of Promotion in Marketing, Promotion mix – advertising, personal selling, sales promotion, publicity
and public relations. Social media marketing, Media selection, Advertising effectiveness, Integrated
Marketing Communication

SUGGESTED READINGS:

1. Kotler, P. & Armstrong, G., “Principles of Marketing”, Pearson, 2017 (17th ed.).
 2. Ramaswamy, V.S. & Namakumari, S, “Marketing Management Global Perspective Indian Context”,
McMillan India Ltd.
- McCarthy, E.J., “Basic Marketing: A managerial approach”, Irwin, New York.

Course Code: MBA811 Course Title: Human Resource Management

Course Type: Compulsory

Credit:4

(L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

The general purpose of this course is to familiarize students with the basic principles and techniques of HRM. The course takes a practical view that integrates the contributions of the behavioral sciences with the technical aspects of implementing the HR function in the real world. This basic understanding of HRM is essential for the student when he enters into the diverse work places. The key objective of this course is to give an understanding that HR Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance.

Course Objectives

- Comprehend in depth the theoretical framework and the basic principles of HRM.
- Comprehend in depth functions of HRM (Job analysis, man power planning, and recruitment, selection, on boarding, training & development, appraisal, compensation).
- Apply the principles and techniques of HRM gained through this course to the discussion of major personnel challenges and the solution of typical case problems.

Course outcomes: On completion of the course the learner will be able to

- understand the importance of human resources as competitive advantage for an organization.
- link organization strategy with human resource practices and outcomes in an organization.
- learn the techniques of HR functions and its implementation aspects to motivate employees for performance and retention.
- learn the implementation of HR practices and outcomes thorough discussion of real examples with case studies.

UNIT-1

Contemporary Human Resource Management, Evolution of Human Resource Function, HRM, Competitive Environment and Strategy -Harvard model, Guest model, Ulrich's HR model, AMO framework. Nature of Diverse Workforce, Trends in Workforce Diversity, Impact of Diversity on Organizations, Managing Diversity, Managing Knowledge Workforce.

UNIT-2

Human Resource Planning Methods and Forecasting, HR Accounting, Job Analysis, Recruiting and Selecting Employees, Recruiting Methods, Selection Techniques. Training and Development, Employee Orientation- Analysing, designing, implementation and evaluation of training program, Management Development.

UNIT-3

Compensation and Benefits, Determinants of Compensation Strategy, Incentives and Performance-based Rewards, Benefits Program, Contemporary issues in Compensation and Benefits. Performance Appraisal,

Process and Methods, Performance Management and Feedback, Career Management, Career Development Issues and Challenges.

UNIT-4

Industrial Relations, Overview of Indian Industrial Relations, Role of Labour Unions, Trends in Unionization, Collective Bargaining and Negotiating Labour Agreements.

Ethics and Human Resource Management, Rightsizing the Organizations, Managing Terminations and retention, Voluntary Turnover, Managing Human Resource during Mergers and Acquisition, Employee Safety and Health, Global Issues in International Human Resource Management

SUGGESTED READINGS:

1. DeNisi, Angelo S., Griffin, Ricky W., and Sarkar Anita, "HR Human Resource Management", Cengage Learning, Delhi, 2016.
2. Dessler, G. & Varkkey, B, "Human Resource Management", Pearson, New Delhi, 2020, 16th Edition.
3. Aswathappa, K., "Human Resource Management: Text & Cases", McGraw-Hill Education, 2017, 8th Edition.
4. Armstrong, Michael, and Stephen Taylor, "Armstrong's handbook of human resource management practice.", Kogan Page, 2020.
5. Bernardin, John H., "Human Resource Management", Mc Graw Hill, 2012.
6. Sharma, R. C., "Industrial relations and labour legislation", PHI Learning Pvt. Ltd., 2016.

Course Code: MBA812 **Course Title: Operations Management**

Course Type: Compulsory

Credit:4 **(L-3 T-1 P-0)=45 lectures**

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

Operations Management (OM) is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share.

Course Objectives

- Understand the process model of operations that describes inputs being transformed into outputs within the boundary of an operations system.
- Know the role of operations managers, in particular the importance of focusing on suppliers and customers who are outside this boundary, as well as on other aspects of the operations system's external environment.

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| Course outcomes: |
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| The objective of this subject is to introduce the students with the intricacies of Operations Management. The course discusses the importance of planning, organizing and controlling aspects in Operations Management. |
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UNIT-1

Introduction to Operations Management; Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Designing Products; Services and Processes; Flexible Manufacturing System. Facility Location and Layout Planning; Job Design; Work Study and Work Measurement; Method Study.

UNIT-2

Production Planning & Control, Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts & Sequencing. Just in Time (JIT); Lean Production System; Total Productive Maintenance (TPM). Financial Analysis of Operating Plans; Ergonomics; Environmental Consideration – Green manufacturing; Ethical issues in OM.

UNIT-3

Fundamentals of Inventory Management; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

UNIT-4

TQM; Contributions of Quality Gurus - Demings, Juran, Philip Crosby & Ishikawa; Techniques of Quality Control; ISO 9000 & ISO 14000; Statistical Process Control; Quality Circles; Kaizen; Six Sigma Approach, Service Quality Management

SUGGESTED READINGS:

1. Heizer and Render – Operations Management (Prentice Hall, 10th edition)
2. Chase, A. J. (2014). *Operations Management for competitive advantage*. McGraw Hill Higher Education; Ninth edition.
3. Shah, J. *Supply Chain Management: Text and Cases*. 2009: Pearson Education .
4. Shaprio. (1995). *Logistics Strategy: Cases and Concepts*. West Publishing .
5. Stevenson, W. (2008). *Operation Management*. McGraw-Hill / Irwin .
6. Ashwathappa K & Bhat K. Shridhara - Production & operation Management (Himalaya Publication)
7. S N Chary – Production and Operations Management (McGraw Hill, 2019)
8. William J Stevenson – Operations Management (McGraw Hill, 12th edition)
9. Adam Jr Everetl E. & Ebert R J – Production and Operations Management (Prentice-Hall)
10. Dilworth James B – Operations Management (Mc Graw Hill)

Course Code: MBA813

Course Title: Global Business Management

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

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| Course objectives & outcomes |
| The course focuses on key global business environmental factors and introduces to the students the nature of international business and the internationalised firm. It will help the students to understand the factors contributing to the diverse and complex international business environment and the influence of global competitive forces and the resources needed to compete effectively in global markets. |

UNIT-1

Introduction to Global Business

Globalization – Meaning, Implications, Globalization as a driver of International Business, International Business contrasted with domestic Business, Drivers of International Business, The Multinational Corporation – evolution, features and dynamics – from the Conglomerate to the Born Global Enterprise.

UNIT-2

Theories of International Business (Traditional theories for developed country incumbents vs Modern theories for Emerging Markets – Stage Model, Accelerated Internationalisation Models, LLL Theory, Leapfrogging and Spring-boarding theories, Modes of Entry into International Business – Trade, Contractual Entry and Investment related modes.

UNIT-3

Global Trading Environment

Theories of International Trade, Political Economy of International Trade – Tariff and Non-tariff Barriers, Global Regulation of International Trade – WTO, UNCTAD; Regional Economic Integration – theory, stages, working

UNIT-4

Global Investment Environment

Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Mergers and Acquisitions and Brownfield Investment, Motives of FDI, FDI contrasted with FPI

SUGGESTED READINGS:

1. Adekola, A., & Sergi, B.S. (2007). Global Business Management: A Cross-Cultural Perspective (1st Ed.). Routledge.
2. Hill, C. W., & Arun, K. (2017) International Business: Competing in the Global Marketplace (10th ed.). McGraw Hill Education
3. Daniels, John D, Lee H Radenbaugh, Daniel P Sullivan, Prashant Salwan (2010) International Business – Environments and Operations, (12th edition), Pearson Ltd.
4. Michael R. Czinkota, Ilka A. Ronkainen and Michael H. Moffett, International Business, John Wiley & Sons Inc., eighth edition, 2011.
5. Griffin, Ricky R and Michael W Pustay (2007) International Business: A Managerial Perspective, Prentice Hall.
6. Morrison, Janet (2012) International Business: Challenges in a Changing World, Palgrave Macmillan
7. Cherunilam, F. (2010). International Business: Text and Cases (5th Ed.). Prentice Hall India
8. Varma, S. (2012). International Business (1st Ed.). Pearson.

