

SCHOOL OF MANAGEMENT STUDIES
MBA PROGRAMME
Annexure-I
Semester-Wise Schedules of Courses
2017-19 Batch

SEMESTER – I

1.	MB-101	Managerial Theories, Approaches and Functions	3 credits
2.	MB-102	Managerial Economics	3 credits
3.	MB-103	Individual and Organizational Behavior	3 credits
4.	MB-104	Marketing Management	3 credits
5.	MB-105	Financial Reporting and Analysis	3 credits
6.	MB-106	Statistics for Business Analytics	3 credits
7.	MB-107	Business Environment and Business Laws	3 credits
8.	MB 108	Managerial Communication & Personal Effectiveness	3 credits
		Total	24 credits

SEMESTER – II

1.	MB-201	Business Analytics for Decision Making	3 credits
2.	MB-202	Operations Research	3 credits
3.	MB-203	Human Resource Management	3 credits
4.	MB-204	Strategic Marketing	3 credits
5.	MB-205	Financial Management& Planning	3 credits
6.	MB-206	Operations Management	3 credits
7.	MB-207	Research Methodology for Managers	3 credits
8.	MB 208	Cost and Management Accounting	3 credits
		Total	24 credits

Note: Compulsory Summer Internship Projects of about 8 weeks during May-July for all semester II students.

SEMESTER – III

1.	MB-301	Strategic Management	3 credits
2.	MB-302	Quality Measurement and Quality Systems	3 credits
3.	MB-303	Entrepreneurial Management	3 credits
4.		Course from any other School of University under CBCS	3 credits
5.	MB-5...1&2	Elective-I	6 credits
6.	MB-5...1&2	Elective-II	6 credits
7.	MB-601	Summer Project Work	3 credits
		Total	27 credits

SEMESTER – IV

1.	MB-5...3&4	Elective-I (contd.)	6 credits
2.	MB-5...3&4	Elective-II (contd.)	6 credits
3.	MB-603	Final Project Work	3 credits
		Total	15 credits

Grand Total of 4 semesters

90 credits

Annexure-II

LIST OF ELECTIVE COURSES

2017-19 Batch

I. Human Resource Management

MB-531	Talent Management & Analytics for Human Resource Management	3 credits
MB-532	Management of Change and Organizational Development	3 credits
MB-533	Emerging Issues in Human Resources Management	3 credits
MB-534	Performance Management and Counselling	3 credits
MB-535	Cross Cultural and Global Management	3 credits

II. Marketing

MB –541	Digital and Social Media Marketing (Proposed)	3 credits
MB-542	Retailing Marketing(Proposed)	3 credits
MB-543	Brand Management	3 credits
MB-544	Consumer Behavior(Proposed)	3 credits
MB-545	Customer Relationship Management	3 credits
MB-546	Services Marketing	3 credits
MB-547	Marketing in Emerging Markets	3 credits
MB-548	Marketing Analytics(Proposed)	3 credits

III. Finance

MB –551	Financial Markets	3 credits
MB-552	Strategic Financial Management	3 credits
MB-553	Financial Control and Corporate Governance(Proposed)	3 credits
MB-554	Behavioral Finance(Proposed)	3 credits
MB-555	Security Analysis and Portfolio Management	3 credits
MB-556	International Financial Management	3 credits
MB-557	Taxation (proposed)	3 credits
MB-558	Financial Risk Management	3 credits

IV. Operations Management

MB –561	Services Operations Management	3 credits
MB-562	Logistics and Supply Chain Management	3 credits
MB-563	Project Management	3 credits

MB-564	Technology Management	3 credits
MB-565	Theory of Constraints	3 credits

V. Banking(Proposed)

MB –571	Financial Environment of Banks	3 credits
MB-572	Theory and Practice of Banking	3 credits
MB-573	Banking Law and Regulation	3 credits
MB-574	Bank Financial Management	3 credits
MB-575	Commercial and Co-operative Banking	3 credits
MB-576	Corporate and Retail Banking	3 credits
MB-577	Rural Banking	3 credits
MB-578	International Banking	3 credits

VI. Entrepreneurship(Proposed)

MB –581	Entrepreneurial Project Formulation and Implementation	3 credits
MB-582	Entrepreneurial Finance	3 credits
MB-583	Corporate and Social Entrepreneurship	3 credits
MB-584	Family Business Management	3 credits
MB-585	Entrepreneurial Management	3 credits

VII. Business Analytics(Proposed)

MB –591	Predictive Modeling(Using R/Python)	3 credits
MB-592	Text Analytics	3 credits
MB-593	Supply Chain Analytics	3 credits
MB-594	Data Visualization	3 credits
MB-595	Big Data and Hadoop	3 credits
MB-596	Web Analytics	3 credits

Note: Above electives will be offered if a minimum number of 10 students opt for the elective.

MB-101
MANAGERIAL THEORIES, APPROACHES AND FUNCTIONS
(3 CREDITS)

COURSE OBJECTIVES

The Objective of the paper is to provide an understanding of the basic management concepts / principles and their significance to the organization. The course also includes the contemporary issues and perspectives in management.

COURSE OUTLINE

Unit-1: Management and Organization – Relationship between management theory and management practice – Role of a manager – skills of a manager.