Course Code: MBA814

Course Title: Organizational Behaviour

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

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| Course outcomes: On completion of the course, the learner will be able to |
| • Describe the field of organization behaviour and its relevance at workplace |
| • Predict human behaviour at workplace |
| • analyze the individual and group behaviour dynamics in organization |
| • Learn to apply behavioral theories |

UNIT-1

Organizational Behaviour: Understanding OB, Interdisciplinary nature of OB, Management and OB, Robbin's Model of OB
Trends and Changes in OB - Globalization and Culture, Shifting demographics of the workplace, Nature of Job, Technology

UNIT-2

Perception, Job related Attitude and Behaviour, Cognitive Dissonance theory, Attitude Change, Learning theories, Applications of Learning in Organizations, OB Modification at levels, Individual differences, Values and Personality, Work related aspects of Personality

UNIT-3

Motivation- Need based theories, Process-based theories, Application of Motivation, Designing Motivating Workplace, Motivation and Performance, Emotions at work.
Group Dynamics, Management of Teams, Decision making in Organizations, Helping, Cooperation, and Conflict in organizations, Influence, Power and Politics

UNIT-4

Leader and Approaches to Leadership, Contemporary issues in Leadership
Organizational Change- Process and Resistance
Organizational Culture- Layers and Characteristics, Hofstede's cultural dimensions
Stress-Nature and Causes, and major effects, Stress Management and wellbeing.

SUGGESTED READINGS:

1. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Education, India, 2018, 18th Edition.
2. Luthans, Fred, "Organizational Behaviour: an Evidence -Based Approach", McGraw-Hill, India, 12th

Edition.

3. Prasad, L.M., “Organizational Behaviour”, Sultan Chand & Sons, 2019.
4. Uhl-Bien, Mary, Schermerhorn, John R. Jr., Osborn, Richard N., “Organizational Behaviour”,(An Indian Adaptation by Sanket Sunand Dash), Wiley, 2021.13th Edition.
5. Griffin, R. W., Phillips, J. M., & Gully, S. M., “Organizational behavior: Managing people and organizations”, Cengage Learning, 2016.

Course Code: MBA 917

Course Title: Strategic Management

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

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| Strategic management involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies across the organization. |
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| Course Objectives |
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| <ul style="list-style-type: none">• The objective is to give students an understanding of the approaches and tools for planning and controlling strategy at the organization and sub-unit levels |
| <ul style="list-style-type: none">• To develop required skills for strategy formulation. |
| <ul style="list-style-type: none">• To provide an experience in case analysis and practical application of planning and control skills |

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| Course outcomes: On completion of the course, the learner will be able to |
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| <ul style="list-style-type: none">• develop understanding of how firms gain and sustain competitive advantage |
| <ul style="list-style-type: none">• analyze strategic business situations, formulate and implement strategy |
| <ul style="list-style-type: none">• learn how to assess business risk and develop ability to make sound business decisions |

UNIT-1

Introduction to Strategic management and concepts, Business Strategy, Strategy process, Value and Competitive Advantage, Internal Context - The strategic design of organizational structures, Organization structure and Competitive advantage, Aligning Strategy and Organization, Building and Creating Competitive advantage, Exploration and Exploitation.

External Context –

Industry Analysis, Effect of Industry Characteristics on Firm Performance, Framework for Industry analysis, Competition and Niche Market, Competition in Concentrated Markets, Incumbency advantage, Business Models, Value Chain, Horizontal and Vertical Organization, Culture, Managing Strategic Change.

UNIT-2

Strategy Formulation- Examining Business Strategy, Mission & Objectives, Business Strategy – Porters' Competition Strategies, Cooperative Strategies, Strategic Alliances, Corporate Strategy, Directional Strategy, Portfolio Strategy, Corporate Parenting, Functional Strategy, Location of Functions, Strategies to Avoid, Strategic Choice-Constructing Scenarios.

UNIT-3

Strategy Implementation-Global Strategy, International Entry, International Coordination, Stages of International Development, International Employment, Measurement of Performance Organizing and Structure- Stages of Corporate Development, Organizational Life-Cycle, Flexible types of Organization structure, Matrix Structure, Network Structure, Reengineering and Strategy Implementation, Staffing, Leading, Action Planning

UNIT-4

Evaluation and Control- Measuring Performance, Measures, Types of Controls, Activity-based Costing, Enterprise Risk Management, Primary Measures of Corporate Performance, Balance Scorecard Approach, Benchmarking, Strategic Information system, Problems in Measuring Performance Growth through New Venturing, Expansion, Diversification, Restructuring, Divestment, Acquisitions and Alliances, Technology Adoption. Globalization and Strategy, Global integration versus national differentiation, Current trend in strategic management

SUGGESTED READINGS:

1. Wheelen, T.L. et al., "Strategic management and business policy globalization, innovation, and sustainability", Pearson, 2020.
2. Saloner, Garth, Shepard, Andrea, and Podolny, Joel, "Strategic Management", John Wiley & Sons., 2005.
3. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. "Economics of strategy", John Wiley, 2016, 6th Edition.
4. Hill, Charles W.L., Jones and Gareth R., "Essentials of Strategic Management", Cengage Learning, 3rd Edition.
5. David, Fred R., David, Forest R., and Kansal, Purva, "Strategic Management Concepts: A Competitive Advantage Approach", Pearson, 16th Edition.
6. Lynch, Richard, "Strategic Management", Pearson, 2015, Seventh Edition.
- Prasad, L.M., "Strategic Management", Sultan Chand and Sons, 2018.

Course Code: MBA918

Course Title: Managing Innovation and Entrepreneurship

Course Type: Compulsory

Credit:4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

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| Course outcomes: On completion of the course, the learner will be able to | |
| <ul style="list-style-type: none">develop understanding of key concepts of entrepreneurship and its application in business opportunities | |
| <ul style="list-style-type: none">learn creative process and design thinking for innovation | |
| <ul style="list-style-type: none">plan business models and strategies for entrepreneurial venture | |
| <ul style="list-style-type: none">Develop insight and learn application of customer value proposition, market research, financing, and IPR for entrepreneurship | |

UNIT-1

Define Entrepreneurship, Entrepreneurship domain, Managers Entrepreneurs and Entrepreneurial Managers, Entrepreneurship and small business, Characteristics of Entrepreneurs, Entrepreneurial Orientation, Entrepreneurial Motivation, Models of Entrepreneurial Motivation, Factors influencing Entrepreneurial Behaviour, Entrepreneurial Process Model, 3M Analysis for opportunity screening, New Venture creation process, Process of Enterprise formation

UNIT-2

Importance of creativity management, Creative thinking process, key stages of the creative process, core components of individual creativity, Design thinking, Use of design thinking for innovation, link between creativity and innovation, Defining Innovation, types of innovation, innovation lifecycles, sources of innovation, Strategies to encourage innovation, Adoption and Diffusion of Innovation, Innovation Paradigms, Theories of Diffusion.

UNIT-3

Approach to innovation and entrepreneurship to small, medium, and large corporations, innovation and entrepreneurship in the context of small and medium enterprises (SMEs) and large corporations, open innovation, process of innovation, radical innovations and incremental innovations
Impact of changing environment on innovation and entrepreneurship, role of strategic management in the development of an innovative and entrepreneurial organization, link between innovation and entrepreneurship with strategy, internal organizational characteristics for innovation and entrepreneurship, Disruptive Innovation, Pathways for Disruptive Innovation, Screening Opportunities and Assessing Markets, Causes of Innovation Failure, Customer Development Process, Customer Value Proposition, Market Research

UNIT-4

Innovation and entrepreneurship in domestic and international business, Planning Business Models and Strategy, Developing Entrepreneurial strategy, Strategy development framework, Risk Management in Innovation, Planning and entrepreneurial risk perception
Innovation through individuals and teams to meet customer demands, entrepreneurial behaviors for individuals and teams to identify and exploit opportunities, integration of entrepreneurship and marketing for market oriented and customer focused innovations

SUGGESTED READINGS:

1. Hisrich, Robert
D. & Kearney, Claudine, "Managing Innovation and Entrepreneurship", Sage Publications Ltd., 2014.
2. Mazzarol, Tim and Reboud, Sophie, "Entrepreneurship and Innovation: Theory, Practice and Context", 4th Edition, Springer, 2020.
3. Drucker, P., "Innovation and Entrepreneurship", Routledge, 2014.
4. Shukla, M., "Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism", Sage Publications Pvt. Limited, 2019.
5. Kumar, A., "Entrepreneurship: Creating and Leading an Entrepreneurial Organization", Pearson Education, 2012.

Course Code: MFM919

Course Title: Corporate Tax Planning

Course Type: Elective-Finance

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source, Equity and firm valuation.

UNIT-2

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses

UNIT-3

Overview of Goods and Service Tax, Implementation of GST, Liability of Tax Payer, Levy of Exemption from Tax & Registration

UNIT-4

Levy of GST, Remission of Tax, Registration Procedure.

SUGGESTED READINGS:

1. Singhanian, V.K., & Singhanian K., (2015). *Direct Taxes-Law and Practice*. 53rd Edition. Taxman Publications.
2. Ahuja, G., & Gupta, R., (2013). *Income Tax Rules*. 2nd Edition. Jain Book Agency.
3. Bhagwati, P., (1994). *Income Tax Law & Practice*. 23rd Edition. Wishwa Prakashan.
4. Rafi, (2014). *Indirect Tax Management & Practice*, Taxmann, 11th Edition. Bharat Law House.
5. Datey, V.S., (2015). *Indirect Taxes – Law & Practice*. 34th Edition. Taxmann.
6. GST: V.S. Datey, Taxmann

Course Code: MFM920

Course Title: Financial Markets and Services

Course Type: Elective-Finance

Credit:2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Financial System-Introduction, Features of Indian Financial System, Developments Components, Capital Market, Money Market, Types and Features of Instruments, FEMA.

Banking Services-Types of Banking Institutions, Regulatory Framework and Calculation of EMI, Provision for NPA, Credit Principles, KYC, Basel Norms and Recent Developments in Banking System

UNIT-2

Non-Banking Financial Companies-Role of NBFCs in Economic Development, Objectives, Functioning, Regulations and Recent Developments.

UNIT-3

Life Insurance and General Insurance: Features, Policies, Role and Development of Insurance Sector, Insurance Sector in India, Mutual Funds.

UNIT-4

Financial Markets-Concepts, Nature, Features, Functions, Structure Types, Role of Financial Markets in Economic Development, New Issue Markets, Underwriting, Arrangements and Recent Developments, SEBI Guidelines, Secondary Markets- Nature Features, Functions, Role of Stock Markets, Stock Exchanges, Recent Developments and SEBI Guidelines.

SUGGESTED READINGS:

1. Fabozzi, F.J., & Modigliani, F., (2010). *Foundations of Financial Markets and Institutions. 4th Edition.* Prentice Hall.
2. Khan, M.Y., (2004). *Financial Services. 3rd Edition.* Tata McGraw Hill.
3. Machiraju, H.R., (2010). *Indian Financial System. 4th Edition.* Vikas.
4. Bhole, L.M., (2009). *Financial Institutions and Markets. 5th Edition.* Tata McGraw-Hill.
5. Bhalla, V.K., (2008). *Management of Financial Services. 4th Edition.* Anmol Publications

Course Code: MFM921 Course Title: Working Capital Management

Course Type: Elective-Finance

Credit:2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Introduction, meaning, concepts, classification and importance of working capital, Objectives of WCM. Over- capitalisation, undercapitalisation, zero working capital, Short-term vs longterm financing-A risk-return trade-off. Liquidity vs profitability trade-off. Working capital approaches. Factors determining working capital requirements, Assessment and forecasting of working capital requirements, Operating cycle.

Management of Inventory. Relevance and scope, Deciding the optimum level of inventory in a firm, Purpose and benefits of holding inventory. Risk and cost of holding inventory, Inventory management - tools, techniques, Inventory management models. Determining stock levels and safety stocks, Inventory strategies & techniques

UNIT-2

Management of Accounts Receivables, Motives of extending credit, Determining maximum length of credit period, Credit terms, opportunity costs, receivables at cost or sale price, Goals and functions of ARs management, changes in credit policy

UNIT-3

Cash management-meaning and concept statements analysis. Cash vs profit. Cash flow presentation as per IFRS, Management of liquidity-Shiftability theory, Liquidity newly defined, liquidity crises 7 firm level action, Measurement of liquidity, Window dressing, Certainty model by Baumol, Uncertainty model by Miller & Orr, Cash flow forecasting, Cash collection system

UNIT-4

Management of Accounts Payables, Trade credits-terms of purchase, stretching accounts payables, Cost of Stretching, The model of cost of stretching APs, Overtrading and the need of a good information system, Financing Working Capital Gap, Sources of working capital finance, Bank finance, Tandon and Chore committees on Bank finance, Other sources of working capital finance and deciding a suitable mix.

SUGGESTED READINGS:

1. Hrishikes Bhattacharya, Working Capital Management, PHI publication.
2. R.P. Rustagi. Working Capital Management, Taxman Publication.
3. Prasanna Chandra. Financial Management, McGraw Publications.
4. J.M. Pandey. Financial Management, Vikas Publishing House.
5. Mishra R. K. (1975), Problems of Working Capital Management in India, Somaiya Publication Private Limited, New Delhi, p.12.
6. Ambegoonkanar Nalini (1969), Working Capital Requirement and Availability of Bank Credit, RBI Bulletin, Vol. XXIII, pp.1535-1553.
7. Natrajan Sunder (1980), Working Capital Management and Finance, Economic and Political Weekly, Vol. XV, pp.25-31
8. Chadda R.S. (1964), Inventory Management in India, Allied Publisher, Mumbai.

Course Code: MMK922

Course Title: Consumer Behaviour

Course Type: Elective-Marketing

Credit:2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Introduction to Consumer Behavior:

Definition, Nature and Scope of Consumer Behavior, Customer Satisfaction, Customer Loyalty, Customer Retention, Consumer Research. Consumer Decision Making – Factors influencing consumption decisions, Process and Models of Consumer Decision Making.

UNIT-2

Micro Influences on Consumption:

Needs, Motives & Consumption-Needs and goals, Theories of Motivation. Personality-Nature and Theories of Personality, Behavioral traits of consumers, Self-concept and consumption, Brand Personality, Role of Emotions. Consumer Perception – Process of Perception, Perceived Quality, Perceived Risk. Consumer Learning – Elements of learning, Theories of Learning, Consumer Involvement Consumer Attitude – Attitude formation, Models of consumer attitude formation

UNIT-3

Macro Influences on Consumption:

Social Influences on Consumer Behavior – Consumer socialization, Family and life cycle. Reference group, Consumption related Reference Groups, Factors Affecting Reference Group Influence. Word of mouth, Opinion leadership, Social classes

UNIT-4

Cultural Influences on Consumer Behavior - Culture and Subcultures, Indian Core Values, Measuring Cultural Values, Influence of Culture on Consumer Behavior.

SUGGESTED READINGS:

1. L.G.Schiffman, L.L.Kanuk, & S.R.Kumar, “Consumer Behavior”, Pearson Education Inc.
2. D.L.Loudon, J.Albert Della Bitta, “Consumer Behavior; Concepts and Applications”, Tata McGraw Hill Publishing Company Limited.
3. D.I.Hawkins, R.J.Best, and K.A.Coney, “Consumer Behavior: Building Marketing Strategy”, Tata McGraw-Hill Publishing Company Limited
4. Kumar, S.Ramesh, “Consumer Behaviour- The Indian Context (Text and Cases)”, Pearson, 2017.

Course Code: MMK923

Course Title: Marketing Research

Course Type: Elective-Marketing

Credit:2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Introduction: Importance, Scope and Limitations, Types of Research, Planning and Designing Research, Methods of Data Collection, Data Preparation-Validation, Editing, Coding, Tabulation and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, Univariate and Bivariate Data Analysis. Multivariate Data Analysis.

UNIT-2

Sampling and Questionnaire Design and Construction: Introduction to Sampling, Sampling Process, Sampling Techniques—Probabilistic and non-probabilistic, Sampling Designs, Sample Size, Application of Sampling, Steps involved in Questionnaire Construction, Questionnaire Designs, Attitude Measurement, Types of Scales for Attitude Measurement

UNIT-3

Application of Marketing Research: Product Research, Utility of Market Research to Brand Positioning and Market Segmentation Analysis, Distribution Research, Advertising and sales Promotion Research, Sales Control Research and Strategic Planning.