Unit-2: Perspectives on Management and Development – Scientific management – Taylor, Taylor and Gilberth. Human Relations approach Hawthorne experiments – Theory X and Theory X – Theory 2 – Behavioral approach – Contingency approach.

Unit-3: Contemporary approaches to management theory – contributions of Tom Peters – Rosabest – Karter – Peter lange – Prahlad and Sumantra Ghoushal. Comparative perspectives on American, Japanese and European Approaches to management.

Unit-4: Management processes and function – Nature and description of management process – Managerial functions – planning, organizing, directing, coordinating and controlling.

Unit-5: Organizational processes – concept of power, Authority and be legation – emergence of new organizational, model. Leadership – approaches – theories – transactional – transformational leadership – leader – manager.

Unit-6: Contemporary Issues in management – social responsibility, ethics and d environmental management. Perspectives on Indian Management - Management by values.

REFERENCES

1. Weirich & Koontz (1996) Essentials of Management. New Delhi: TMH
2. Paul Heresy & Ken Blanchard (1995) Management and Organizational behavior. New Delhi: PHI
3. Hawthorne V. Butler (1987) Organization and Management - Theory and Practice. New Delhi: PHI
4. Miner B. John (1990) Organizational Behaviour - Performance and Productivity. New York: Random House
5. Stephen P Robins and M Coulter (2004) Management. New Delhi: PHI

MB-102
MANAGERIAL ECONOMICS
(3 CREDITS)

COURSE OBJECTIVES

The objective of this paper is to provide the basic concepts in Managerial Economics.

COURSE OUTLINE

Unit-1: Basic concepts of Managerial Economics – Profits, revenue – costs – discounting – profit maximization – marginal analysis – regression analysis – objectives of the enterprise.

Unit-2: Demand – Demand function – Law of demand, demand elasticity's, demand estimation and forecasting.

Unit-3: Production and Costs – Production Function – Employment decisions – cost curves in the short and long run – estimating cost functions.

Unit-4: Perfect competition – Output decisions of firms, equilibrium of the industry in the short and long run – supply-demand analysis – effects of price control. Monopoly and simple Oligopoly – Price and output decisions under monopoly, discriminating monopoly, effects of price control, kinked demand curve hypothesis.

Unit-5: Price practices – Cost based pricing, Competition oriented pricing, - Limit pricing– Peak load pricing – Life Cycle pricing.

REFERENCES

1. Christopher R Thomas and S. Charles Murice (2005) Managerial Economics Concepts and Applications. New Delhi: Tata McGraw Hill.
2. P.L. Mehta (2002) Managerial Economics - Analysis, Problems and Cases. New Delhi: Sultan Chand
3. Watson and Getz (1995) Price Theory and its uses. AITBS
4. Rahul A Shastri (2000) Microeconomic Theory. Hyderabad: Universities Press (Orient Longman)

MB-103
INDIVIDUAL AND ORGANIZATIONAL BEHAVIOUR
(3 CREDITS)

COURSE OBJECTIVES

The objective of this paper is build awareness in social skills for preparing better managers.

COURSE OUTLINE

Unit-1: Introduction to OB-Definition-Relationship with other fields- Theoretical frame works- Environmental context-Globalization-Diversity of work force.

Unit-2: Foundations of behavior: Personality-Meaning-Role of heredity-Self esteem-Self efficacy-Socialization process-person-situation interaction-Big 5 personality traits-Organization skills-Application of attributes, perception:

Unit-3: Work Motivation-Meaning-Primary motives-Secondary motives-Approaches-Content theories-Process theories-Contemporary Theories-Application of theories in work place-Job design

Unit-4: Groups- Nature of groups-Dynamics of informal groups-Dysfunctions of groups and teams-Teams in modern work place- Leadership-Styles-Strategies-Behavioral

Unit-5: Interpersonal conflict- Nature-Sources of conflict-Intra individual conflict-Interpersonal conflict-Resolving conflicts-Negotiation-Skills-Management-Introduction to OD interventions.

Unit-6: Stress – Emergence of stress – Causes-Copying mechanisms-psychosomatic disorders-consequences-managing stress

Unit-7: Organizational culture-Definition-Characteristics-Strong and Weak cultures-How cultures start-Maintaining a uniform culture-changing organizational culture-Culture and climate differences-Assessing Organizational Citizenship Behavior.

Unit-8: Challenges of Organizations in the post globalized era.

Appropriate case studies will be discussed

REFERENCES

1. Fred Lothans (1998) Organizational Behaviour. New Delhi: McGraw- Hill International Edition
2. Udai Pareek (2004) Understanding Organizational Behaviour. New Delhi: Oxford University Press
3. K.Aswathappa (2005) Organizational Behaviour Text cases games. New Delhi: Himalaya Publishing Company
4. Schermerhorn, Hunt, Osborn (2001) Organizational Behaviour. New Delhi: John Wiley & Sons, Inc

MB-104
MARKETING MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The Objective of this course is providing the students a basic conceptual framework of the Marketing Principles and Practices in an organization.