UNIT-4

Presentation and Follow Up: Role of the Report, Type of Reports, Contents of the reports, Personal Presentation of the Report, Follow up.
Organization of Marketing Research Department: Marketing Research Agencies, Types and Functions of Marketing Research Agencies and Ethical Issues of Marketing Research

SUGGESTED READINGS:

1. Aaker, David A., V. Kumar and George S. Day. (2009). *Marketing Research, 10th Edition*. John Wiley and Son, New York.
2. Boyd, Harper W., et al. (2008). *Marketing Research: Text and Cases 4th edition*. McGraw Hill, New Delhi
3. Douglas, S. P. and C. C. Samuel. (2009). *International Marketing Research 3rd Edition*. John Wiley, New York.
4. Kumar, V. (1999). *International Marketing Research 1st edition*. Prentice Hall of India Ltd., New Delhi.
5. Malhotra, Naresh K. (1999). *International Marketing Research- An Applied Orientation, 3rd ed.* Person Education Asia.
6. Tull, D. S. and D. I. Hawkins. (1998). *Marketing Research: Measurement and Methods*. Prentice Hall of India Ltd., New Delhi.

Course Code: MMK924

Course Title: Advertising & Brand Management

Course Type: Elective-Marketing

Credit:2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Advertising: Concept, types and objectives of advertising, social, ethical and economic aspects of advertising DAGMAR Approach, Hierarchy-of-Effects Model.

Advertising budgets: Factors influencing budgeting decisions, methods of budgeting Advertising Agencies: types, services of

Ad Agencies Creativity: Importance of creativity, creativity process Creativity Implementation and Evaluation: Advertising appeals, Execution styles Creative Strategy Development: Ad campaigns, Creative brief, major selling ideas Creative tactics: In print and electronic media

UNIT-2

Market analysis: Analysis of market, Company's marketing strategy, Creative strategy Establishing Media objectives Developing and Implementing Media strategies: The Media Mix, Target Market Coverage, Geographic Coverage, Scheduling, creative aspects, Reach and Frequency, flexibility, budget considerations Evaluation of Media: Merits and demerits of Broadcast, Print and Support Media

UNIT-3

Definition and benefits of branding, Inputs for branding, Model (David Aker's) to develop brand strategy, Brand management process.

Brand Positioning: Definition and importance of positioning. Positioning Strategy: Target market, Defining competition, Establishing Points of difference and Points of parity, Updating positioning over time.

Brand Equity: Meaning, Relevance of brand equity to business,

Brand elements to build brand equity. Designing marketing programme (Product, Price, Distribution channel and IMC strategy to build brand equity)

UNIT-4

Brand Portfolio: Meaning and Objectives of portfolio, Developing portfolio, Challenges in brand portfolio management.

Brand Architecture: Models of brand architecture, Developing brand architecture, Indicators of brand architecture issues. Product and Brand Extensions: Advantages of Extensions, Disadvantages of Brand Extensions, Brand Extension Guidelines Leveraging Secondary Brand Associations: Company, Country of origin, Channels of Distribution, Co-Branding, Licensing, Celebrity Endorsement, Events.

SUGGESTED READINGS:

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, 11th Edition by George Belch and Michael Belch
2. Strategic Brand Management, 4th Edition. Kevin Lane Keller. ©2013 | Pearson |
3. Kenneth Clow and Donald Black, "Integrated Advertisements, Promotion and Marketing Communication", 6th Ed., Prentice Hall of India, New Delhi, 2013
4. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, "Marketing Management", Pearson 14th Edition New Delhi 2013

5. . Larry D. Kelly, Donald W. Jugenheimer, "Advertising Media Planning A Brand Management Approach", PHI, New Delhi, 2013
6. . Kirti Dutta, Brand Management –Principles and Practices, Oxford Higher Education, New Delhi, 2012 Belch, G.E. and Belch, M.A., "Advertising and Promotion: An Integrated Marketing Communication Perspective" McGraw Hill, New York, 11th ed.
7. Aaker, D. and Joachimsthaler E., "Brand Leadership: The Next Level of the Brand Revolution". The Free Press, New York.
8. Keller, K.L., "Strategic Brand Management", Pearson Education, New Delhi.

Course Code: MHR925

Course Title: Learning and Development

Course Type: Elective-Human Resources

Credit: 2

(L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Introduction: Concept and key components of Learning and Development – Overview of Training and Development systems –The forces influencing working and learning – Linking Training & Development to company's strategy–Requisites of effective training. Strategic Training: Evolution of Training – Learning as a strategic focus–Strategic Training & Development process–Organizational characteristics that influence training. Training Needs Assessment (TNA): Purpose of TNA – Training need assessment at different levels– Approaches to TNA–Training need assessment methods.

UNIT-2

Learning and Transfer of Training: Concept of Learning – Learning Theories – Learning Process – Instructional emphasis for learning. Program Design: Considerations in designing effective training programs –Curriculum course, and lessons design– program design implications for transfer of training – using knowledge management for learning and transfer of training

UNIT-3

Training and Development Methods: Traditional Training methods –Technology based training methods. The Trainer: Roles and competencies of Trainer. Evaluation of Training: Rationale for Evaluation–Training outcomes–Types of Evaluation Techniques & KirkPatrick model of evaluation – CIRO model – ROI of training Instruments–Costing Training Programmes–Measuring ROI of training programmes

UNIT-4

The Future of Training & Development: Training for Sustainability –Increased use of new technology for training delivery–Capturing and sharing intellectual capital and social learning – Just-in-time learning and performance support–Increased Emphasis on Performance Analysis:Big Data and learning for business enhancement–Stake holder focused learning–Training partnership and outsourcing.

SUGGESTED READINGS:

1. Blanchard,P.N.andThacker,J.W(2007):*Effective Training: Systems, Strategies and Practices*.(8thed.)New Delhi:Prentice Hall
2. Reid,M.A.andBarrington,H(2007).*Training Interventions*.(5thed.) Mumbai:Jaico Publishing House
3. O'Connor;BronnerandDelaney(2009).*Training for Organizations*.(2nded.)Singapore:Thomson Learning
4. Laird,D(2003).*Approaches to Training and Development*.(5thed).New Delhi:Rawat Publications.
5. Joseph Prokopenko(2002):*Management Development* .(2nded)ILO Publications
6. Lyton,Rand Pareek,U(2001):*Training for development*.(2nded)Vistar Publications.
7. Rao,P.L.(2000),*HRD through In-House Training*.Indian Society for Training and Development
8. .Noe,Raymond A.andKodwani,Amitabh Deo.*Employee Training and Development*,McGraw Hill Education India,7th edition,Special Indian Edition,New Delhi,2018.

Course Code: MHR926 Course Title: Strategic Human Resource Management

Course Type: Elective-Human Resources

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Strategic Human Resource Management–Concept and Aims of Strategic Human Resource Management – Models of Strategic HRM –Strategic HRM: Best Fit and Best Practice – Strategic HRM and the Resource-Based view of the firm– Strategic role of HR function.

\ :Functional Strategic Human Resource Strategies-Employee resourcing strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee.

UNIT-2

Strategic HRM and Strategic Change- Strategic HR issues and role of HR in the context of Change, Culture Management, Total Quality Management, Knowledge Management, Merger and Acquisition

UNIT-3

Evaluating and Measuring the Impact of Strategic HRM–Overview and Approaches–Quantitative and Qualitative Criteria–Balanced Score card and HR Scorecard Perspective Benchmarking etc–Evaluating strategic Contributions of Traditional HR Areas- Strategic contribution of HRM to organizational success– High Performance Work Practices(HPWP)

UNIT-4

Human Resource Strategy and the Dynamics of industry-based Competition–Strategic HRM for specific business situations- Talent Management, Knowledge Management with special reference to HRM practice in Knowledge Based Industry—Strategic HR issues vis-à-vis Emerging Organizational Forms

SUGGESTED READINGS:

1. Michael Armstrong, Strategic Human Resource Management–A Guide to Action, Kogan Page.
 2. G.F. Dreher and T.W. Dougherty, Human Resource Strategy, Tata McGraw-Hill
 3. Charles Greer, Strategic Human Resource Management, A general managerial approach, Pearson Education.
 4. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann.
 5. C. Maybey and G. Salaman: Strategically Managing Human Resource, Infinity Books.
 6. Peter Boxall and John Purcell, Strategy and Human Resource Management, Palgrave, Macmillan.
 7. Business-led HR Strategies, All India Management Association, Excel Book
- Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann

Course Code: MHR927

Course Title: Leadership Skills and Practices

Course Type: Elective-Human Resources

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Introduction to leadership, the crucial role of leadership, different Roles of a leader,, Leadership theory paradigms, levels of analysis of leadership, Leadership traits, Big-5 model and leadership, derailed leaders, effective leaders, Achievement Motivation theory, Leader Motive Profile, Pygmalion effect, Ethical leadership

UNIT-2

Leadership Behavior& styles-Michigan & Iowa, Leadership Grid, Contingency theory-Fiedler model, Hersey Blanchard SLT, Leadership Continuum theory, Normative theory, Leadership substitute theory.

UNIT-3

Team Leadership-Vertical Dyad Linkage theory, LMX theory, Followership, Delegation, Self Managed Teams, Ginnet's Team effectiveness Model, Fundamentals of Networking, Negotiation, Coaching as a Leader, Leader conflict Management Charismatic and transformational leadership, stewardship, servant leadership, Resonant Leadership-work of Goleman, boyatzis, etc

UNIT-4

Crisis leadership, Leading Change, Selected Profiles of Top leaders from Industry and Polity

SUGGESTED READINGS:

1. Lussier/ Ahus, (2007). Effective Leadership. Third edition. Thomson South Western.
2. Hughes, Ginnet, Curphy (2006). Leadership-Enhancing the Lessons of experience. Fifth edition. Tata McGraw Hill.
3. Durbin, J. A., (2007). Leadership-Research findings, Practice, and Skills. Fourth edition. Biztantra. 4. Durbin. A., (2015). Leadership: Research Findings, Practice and Skills.PHI
5. Saxena, S & Awasthi, P., (2009). Leadership

Course Code: MOS928 Course Title: Supply Chain Technology and Systems

Course Type: Elective-Operations and Supply Chain Management

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Logistics Technology Overview & Strategy; Project Management, Network Modeling & Optimization

ERP & E-Commerce Systems, Warehouse Technology, Automation, Transportation Technology, Supply chain performance measurement, Supplier Relationship Management Product Development and Commercialization, Returns Management

UNIT-2

Manufacturing Systems & Technology, Manufacturing Flow Management, CRM Systems & Data, Customer Service Management Demand Management, Developing and implementing Technological partnerships in Logistics and Supply Chain Technology and Systems

UNIT-3

Developing and Implementing Partnerships in the Supply Chain, Supply Chain Performance Measurement, Electronically Linking the Supply Chain

UNIT-4

The Future of Logistics Technology: Supply Chain Mapping, Software Selection/Implementation and Technology Trends, Technology in logistics Technology, Implementing supply chain management, Supply Chain Information Systems, Supply Chain Management – Future Directions

SUGGESTED READINGS:

1. Gourdin, K.N. (2006). Global Logistics Management – A Competitive Advantage for the 21st Century. (2nd ed.), Blackwell Publishing
2. David Olson (2012). Supply Chain Information Technology, Business Expert Press
3. Qingyu Zhang (2007). E-Supply Chain Technology and Management, IGI Global, USA

**Course Code: MOS929 Course Title: Fundamentals of Supply Chain Management
And Logistics Management**

Course Type: Elective-Operations and Supply Chain Management

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Role of Logistics and Supply Chain Management in the Economy and Organisation: Logistics and supply chain concepts and models; Global logistics environment; Hong Kong logistics environment; Role of logistics in the economy; Supply chain relationships. Third-party and fourth-party logistics providers; Outsourcing.

UNIT-2

Transportation and Inventory Management: Importance of transport in the economy; Factors affecting transport costs and pricing; Integrated transport modes (air/sea/road/rail/pipeline); Containerization; Modal choice Procurement Management: Role and function of procurement; Procurement strategies; E-procurement. Elements of customer demand and services; Factors affecting level of customer service; Order fulfillment process.

UNIT-3

Material Handling and Storage: Objectives and principles of material handling; Types of material handling equipment; Role of packing. Reasons for holding inventory; Inventory costs; Inventory strategies; Role and functions of warehousing; Types of warehouses: factors affecting type, size and number of warehouses.

UNIT-4

Information Technologies in Global Logistics and Supply Chain Management: Importance of information in supply chains; Role of information technologies in supply chains; E-logistics; RFID and Bar code technologies.

SUGGESTED READINGS:

1. Coyle, J.J., Jr., Langley, C.J., Novack, R.A., & Gibson, B.J. (2013). *Managing Supply Chains: A Logistics Approach*. (9th ed.), McGraw-Hill.
2. Murphy, P. R., & Wood, D. F. (2011). *Contemporary Logistics*. (10th ed.), Pearson Prentice Hall.
3. Branch, A.E. (2008). *Global Supply Chain Management and International Logistics*. Routledge.
4. Bowersox, D.J., Closs, D.J., & Cooper, M.B. (2010). *Supply Chain Logistics Management*. McGraw Hill.
5. Coyle, J.J., Bardi, E.J., & Langley, Jr., C.J. (2009). *Supply Chain Management: A Logistics Perspective*. South-Western Cengage Learning.
6. Grant, D.B., Lambert, D.M., Stock, J.R., & Ellram, L.M. (2006). *Fundamentals of Logistics Management*. McGraw Hill

Course Code: MOS930

Course Title: Service Operations Management

Course Type: Elective-Operations and Supply Chain Management

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Understanding The Nature Of Services and Service Operations:-Introduction and imperatives of services, Nature and characteristics of services, Classification of services and analyzing service operations, Forecasting Demand In Services

Aligning Service Strategy And Service Competitiveness: Introduction to Service Strategy, Competitive Service Strategies, Strategic Service Vision, New service design and development, Service system design and delivery process, Smoothing Customer Demand In Services

UNIT-2

Technology & automation in services, Service encounter, Human resource planning & employee selection, managing people in Services organization, Work measurement in Services, Service Capacity Management

UNIT-3

Service Quality: Defining Service Quality, - Quality Service by Design, Service process control, Total quality management tools, Quality philosophy and performance excellence,-Service recovery and Service guarantee,-Resource and Workforce Scheduling in Services

UNIT-4

Service facility design: Process analysis of facility layouts, Facility location decision factors, - Quantitative models for facility location: Service facility on a line or on a plane, -Quantitative models for facility location: Based on different objective functions of optimization criteria, Quantitative models for multiple service facilities

SUGGESTED READINGS:

1. B.Fitzsimmons,JamesA.,andMonaJ.Fitzsimmons,ServiceManagement:Operations,Strategy,andInformationTechnology,6thEd.,Irwin/McGraw-Hill,2007.
2. C.Haksever,RenderB.,RusselS.R.andMurdickR.G.,ServiceManagementandOperations,2ndEd.,Prentice Hall,2007
3. Heskett,J.L.(1991),"Lessonsinthetablessector"inthetablesManagementCourse:Cases &Reading,FreePress,47-64
4. Johnston, R.(2005),"Service operations management: from the roots up"InternationalJournalofOperations&ProductionManagement,25,12,1298-1308.