This course will equip the students with the concepts that will make them think strategically about marketing in the competitive global environment. After the successful completion of this course, students will have a basic understanding of the concept of marketing, its importance, the marketing mix (product, place, promotion and price), segmentation, targeting, positioning, customer value, branding, services marketing, consumer behavior, ethics and social responsibility in marketing, market planning, market research, competitive analysis and trends in marketing.

COURSE OUTLINE: [Total 48 [28 + 20 for Case Studies]

Unit1: Fundamental Marketing: Introduction – Marketing Concept – Philosophy – Marketing Environment Consumer and Industrial Marketing. [6 + 4 for Case Studies]

Unit2: Marketing process and Industrial Marketing: Elements of the Marketing Mix Promotional Mix – Product Life Cycle (PLC). [8 + 4 for Case Studies]

Unit3: Market analysis and planning – Market Segmentation – Competitive analysis and Marketing Organizations and Control. [6 + 4 for Case Studies]

Unit4: Consumer and industrial buyer behaviour – Model of consumer and industrial behavior. [4 + 4 for Case Studies]

Unit5: Marketing Management in the New Millennium. [4 + 4 for Case Studies]

REFERENCES

1. Kotler, Philip (1998) Principles of Marketing. New Delhi: Prentice Hall of India
2. Kotler, Philip, Kevin Lane Keller, etal. (2009), Marketing Management – A South Asian Perspective, 13th Edition, Pearson Education.
3. Saxena, Rajan (2009), Marketing Management, 4th Edition, Mc Graw Hill
4. Ramaswamy VS, Namakumari S (2009), Marketing Management: Global Perspective Indian Context, 4th Edition, Mac Milan India.
5. Mc Carthy, E. Jerome (1998) Basic Marketing: Richard D. Irwin Inc: Homewood, Illinois

MB – 105
FINANCIAL REPORTING & ANALYSIS
(Credits: 3)

COURSE OBJECTIVES

1. To Familiarize the Students with Rudiments of Accounting Cycle (as a basis for financial decision making)
2. To Equip the Student with Skills in Analyzing and Interpreting Financial Statements

COURSE OUTLINE

UNIT 1: Introduction to Accounting Cycle - Definitions – Journalizing – Ledger Posting
Subsidiary Books – Trial Balance – Profit and Loss Account – Balance Sheet.

UNIT 2: Basic Postulates of Accounting – Concepts and Conventions – GAAP – IFRS.

UNIT 3: Corporate Accounts – Special Characteristics - Preparation of Final Statements of Account.

UNIT 4: Financial Statement Analysis – Ratio Analysis – Liquidity – Leverage – Activity – Profitability – Implications and Interpretation.

UNIT 5: Financial Statement Analysis – Comparative Statements – Common-Size Statements – Trend Analysis – Inter-firm Comparison – Industry Analysis.

UNIT 6: Funds Flow Analysis – Concept of Fund – Statement of Changes in Working Capital – Statement of Changes in Financial Position – Cash Flow Analysis.

REFERENCES

1. Jain & Narang: Advanced Accountancy, Kalyani Publications, Ludhiana. Latest Edition.
2. Pandey I.M: Financial Management, Vikas Publishing, New Delhi, Latest Edition.
3. Khan M. Y. & Jain P K: Management Accounting, Tata McGraw-Hill, New Delhi, Latest Edition.
4. Sharma & Gupta: Management Accounting, Kalyani Publishers, Ludhiana.
5. Singvi, N.M. & Ruzbeh J. Bodhanwala: Management Accounting Text and Cases

MB-106
STATISTICS FOR BUSINESS ANALYTICS
(3 CREDITS)

COURSE OBJECTIVES

This course helps the students to understand and analyze statistical problems in a business framework. They shall be exposed to fundamental statistical techniques to solve real life problems and enable them to take better decisions.

COURSE OUTLINE: [Approximate number of lectures per topic]

Unit1: Introduction: History; Subdivisions within Statistics; Data collection, Editing, Classification, Tabulation, Diagrammatic and Graphical representation of data.

Unit2: Measures of Central tendency and Dispersion: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode, Mean Deviation, Quartile Deviation, Standard Deviation, Skewness, Kurtosis and Moments.

Unit 3: Probability and Probability Distributions: Introduction to Probability, Probability Rules, Probabilities under Conditions of Statistical Independence, Probabilities under Conditions of Statistical Dependence, Revising Prior Estimates of Probabilities, Bayes' Theorem, Random Variables, Use of Expected Value in Decision Making, Binomial Distribution, Poisson Distribution, Normal Distribution.

Unit 4: Sampling and Estimation: Random Sampling, Introduction to Sampling Distributions, Relationship Between Sample Size and Standard Error, Point Estimates, Interval Estimates, Confidence Intervals, Calculating Interval Estimates of the Mean from Large Samples.

Unit 5: Testing of Hypotheses: Hypothesis, Steps in Hypothesis Testing, Measuring the Power of a Hypothesis Test, Hypothesis Testing of Means and Proportions, Hypothesis Testing for Differences between Means and Proportions, Analysis of Variance, One way ANOVA and Two way ANOVA, Non-parametric tests: Chi-Square Test, The Sign Test for Paired Data, The Mann-Whitney *U* Test, Kruskal-Wallis Test, The Kolmogorov-Smirnov test.