MBA-IV SEMESTER

Course Code: MBA-1033

Course Title: Business Analytics

Course Type: Compulsory

Credit: 4 (L-3 T-1 P-0)=45 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Exploring Data Analysis: Introduction, Data Types; Data Visualization ,Process of Business Analytics; Tools for Analytical Process; Role of Analytics Team; Types of Analytics; Descriptive Analytics; Predictive Analytics; Prescriptive Analytics; Applications and Usage of Descriptive and Predictive Analytics in Business Operations

UNIT-2

News vendor Problem; Forecasting using Historical Demand Data; Predictive Analytics, Risk and Decision making in uncertainty: using optimization models, Simulation Models; Prescriptive Analytics, High Uncertainty: using Decision Trees

UNIT-3

Introduction to People Analytics, and Performance Evaluation; basic principles of people analytics; Analytics for Staffing cycle; tools and techniques of organizational network analysis; Talent Analytics: Data usage and analytics for talent assessment and maximizing the employability

UNIT-4

Supply Chain Overview; Models; Domains in a Supply Chain; Sell Analytics; Logistics Analytics; Make Analytics; Source Analytics; Cash Cycle to Measure Supply Chain Efficiency

SUGGESTED READINGS:

1. Bertsimas and Freund, (2004). *Data, Models, and Decisions: The Fundamentals of Management Science*, Dynamic Ideas.
2. Winston (2003). *Operations Research: Applications and Algorithms*, Cengage
3. Hillier and Lieberman (2012). *Introduction to Operations Research*, McGraw Hill.
4. Albright, Winston, Zappe (2010). *Data Analysis and Decision Making*, Cengage Learning.

Course Code:MFM-1031

Course Title: International Financial Management

Course Type: Elective-Finance

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

International Finance: Finance function in a global context, global financial markets, International Monetary System- Introduction to IDR-Sovereign Risk. International Financial Environment – IMF -SDR–EMU–CAD (BOP)

UNIT-2

Foreign Exchange Market: Structure, mechanism of currency trading, exchange rate quotations, forward contracts, interest arbitrage, exchange rate regimes and the foreign exchange market in India (Numerical Problems)

UNIT-3

Management of Currency Exposure: Measurement of exposure and risk, managing transaction exposure, operating exposure, short-term financial management in multinational corporation (Numerical Problems). Currency Derivatives –Netting–forfeiting.

UNIT-4

International Financing Decision: Evaluating borrowing options, funding avenues in global corporate markets, international equity financing, introduction to ADRs, GDRs, Private Equity, understanding International transferring. International Capital Structure, International Portfolio

International Project appraisal: Problems and issues in foreign investment analysis, methods of Capital Budgeting, NPV and APV methods (Numerical Problems).

SUGGESTED READINGS:

1. Apte P.G (2014). *International Financial Management*, 7th Ed, Tata-McGrawHill, New Delhi,
2. Madura J (2012). *International Financial Management*. 11th Ed, South Western Publishing Company, Cincinnati.
3. Seth A.K (2013). *International Financial Management*, 2nd Ed, Galgotia Publishing, New Delhi.
4. Shapiro, Allen C. (2010). *Multinational Financial Management*, 9th Ed, John Wiley & Sons, New York
5. Sharpe J (2012). *Foreign Exchange: The Complete Deal: A Comprehensive Guide to the Theory and Practice of the Forex Market*, 1st Ed, Harriman House, Hampshire.
6. Garg R (2011). *Foreign Exchange Management*, 1st Ed, Vrinda Publication, New Delhi.

Course Code:MFM-1032

**Course Title: Security Analysis and
Portfolio Management**

Course Type: Elective-Finance

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Concept and Objectives of Investment, Types of Securities and Avenues for Investment, Investment Management Process, Risk and Its Measurement, Relationship between Risk and Return, Valuation of Securities, Equity Shares, Preference Shares and Bonds, Term Structure of Interest rates, Mutual Funds, Hedge Funds. Value at Risk (VaR).

UNIT-2

Efficient Market Hypothesis, Testing for Market Efficiency, Economic & Industry Analysis, Company Analysis, Fundamental and Technical Analysis, Volatility and Its Measurement. Portfolio Theory– Diversification and Optimal Portfolios, International Portfolios

UNIT-3

Capital Asset Pricing Models, Factors Models, Arbitrage Pricing Theory. Measuring Portfolio Performance. Bond Portfolio Management and Interest Immunization, Foundations of Behavioural Finance, Prospect Theory, Market Anomalies, High Frequency Trading, Algorithmic Trading.

UNIT-4

Derivatives: Instruments, markets and regulation, Management of Portfolio of derivative securities, Hedging using options and futures contracts. Pricing models – Binomial model, Black-Scholes model; Option Trading Strategies, Application of swaps. Financial Modelling on R Studio.

SUGGESTED READINGS:

1. Robert A Haugen, Modern Investment Theory, 5th Edition, Pearson
2. Sharpe, Alexander and Bailey, Investments, Wiley press
3. Reilly and Brown, Investment Analysis and Portfolio Management, 8th edition, South Western
4. Bodie, Kane and Marcus, Investments, 10th edition, McGraw Hill
5. Grinblatt and Titman, Financial Markets and Corporate Strategy, 2nd Edition, Tata McGraw Hill
6. Options, Futures and Other Derivatives, John C Hull and Sankarshan Basu, Pearson

Course Code: M1033
Course Type: Elective-Finance

Course Title: Financial Derivatives

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Introduction of Financial Derivatives -types of derivatives-Trading mechanism and contracts of the main Financial Derivatives instruments: Clearing and settlement of trades, margin trading.

Forwards and Futures trading and differences between them: Trading in Forwards, Futures: theory, pricing and hedging strategies for foreign exchange, short and long-term interest rate and Index Futures.

UNIT-2

Options Market: Trading and hedging using Options; equity Options; Options vs. Futures. Option pricing using Black-Scholes Model and Binomial Analysis; Options on Stock Indices and currency; Option Greeks; Exotic Options (Numerical Problems)

UNIT-3

Options trading Strategies - Spreads (Bull Spreads, Bear Spreads and Butterfly Spreads) - Combinations (Straddles, Strangles, Strips and Straps)

UNIT-4

Swaps Markets: Structure, currency, interest-rate, equity and commodity Swaps- pricing of swaps - pricing simulations. (N.P. –Numerical Problems)

SUGGESTED READINGS:

1. Gupta S.L.(2005).*Financial Derivatives: Theory, Concepts And Problems, 1st Ed*, Phi Learning, Delhi.
2. Parasuraman N.R.(2011).*Fundamentals Of Financial Derivatives, 2nd Ed*, Wiley India, New Delhi.
3. Baz, Jamil, Chacko, George(2009).*Financial Derivatives, 1st Ed*, Cambridge University Press, Delhi.
4. Ruttiens Alain(2013).*Mathematics of the Financial Markets Financial Instruments and Derivative: "Modelling, Valuation and Risk Issues"*, Wiley publication, New York.

Course Code: MMK-1036

Course Title: Services Marketing

Course Type: Elective-Marketing

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Understanding Services: Introduction - meaning of service concepts, nature and scope of services, marketing of services versus physical goods, growth of services sector in India, Classification of services. Customer involvement in service process and managing service encounters.

UNIT-2

Services Marketing: The distinguishing key characteristics of services, Consumer behavior in services. Services marketing mix - Product, Pricing, Place, Promotion, People, Physical Evidence and Process.-Service triangle-Segmenting, Targeting and positioning for services marketing

UNIT-3

Role of Quality in Service – Service Quality management, Dimensions of service quality, – gap model - SERVQUAL –demand management services strategies–service blue printing
- Service failures and Recovery strategies, etc.

UNIT-4

Overview of Strategies for Services marketing-strategies to deal with intangibility, inventory inconsistency and inseparability of Services.
Contemporary issues in service marketing-Current trends in services marketing.
E-commerce and e-marketing–e-CRM-Innovations in services marketing-
self-service technologies-Marketing of varied services.

SUGGESTED READINGS:

1. Lovelock, C. Writz, J. (2007) *Service Marketing- People, Technology, Strategy 6th Edition* PrenticeHallInternational, New Delhi
2. Payne, Adran, (1997). *The essence of service marketing*, Prentice Hall of India Limited, New Delhi
3. Shankar, Ravi, (1997). *Service Marketing: The Indian experience*, South Asia Publications, New Delhi
4. Zeithmal, V.A. & Bitner, M.J., (1996), *Service Marketing*, McGraw Hill Co. Limited
5. Grenroos, C. (2007), *Service Management & Marketing. 3rd Edition*.
Managing in Service Competition, John Wiley & Sons

Course Code: MMK1037

Course Title: International & Rural Marketing

Course Type: Elective-Marketing

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Introduction to globalization and marketing across borders; global trade and marketing; Drivers of globalization; Multinational corporations; Analysis of International Marketing Environment and Identifying Foreign Markets-Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions Competitive Conditions; Legal and Financial Influences, Trade theories. International Marketing Research, Cross Cultural Behavior, Emic and Etic Approach, Hofstede's Cultural Classification, Trompenaars's Cultural Classification, International Trade Patterns

UNIT-2

Identification of International Markets, Segmentation of International Markets, Methods of International Markets Evaluation. Entry Mode Decisions, Various Modes of Entry in International Markets: Exports (Direct and Indirect, Piggybacking, International Licensing, Franchising and Leasing, International Strategic Alliances and Management Contracts, Overseas Turnkey Projects, International JV's, Wholly Owned Foreign Subsidiaries. Factors affecting selection of Entry Modes.