Unit 6: Correlation, Regression and Time Series: Correlation, Product moment correlation, Rank correlation, Bi-variate correlation, Regression, Simple linear Regression, Line of best fit, Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Time Series Analysis in Forecasting.

REFERENCES

1. Richard I. Levin & David S. Rubin, Statistics for Management, PHI.1999, New Delhi.
2. Kishor S. Trivedi, Probability and Statistics with Reliability, Queuing and Computer Science Applications, John Wiley & Sons, Singapore, 2002.
3. John E. Freund & Ronald E. Walpole, Mathematical statistics, PH, New Jersey, 1980.
4. E.L. Lehmann, Testing Statistical Hypotheses, John Wiley & Sons, New York, 1986.
5. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi 1998.
6. Sundar Rao P.S.S, Richard J, Introduction to biostatistics – A manual for students in Health Sciences, PHI Learning Pvt. Ltd. 1996, New Delhi.
7. Susan Milton, Statistical methods in the Biological and Health Sciences, 1999, McGraw-Hill
8. B. Burt Gerstman, Basic Biostatistics: Statistics for Public Health Practice, Jones & Bartlett Learning, 2008.
9. Wayne W. Daniel, John Wiley, Biostatistics: A Foundation for analysis in the Health Sciences, New York.

MB-107
BUSINESS ENVIRONMENT AND BUSINESS LAWS
(3 CREDITS)

COURSE OBJECTIVES

The objective of this paper is to sensitize the student about the business environment in the Indian context. The political, economic, legal and technological environment is also included in the course.

COURSE OUTLINE

Unit-1: Business Environment: Concept, Nature and scope of Business Environment, Global Business Environment, and Business Environment in the Indian context [6]

Unit-2: Economic Environment : Types of economic policies, economic liberalization, fiscal and monetary policies and budget; WTO and international economy Industrial policy– Trade Policy – Economic Development and role of government – Privatization & Public Systems Management.[10]

Unit-3: Political & Legal environment: Political institutions – Legislature – executive – Judiciary interaction between political institutions and business, firm; legal framework of business; Company laws; Labor legislations: Consumer Protection Act, 1986. [6]

Unit-4: Technological Environment; Impact of Technology, Technology and Society; Trends in Technology Management, Issues & Challenges [6]

Unit-5: Social Environment: Business and Society: Social responsibility of Business; Social pressures, groups and dimensions. Natural Environment: Environmental aspects in business – Environmental hazards: Government role and interventions. [6]

Unit-6: Indian Contract Act – 1872. Sale of Goods Act 1930 - - Negotiable Instruments Act 1881 – Companies Act – 1956 – Consumer Protection Act and Cyber Laws, Competition Commission.

REFERENCES

1. Ashwathappa (2011) Essentials of Business Environment. Bombay: Himalaya Publishing House
2. Francis Cherunilam (2007) Business Environment. Bombay: Himalaya Publishing House, Bombay
3. Agarwal, Raj (2002) Business Environment, New Delhi: Excel Books
4. Mathew M.J. (2003), Business Environment: A study of socio cultural, economic and legal environment in business, Jaipur RBSA Publishers

MB-108
MANAGERIAL COMMUNICATION & PERSONAL EFFECTIVENESS
(3 CREDITS)

COURSE OBJECTIVES

To develop application of written, oral and interpersonal Communication skills and familiarize the students with gaps for personal effectiveness and ways to overcome them.

COURSE OUTLINE

Unit-1: Fundamentals of Communication – Importance – Phases – Forms – Types - Barriers – Overcoming Barriers – Role of Language – Verbal and Non- Verbal Communication

Unit-2: Expressive Communication - Written Communication – Business Letters – E-mail – Memo – Reports and Proposals - Oral Communication – Presentation Skills – Meetings – Group Discussions – Managerial Speeches – Interviews - Non- Verbal Communication – Kinesics – Proxemics – Voice – Motivation – Leadership – Culture – Language dynamics

Unit-3: Receptive Communication Skills – Listening – Importance – Types – Barriers – Improving Listening - Reading – Reading Body Language

Unit-4: Organisational Communication – Internal – Types - Channels – Diversity and Intercultural Communication – External Communication – Types – Channels – Use of Technology

Unit-5: Personal Effectiveness – Self Awareness – Goal Setting – Prioritisation – Emotional Intelligence – Personality Development – Interpersonal Communication – Interpersonal needs – Motivation – Behaviour - Negotiation Skills – Effective Verbal Communication – Listening – Reducing Misunderstandings – Rapport – Problem – Solving – Assertiveness – Decision Making

Unit-6: Time Management – Goal Setting – Time log – Self Awareness – Self Motivation – Planning – Scheduling – Delegating – Communicating – Decision Making – Clutter Management – Organised Self

REFERENCES

1. Bovee and Thill: Business Communication Today, MacGraw-Hill, Second Edition
2. Guffey M. E.: Business Communication Process & Product, Thompson, South – Western
3. Level D. A.: Managerial Communications, Business Publications, Plano, Texas
4. Pradhan and Pradhan: Business Communication, Himalayan Publishing House
5. Seely J, Oxford Writing and Speaking, Oxford

MB-201
BUSINESS ANALYTICS FOR DECISION MAKING
(3 CREDITS)

COURSE OBJECTIVES

The objective of this course is to provide the students an exposure to the role of analytics in business decision making. The students also learn working with R software which is quite popular and extensively used in the area of analytics.

COURSE OUTLINE

Unit 1: Introduction to Business Analytics, Types of data, Integrating Analytics with business, Business Analytics for Competitive Advantage, Descriptive, Predictive, and Prescriptive Analytics, Dashboards

Unit 2: Business Analytics Process Cycle

Unit 3: Machine Learning, Supervised Learning and Unsupervised Learning, Clustering & Segmentation, Affinity/ Association Analysis, Data Reduction, Visual Analytics and Data Visualization

Unit 4: Market basket Analysis, Text Analytics, Spreadsheet Modelling.

Unit 5: Introduction to Big Data, Master Data Management

REFERENCES

1. Analytics at Work by Thomas H. Davenport, Jeanne G.Harris and Robert Morison, Harvard Business Press, 2010.
2. Getting Started with Business Analytics: Insightful Decision – Making by David Hardoon, Galit Shmueli, Chapman & Hall/CRC, 2013.
3. Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda, Dursun Delen and Daid King, Pearson Publication, 2012.
4. Business Intelligence Making Decision through Data Analytics, Jerzy Surma, Business Expert Press, 2011.
5. Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition 2012.
6. R for Everyone: Advanced Analytics and Graphics, Jared Lander, Addison Wesley.

MB-202
OPERATIONS RESEARCH
(3 CREDITS)

COURSE OBJECTIVES

The objective of the course is to provide exposure to the major tools and techniques of Operation Research (OR), and to create awareness and appreciation about the application of Operation Research in functional areas of Management.

COURSE OUTLINE

Unit-1: Introduction to Operation Research and Modeling, Definitions of OR, Evolution, Scope and Applications in Business [4]

Unit-2: Linear Programming, Models, Assumptions of LPP, Formulation, Graphical Method, Simplex method, Dual Simplex Method and Duality, Sensitivity Analysis [8]

Unit-3: Transportation Problem, Initial solution methods, Degeneracy, MODI method, Transshipment problem, Assignment Problem, Hungarian method, Unbalanced problems, The Travelling- Salesman problem [8]

Unit-4: Statistical Decision Theory, Criteria for Decision Making under risk and uncertain environments, concept of Utility , Expected Monetary Value, EVPI, Decision Tree, Bayesian approach and Utility theory, Markov Analysis [6]

Unit-5: Game theory, Zero sum game, Saddle point, pure strategies, mixed strategies, Dominance, Graphical Method, Matrix method, Algebraic Method [6]

Unit-6: Sequencing Problem, Johnson's Rule, "n" jobs through two/more machines, Two jobs through 'm' machines, Replacement Problem, Queuing theory, Queuing system, Models and applications, Simulation, Monte Carlo simulation, Business Applications [8]

REFERENCES

1. Richard .I. Levin, David. S. Rubin: Quantitative approaches to Management, Mc Graw Hill International Book co.1992.
2. Barry Render, Ralph M. Stair, Jr., Michael E. Hanna: Quantitative Analysis for Management, Pearson Education.2008.
3. Hamdy A. Taha: Operations Research: An Introduction, Dorling Kindersley, 2008.
4. S. D. Sharma: Operations Research, Kedar Nath Ram Nath & Co., 2006
5. Kanthi Swarup, Gupta Pk, Man Mohan, Sultan Chand & Sons, 2008.

MB-203
HUMAN RESOURCE MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The objective of this course is to introduce the concept of Human Resource in Management and provide insights into the functional dimension of human resource management. The concepts in HRM along with the challenges and Issues in HRM will be discussed.

COURSE OUTLINE

Unit- 1: Human Resource management-concept, nature, scope, function perspectives, strategic HR in changing environment-Challenges of HR.

Unit-2: Employee planning – Need for HR planning, determining the demand for work force, predicting the future supply, replacement charts, HR planning in a Globalized era.

Unit-3: Work Analysis and Design- Methods of Job Analysis, Job Description, Job Specifications, Job Evaluation.

Unit-4: Recruitment and selection procedures- Recruitment sources-e-recruitment-steps in selection procedures, hiring decisions, placement procedures-process of induction, socialization process, global placement, transfers, promotions, handling separations, downsizing.

Unit 5: Training and Development- Need and Importance of Training-Methods and Evaluation of Training, Career Management-Career Development and planning, Career Success.

Unit-6: Performance Appraisal- Methods - Purpose Traditional and Modern Approaches-Performance Management- Competency Management.

Unit-7: Employer- Employee Relations- Industrial Relations, Nature, Importance, Trade Unions in a liberalized era. Collective bargaining, workers participation movement, managing employee safety and health.

Unit-8: Contemporary Issues in HRM- Diversity Management, Cross-Cultural Management, Ethics in HRM, Human Resource Information System.