UNIT-3

Introduction-Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Rural versus Urban Markets, Rural Market in India—size and scope, Factors contributing to Growth of Rural Markets.

UNIT-4

Rural Consumer behavior- Characteristics of rural consumers, Occupation and Income, Economic circumstances, Lifestyle, Consumer buying behaviour models, Factors affecting Rural Consumer Behaviour, Consumer Buying Process. Rural Marketing Environment- Rural Environment, Occupation Pattern, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Markets-Segmentation, Targeting and Positioning strategies, Four A's of Rural Marketing Mix

SUGGESTED READINGS:

1. Keegan, "Global Marketing", Pearson.
2. Sakonkvisit and John Shaw, "International Marketing- Analysis and Strategy", Taylor & Francis.
3. Varshney & Bhattacharya, "International Marketing Management", Sultan Chand & Sons.
4. Dogra B. & Ghuman K., "Rural Marketing Concepts and Practices", Tata McGraw-Hill, New Delhi, 2010.
5. Gopal Swamy, T.P., "Rural Marketing", Vikas Publishing House, New Delhi, 2009.

Course Code: MMK1038

Course Title: Sales, Distribution, & Retail Management

Course Type: Elective-Marketing

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Role and Importance of Sales Management, Types of Personal Selling, The Sales Management Process, Emerging Trends in Sales Management, Selling and Buying Styles, Selling Skills, Stages in the Selling Process, The Process & Methods of Prospecting, Pre-Approach & Approach Process, Methods of Sales Presentation, Handling Customer Objections, Closing the Sale and Follow Up. Organizing, Staffing and Training sales force: Sales organization structures recruiting and selecting sales people, planning, executing and evaluating sales training programs. Directing Sales Force Operations: motivating sales personnel, compensating sales people, sales meetings and contests, sales quotas and sales territories

UNIT-2

Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance.

Distribution Management:-Role of Distribution Channel, Distribution Channel Strategy, Channel Design Process, Classification Schemes of Channel Flows, Channel Establishment Plan, Company Channel Design. Channel Information System-Role and Benefits, Components of Channel Information System, Designing a Channel Information System, Channel Conflict, Conflict Resolution Mechanism, Strategies of Channel Influence

UNIT-3

Introduction to Retailing – Concept, Nature and Scope, Functions, Economic Significance of Retailing, Retail Mix, The Retailing environment in India, Types of Retailers–Retail Formats, Theories Of Retail Development, The Retail Life Cycle. The Retail Strategy: Retail Market Strategy, Financial Strategy, Human Resource Management, inventory management, Information Systems and Supply Chain Management. Retail Location-Levels of Location Decision, Trading-Area analysis, Factors Affecting the Attractiveness of a Site.

UNIT-4

Merchandise Management: Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, Concept of the Private Label, National brands or Private labels, Retail Pricing. Store Layout - Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent. Category Management – Concept, Role of the Category Captain, Category Management Business Process, Assortment Planning Process

SUGGESTED READINGS:

1. Jobber,D.,Lancaster,G.,“SellingandSalesManagement”,PearsonEducation,2015.
2. Johnston, M. W., Marshal, G. W., “Sales Force Management”, Tata McGraw-Hill Education, New Delhi,2013.
3. Still,CundiffandGovoni,“SalesManagement”, PearsonEdition.
4. Johnston&Marshall, “SalesForceManagement”, TataMcGrawHillEdition.

5. Bajaj, C., Tuli, R. & Srivastava, N., "Retail Management", Oxford University Publication, New Delhi, 2016.
 6. Berman, B., & Evans, Jr., "Retail Management- A Strategic Approach", Pearson Education, New Delhi, 2013.
 7. Dunne, P., Lusch, R. & Carver, J., "Retailing", Cengage, 2014.
- Michael Lervy M and Weitz B W., "Retailing Management", Tata McGraw-Hill.

Course Code: MHR-1041

Course Title: Performance Management

Course Type: Elective-Human Resources

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

PM-Concept, values, factors affecting performance, objectives, principles and characteristics of PM , PM cycle, performance measures, psychological contract, comparison of MBO, Performance appraisal and PM

Performance and development planning, Managing under performance–approach, mechanism, capability procedure, Feedback-nature, use, effective feedback-guidelines

UNIT-2

360 degree feedback-effectiveness, pros and cons, coaching-process, approach, techniques, skills, self awareness

UNIT-3

PMS in select organizations, rating less appraisals, PMS –from systems to spiritual approach, Astra Zeneca, BHEL, NTPC, DHL –PMS

UNIT-4

Impact of PMS on firm performance, Competency mapping, An introduction to talent management, developing a high performance culture.

SUGGESTED READINGS

1. Aguinis, Herman, *Performance Management*, Pearson Education, Inc.
2. Kandula, Srinivas R., *Performance Management*, PHI, New Delhi.
3. Rao, T. V., *Performance Management and Appraisal Systems*, Response Bank, New Delhi.
4. Cardy, Robert L., *Performance Management: Concepts, Skills and Exercise*, PHI, New Delhi
5. Sahu, R. K., *Performance Management System*, Excel Books, New Delhi.

Course Code: MHR-1042

Course Title: Cross-Cultural Management

Course Type: Elective- Human Resources

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Meaning, Importance, features of culture, Dimensions-Different culture dimension model-Hofstede Model, Kluckhohn and Strodtbeck value orientation model, Globe Model, Edward Hall model, Trompenaars model, role of culture in international Business Diversity at work, Reasons for cultural and behavioural differences Diversity and inclusion: Culture and diversity, Ensuring cultural diversity and its importance, Barriers to cultural diversity.

UNIT-2

Cross cultural communication-Meaning, Factors affecting cross cultural communication, making cross cultural communication effective Cross culture management:-Challenging role of Managers in cross culture management

Mapping cross-cultural differences, Cross cultural influence and Technology, Culture and styles of Management, Conflicts and cultural differences, Managing Cross Cultural Teams, Culture and Leadership.

UNIT-3

IHRM-Meaning, Model of IHRM, Dimension of IHRM, features of IHRM–international recruitment and selection, Domestic HRM vs.IHRM

Key HR Challenges facing organizations working internationally. Expatriates (International Adjustment), Expatriation & Repatriation Management.

UNIT-4

Challenges faced by global manager, Women as International manager, Role of ethics in cross cultural management

Culture in India, Japan, China and US, International Assignment and Expatriate management

SUGGESTED READINGS:

1. Madhavan, S. 2011. Cross Cultural Management: Concept and Cases, Oxford University press.
2. Browaeys, M. J. and Price, Roger. 2011. Understanding Cross-Cultural Management, Pearson Education India.
3. Thomas, David. 2008. Cross-Cultural Management: Essential Concepts, Sage.
4. Nancy J. Adler, and Allison Gundersen. 2007. International dimensions of organizational behavior. Cengage Learning.
5. Hofstede, G. H. and Minkov. 2010. Cultures and organizations, software of the mind.
6. House, R. G., Hanges, J., Aditya, B., Dorfman, P. and Gupta, D. 2004. Culture, Leadership and organizations, The Global Study of 62 societies
7. A Critique of Hofstede's Fifth National Culture Dimension by Tony Fang. International Journal of Cross Cultural Management, Dec 2003; 3(3):347-368. Accessible through ABI/INFORM Global.

Course Code: MHR1043

Course Title: Industrial and Labour Legislation

Course Type: Elective-Human Resources

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

The Factories Act, 1948: Approval, Licensing and Registration-Inspecting Staff –Health–Welfare Working Hours–Annual Leave with wages–Periodical Returns-Registers and Records

The Minimum Wages Act, 1948: Fixing of Minimum Rates of Wages–Minimum Rates of Wages–Procedure for Fixing and Revising Minimum Wages –Advisory Boards and Committees

– Wages in Kind –Wages for worker who works for less than normal working day–Wages for two or more classes of work–Minimum time rate wages for piece rate work–Maintenance of Registers and Records.