REFERENCES

1. Sinha, P.R.N, Shekhar, S.P, & Bala,I.(2016).Human Resource Management. India: Cengage Learning India Private Limited.
2. Dessler, G., & Varkkey,B.(2015).Human Resource Management (14thed.).India: Pearson Education.
3. Robbins, S., & Verhulst,S.L. (2015).Human Resource Management(11thed.). USA: Wiley
4. Torrington, D., Hall,L.,Taylor,S.,& Atkinson,C.(2014).Human Resource Management (9thed.). Pearson.
5. Aswathappa, K. (2013).Human Resource Management: Text and Cases (7thed.) India:

McGraw Hill

6. Rao, V.S.P. (2010). Human Resource Management. Excel Books.
7. P.Jyothi and Venkatesh (2005) D.N. Human Resource Management, New Delhi: Oxford University Press.
8. Wayne F Cascio (1998) Managing Human Resources, New Delhi: Tata Mc.Graw Hill.
9. John Walton (1999) Strategic Human Resource Development, New Delhi: Prentice Hall.
10. Arun Monappa & Merukh Engineer (1999) Liberalization and Human Resource Management- Challenges for the Corporations of Tomorrow, New Delhi: Sage

MB-204
STRATEGIC MARKETING
(3 CREDITS)

COURSE OBJECTIVES

The objective of this course is to provide a conceptual and practical framework of marketing management in an organization and develop analytical and decision making skills in a changing market scenario.

COURSE OUTLINE

Unit-1: Changing marketing issues and trends- Delivering Customer Value and Satisfaction. Relationship Marketing.

Unit-2: Analysis of consumer / organizational markets - Model of consumer behavior. Factors influencing Buyer behavior. Buying decision process / stages.

Unit-3: Analysis of competition - Identifying and analyzing competitors. Designing the competitive intelligence system. Strategy formulation.

Unit-4: Marketing decisions - Managing Product Lines and Brands. Price setting and responding to pricing changes. Channel design and management. Direct marketing and marketing of services. Marketing communication. Sales force management

Unit-5: Marketing organization and control – Techniques and Strategies.

REFERENCES

1. Philip Kotler (1994) Marketing Management. New Delhi: Prentice Hall
2. Georg Fisk 9 1986) Marketing Management. New Delhi: Praeger

3. Joseph P. Goiltinam and Gordan W. Paul (1985) Marketing Management: Strategies and Programs. New Delhi: McGraw-Hill

4. Rajan Saxena (2002) Marketing Management. New Delhi: TMH

MB-205 FINANCIAL MANAGEMENT

COURSE OBJECTIVES

The objective of this course is to provide an insight into the broad framework of Financial Management. It also attempts to impart the skills necessary for making financial decisions

COURSE OUTLINE

Unit-1: Overview of Financial Management-Functions of financial manager – Profit Maximization – Wealth Maximization – Organization of finance function - .Time Value of Money – Future Value – Present Value - Single flow -Annuity Flow- Multiple compounding periods – Doubling Period – Sinking Fund Factor etc.

Unit-2: Investment Decision – Traditional - Discounted cash flow Techniques - Risk Analysis and Real Options in Investment Decision

Unit-3: Concept of Cost of Capital - Component cost and overall Cost of capital – Cost of Debt – redeemable and irredeemable – Cost of Preference – Cost of Equity – Internal and External– Weighted Average Cost of Capital – Book Value – Market Value Weights

Unit-4: Capital Structure Decision – Sources of Finance – debt – Equity – Preference – Hybrid-Leverage – Operating leverage – Financial Leverage – Combined Leverage – Financial Breakeven Point – Theories – Net Income Approach – Net Operating Income Approach – MM Approach – Traditional Approach – Practical- Determinants of capital structure.

Unit-5: Dividend Decision – Theories – Modigliani and Miller Approach – Walter Model – Gordon Model – Dividend Policy and Share Valuation – Stock Splits – Bonus Shares – Practical Aspects of Dividend Policy – Corporate Dividend Behavior

Unit-6: Working Capital Management – Overall Considerations – Duration of Operating Cycle – Investment in Current Assets – Management of Individual Components – Cash Management – Receivables Management – Inventory Management – Current Asst Financing

REFERENCES

1. James C. Van Horne, Financial Management & Policy, Prentice Hall of India, New Delhi, Latest Edition
2. Eugene H Brigham, Fundamentals of Financial Management, Dryden Press, New York, Latest Edition
3. Pandey. I.M, Financial Management, Vikas Publishing House, New Delhi, Latest Edition
4. Khan M.Y & Jain P.K. Financial Management, Tata McGraw Hill, New Delhi Latest Edition
5. Rama Moorthy V.E., Working Capital Management, IFMR, Chennai, 1978
6. Prasanna Chandra, Financial Management Theory & Practice, Tata McGraw Hill Latest Edition

MB-206 OPERATIONS MANAGEMENT (3 CREDITS)

COURSE OBJECTIVES

This course aims at helping the students learn operations management systems and analyze issues pertaining to management of productivity, technology and facilities. This course focuses on concepts and policies relating to operations planning and control, management of materials and highlights the integrative perspectives of the operations management function.

COURSE OUTLINE

Unit1: Introduction: Production/Operation system and process, Product design, Process design

Unit 2: Facilities Management, Location of facilities, Productivity, Capacity planning, Layout of facilities, and JIT

Unit3: Operations planning and control: Forecasting, Aggregate Planning, Mass and continuous production systems, Lean Manufacturing, Material Requirements Planning, and Master Production Schedule

Unit4: Maintenance Management: Role and Importance, TPM, Equipment Maintenance Policies, MTBF, Replacement Problem

Unit 5: Materials Management: Purchasing: Planning and procurement of materials, Inventory planning and control, Economic Order Quantity models

Unit6: Introduction to Project Management, Network analysis.

REFERENCES

1. Operations Management- Strategy and Analyses, (6th Edition), New Delhi: Pearson Education, 2000.
2. Production and Operations Management. New Delhi : Prentice' Hall of India 2005
3. Production and Operations Management, An applied Modern Approach, New Delhi : John Wiley , 2002.
4. Production and Operations Management. New Delhi : Tata Mc Graw Hill, 1995.
5. Hand Book of Materials Management. New Delhi: PHI, 1997.
6. Project Management. New Delhi: John Wiley & Sons, 2000.

MB-207
RESEARCH METHODOLOGY FOR MANAGERS
(3 CREDITS)

COURSE OBJECTIVES:

1. To enable students, develop a comprehensive view of the Management Research Process
2. To familiarize them with the skill of choosing an appropriate Methods & techniques.
3. To enable student conduct Data Analysis using MS Excel and SPSS

COURSE OUTLINE:

UNIT-1: Introduction to and Process of Management Research

Definition & Importance- Management Research Process -Defining the Management Research Problem and developing an approach -Management Decision Problem and Research Problem

UNIT-2: Research Design-I

Basic Research Designs: Exploratory/Descriptive/Causal Research - **Data Plan:** Primary Versus Secondary Data—**Data Measurement Plan-** Primary Scales of Measurement: Nominal/Ordinal/Interval/Ratio Scale- Comparative and No comparative Scaling Techniques - Multi-Item Scales -Scale Evaluation: Reliability & Validity -Choosing a Scaling Technique

UNIT-3: Research Design-II

Questionnaire and Form Design: Definition and Objectives of a Questionnaire, Questionnaire Design Process, Software for Questionnaire Design.

Sampling Design and Procedures: Sample vs Census, Sampling Design Process, Probability and Non-Probability Sampling Techniques, Internet Sampling

UNIT-4: Data Collection, Arrangement (SPSS) & Initial Reporting(SPSS)

The Nature of Field Work or Data Collection, Field Work/Data Collection Process, The Data Preparation Process, Selecting a Data Analysis Strategy- Initial Reporting: Frequency Distributions, Graphs & Cross-Tabulations

UNIT-5: Data Analysis-I (Using Excel & SPSS)

Hypothesis Testing Procedure: Data Analysis Techniques-1: Correlation, Simple Regression Analysis, Multiple Regression Analysis, Chi Square

UNIT-6: Data Analysis-II (Using SPSS)

T-Test: One Sample, Two-Independent-Samples & Paired-Samples, Discriminant Analysis, Factor Analysis

UNIT-7: Report Preparation and Presentation

Importance of the Report and Presentation - The Report Preparation and Presentation Process - Report Preparation -Oral Presentation and Dissemination

REFERENCES:

1. Naresh Malhotra, Marketing Research: An Applied Orientation, Pearson
2. Cooper & Schindler, Business Research Methods. New Delhi: TMGH
3. Kothari, Research Methodology: Methods & Techniques, New Age Intl., New Delhi
4. Levin & Rubin, Statistics for Management. New Delhi: PHI

MB-208
COST AND MANAGEMENT ACCOUNTING
(3 CREDITS)

COURSE OBJECTIVES:

To familiarize students the need to account for costs (of production/services) and to make use of such information take managerial decisions viz

COURSE OUTLINE:

At the end of this course, students are expected to understand the principles and methods of cost accounting; understand the techniques of cost analysis for decision making and apply techniques of cost and management accounting control.

Unit -1: Introduction

Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control. Cost concepts and classification. Elements of cost

Unit-2: Cost Determination-1(Direct Costs)

Material cost: pricing issue of material and accounting thereof, ABC analysis, Economic Order Quantity (EOQ) techniques. Labor costs: Remuneration methods and labor turnover. Direct expenses: nature, collection & classification.

Unit-3: Cost Determination-2(Overheads)

Overheads-nature, collection and classification. Production overheads — collection, apportionment, absorption, fixed, variable and semi variable overheads. Administration, selling and distribution overheads — analysis, accounting and control, treatment of miscellaneous items. Preparation of the Cost Sheet

Unit-4: Methods of costing

Specific Order Costing — job, batch and contract costing. Valuation of work – in – progress. Process Costing —joint Products, by-products. Service or Operating Costing — unit costing and multiple costing, application, identification of cost unit and cost determination and control

Unit-5: Marginal costing and break-even analysis

Basic concepts, marginal costing and absorption costing, cost-volume-profit analysis, break-even analysis, limitations of break-even analysis.

Unit-6: Standard Costing

Concepts / uses and setting of standard cost accounting methods, computation of simple cost variances; relationship of standard costing and budgetary control, possible reasons for variation in costs.