UNIT-2

Employees State Insurance Act,1948 – Objectives, definitions –personal injury, wages, partial and permanent disablement, Administration – Corporation, Standing committee and Medical benefit council, finance and audit, contributions, benefits and penalties.

Employees Provident Fund and Miscellaneous provisions Act,1952–Objectives, Definitions, Central board, State board, Executive committee, Board of trustees, Contribution to the scheme, employees provident fund scheme, Employee pension scheme, appeals to the EPF appellate tribunals, recovery officer, penalties.

Maternity Benefit Act,1961–Objectives and benefits, provisions related to employment of or work by women during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payments, leave, dismissal in absence during pregnancy, forfeiture of maternity benefits.

Purpose and special features of the Code on Social Security, 2020.

UNIT-3

Workmen Compensation Act, 1923 – Objectives and application, Definitions – dependent, employer, partial and total disablement, workman injury,accident provisions regarding Employer's liability, amount of compensation and its computation, compensation distribution, notice and claims, procedures before authorities–Commissioners.

Payment of Wages Act,1936 – Objective, scope and application, definitions, provisions relating to responsibility for fixation of pay, fixation of wage periods ,deductions from wages, remedies available to worker, power of authorities, penalty for offences.

UNIT-4

Payment of Bonus Act, 1965: Objective, scope and application, definitions, provisions relating to computation of bonus, eligibility and disqualifications for bonus, minimum and maximum amount of bonus, set-on and set-off of allocable surplus as bonus, bonus linked with productivity or production.

Equal Remuneration Act, 1976: Application, provisions related to payment of remuneration at equal rates to men and women, register to be maintained, role of inspectors, Central Advisory Committee – composition, term of office, cessation of membership, Penalties PurposeandspecialfeaturesofTheCodeonWages,2019.

SUGGESTED READINGS:

1. “Taxmann’s New Labour & Industrial Laws”, 2020
2. “Labour Laws 2021”, Commercial, commercial Laws Publishers India Pvt. Ltd., 2020.
3. Mishra, S.N., “Labour & Industrial Laws”, Central Law Publications, India, 29th Edition.
4. Author, Sir name, Initials, “Book Title”, Publisher name, City/country of publication, Year of publication. Edition No. if any.
5. https://labour.gov.in/sites/default/files/Code_on_Wages_%28Central_Advisory_Board%29_Rules%2C2021.pdf
6. <https://labour.gov.in/sites/default/files/THE%20CODE%20ON%20WAGES%2C%202019%20No.%2029%20of%202019.pdf>
7. https://labour.gov.in/sites/default/files/OSH_Gazette.pdf
8. https://labour.gov.in/sites/default/files/SS_Code_Gazette.pdf
9. <https://labour.gov.in/ebook/wage/index.html>
10. <https://labour.gov.in/ebook/SS/index.html>

Course Code: MOS-1046

Course Title: Applied Operations Research and Supply Chain Analytics

Course Type: Elective-Operations and Supply Chain Management

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Definition & scope of Operational Research, Formulation of simple Linear Programming Problems, Simplex method and basics of Duality. Characteristics of Inventory System, Simple Economic Lot Size Inventory models, Reorder Level, Simple single period Stochastic Inventory Model.

Definition of Queues and their characteristics, Queueing Models with Markovian Input and Markovian Service, M/M/1 & M/M/C Queueing Models. Definitions of Reliability, Availability, Reliability of multi components systems, failure time distributions: exponential and Weibull.

UNIT-2

Context of today's supply chains (SC) analytics, Understanding and defining the supply chain analytics (SCA), Revisions of Basic Lessons of Supply Chain Management, Why is Analytics Important in a supply chain?, Relating Operations Management with Supply chain concepts with SC Analytics, The importance of supply chain analytics in the flows involving material, money, information and ownership

UNIT-3

Supply chain analytics: Key issues in supply chain analytics, What involves in supply chain analytics, Concept of Descriptive Analytics in a Supply Chain Discussion on a Few Supply Chains Analytics applications in India (students participation is expected), Decision Domains in supply chain analytics

UNIT-4

Business Analytics (BA) in Supply Chain Management: Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions that requires mathematical or interpretative modeling, Understanding of Data and its role in Analytics Analytics of a Transportation problem in a SupplyChain, Managerial implication of results of analytics, Modeling Coordination Decisions, Performance Management in Supply Chain Management, IT Management in Supply chain management

SUGGESTED READINGS:

1. Mangan, J., Lalwani, C., & Butcher, T. (2008). Global Logistics and Supply Chain Management. Wiley.
Waters, D. (2009). Supply Chain Management: An Introduction to Logistics. Palgrave.
2. Supply chain management Sunil Chopra, and Peter Meindl, Pearson
3. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
4. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.
5. Rahul Saxena Anand Srinivasan, Business Analytics, Wiley

Course Code: MOS1047

Course Title: World Class Manufacturing

Course Type: Elective-Operations and Supply Chain Management

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

World Class Manufacturing Environment, Imperatives for success, System approach and change in mind set, Strategic decisions in Manufacturing Management, Choice of technology, Capacity and layouts, Automation in Materials handling system.

Multilocal Business, Managerial attitude towards globalisation of business, Entering the international area, Managerial challenges for the future.

UNIT-2

Principles advocated in Just-in-Time System, JIT Manufacturing System, JIT Pull System, Use of Kanban System, JIT Purchase, Source development, Supply chain Management, Total quality Management Philosophy, TQM Principles, TQM Tools, Quality through design, Quality Management System and ISO 9000, QS9000etc.

UNIT-3

Total productive Maintenance, Concept of reliability, reliability improvement, Concept of maintainability and Maintainability improvement, Software in use, Problems in implementation, Indian experience, optimised production technology

UNIT-4

Automation in Design and Manufacturing, Role of IT in World class Manufacturing, Concept of Flexible Manufacturing System, Group technology, Cellular Manufacturing Systems, Environment Pollution, Factors causing Pollution, Effect on human health, Control of environment Pollution.

SUGGESTED READINGS:

1. Gourdin,K.N.(2006).GlobalLogisticsManagement–
ACompetitiveAdvantageforthe21stCentury.(2nded.),BlackwellPublishing
2. Lambert,D.M.(2008).SupplyChainManagement:Processes,Partnerships,Performance.(3rded.),SupplyChainManagementInstitute.
3. JohnWang(2009),InnovationsinSupplyChainManagementforInformationSystems(2nded),BusinessScienceReference

Course Code: MOS1048

Course Title: Strategic Operations and Supply Chain Management

Course Type: Elective-Operations and Supply Chain Management

Credit: 2 (L-2 T-0 P-0)=30 lectures

Evaluation: 20(sessional) + 30 (midterm) + 50 (end term)

UNIT-1

Operations and Supply Chain Planning: Demand Forecasting, Capacity Planning, Capacity Requirement, Facility Location, Facility Layout, Resource Aggregate Planning, Material Requirements Planning, Manufacturing Resource Planning, Enterprise Resource Planning, Economic Batch Quantity

Designing of Operational System and Control: Production Design, Process Design & Selection, Process Planning, Product Life Cycle, Process Selection

UNIT-2

Production Planning and Control: Production Planning and Control Introduction, Time Study, Work Study, Method Study & Job Evaluation, Measurement Techniques of Productivity Index, TQM Basic Tools and Certification, ISO Standard Basics

UNIT-3

Break Down Maintenance, Preventive Maintenance, Routine Maintenance, Replacement of Machine, Spare Parts Management

UNIT-4

Strategic Analysis and Strategic Planning for Manufacturing and Service Setups, Strategy Formulation Function-wise (Production Strategy, Marketing Strategy, Manpower Strategy etc.), Structuring of Organization for Implementation of Strategy, Strategic Business Unit, Business Process Re-engineering

SUGGESTED READINGS:

1. Nigel Slack and Mike Lewis (2014), Operations Strategy (4th Ed.) Trans-Atlantic Publications
2. Jan A Van Mieghem (2015), Operations Strategies, Dynamic Ideas LLC
3. Alistair Brandon-Jones and Nigel Slack (2015), Essentials of Operations Management, Wiley