Unit-7: Techniques of cost and management accounting control

Budgeting – nature, administration and effectiveness; budgeting cycle; activity-based budgeting; Kaizen approach; ZBB; performance budgeting; responsibility centers and financial control – nature, accounting and evaluation. Measuring the performance of investment centers – ROI, RI, EVA.

REFERENCES:

1. Cost Accounting – A Managerial Emphasis, Horngren, Foster & Datar. Prentice Hall
2. Cost Accounting, N. K. Prasad & A. K. Prasad, Book Syndicate
3. Fundamental Managerial Accounting Concept, Edmonds, Edmonds and Tsay, Irwin Mc Graw Hill

MB-301
STRATEGIC MANAGEMENT

(3 CREDITS)

COURSE OBJECTIVES

The course introduces the students with the global business conditions and familiarizes them with the strategies for meeting global competition.

COURSE OUTLINE

Unit-1: International / Global business - Background, Introduction, modes of international business, evolution of strategy in the internationalization process. The impact of Multinational Enterprise- evaluating the impact of MNE- economic, political and legal impact of MNE-impact of MNE in the internationalization process- operational impact of international business activities

Unit-2: The Cultural Environment facing business - Concept of culture- behavioural practices affecting the business, reconciliation of international differences; cultural needs in the internationalization process.

Unit-3: The Political and Legal Environment facing business - political environment; impact of political system on management decisions; legal environment; evolution of legal and political strategies in the internationalization process. The Government influence on trade- rationale for governmental intervention; forms of trade control.

Unit-4: International Business Strategies: Global Strategic Plan – Organizing strategy. International business negotiations - government versus company strength- negotiations in International Business- evolution of negotiations and diplomacy in the internationalization process- home country involvement in asset protection, multinational agreements and settlements.

Unit-5: Corporate Strategy and National Competitiveness- determinants and external variables in Porter's diamond model of national competitiveness- 'double diamond model'- benefits and effects of free trade agreements- relate the importance of globalization and national competitiveness to MNE strategies throughout the world.

Unit-6: Collaborative Strategies – Strategic Alliances: motives for collaborative arrangements-types of collaborative arrangements-collaborative strategies in the internationalization process.

Unit-7: Mergers, Acquisitions & Corporate Restructuring: reasons for mergers and acquisitions – acquisition process- managing an acquisition- regulation of takeovers-takeover defenses- forms of corporate restructuring. Control Strategies: planning-organizational structure-location of decision making-control in the internationalization process-control mechanisms.

REFERENCES

1. Alan M. Rugman, Richard M. Hodgetts International Business: A Strategic Management Approach. New York: Mc. Graw Hill Inc.
2. John Child and David Faulkner Strategies of Co-operation: Managing Alliances – Networks and Joint Ventures. New Delhi: Oxford University Press, 1998
3. Patrick A. Gaughan Mergers, Acquisitions and Corporate Restructuring. New York: John Wily & Sons, Inc.
4. Tony Grundy Breakthrough Strategies for Growth. . London: Pitman Publishing 1995.

MB-302
QUALITY MEASUREMENT & QUALITY SYSTEMS
(3 CREDITS)

COURSE OBJECTIVES

This course is about managing quality in today's competitive environment. It will focus on the issues that quality manager's face and the principles, strategies, methods and tools that might be used to build an effective quality system. The emphasis in this class will be to discuss, understand and integrate various concepts of quality. The students will be appraised about the approaches to achieve customer satisfaction at a competitive price and developing an attitude of doing right things, right at the first time, every time.

COURSE OUTLINE: [Approximate number of lectures per topic]

Unit-1: Introduction to Quality: Origin, growth, Philosophies and Frameworks, Historical Approaches to Quality, Management Systems that impact the delivery of quality; Companywide assessment of Quality, Quality Planning, Process Management for controlling and improving quality, and Quality Systems and Organization for building and sustaining total quality [7]

Unit-2: Principles of Quality costs: Concept of Quality cost system, Use of Quality cost, Quality cost Programmed, Quality cost reduction, Cost of Quality and Return on Quality [6]

Unit-3: Models for Quality Improvement, Quality Improvement Tools, Problem Solving, Root Cause Analysis, Cause and Effect analysis, Failure Mode and Effect Analysis, Types of Variation, Methods of Measurement, Variation in Administrative Applications, Variation in Production Systems, Variation in Service Systems Quality Systems, An Overview of Supplier Quality Assurance Systems, Process Capability and Control, Inspection, Testing, Reliability. The Six Sigma Way [8]

Unit-4: Statistical Quality Control, Statistical Process Control, Quality assurance, Process capability analysis, Software Quality Management, Acceptance sampling, Customer Quality Assurance [7]

Unit-5: Total Quality Management: Concepts, Implementing TQM Systems, Approaches, Barriers, Changes in organization culture, Role and responsibilities of management, Continuous improvement, Quality circles, Quality Function Deployment [7]

Unit-6: Implementing the ISO series: ISO series as a system, implementing change, Quality assurance systems and quality audits [5]

REFERENCES

1. Juran J.M & Frank.M.Gryna, Quality planning and Analysis, Tata Mc Graw Hill, New York
2. Kaoru Ishikawa, Introduction to Quality Control, Chapman and. Hall, London, 1991.
3. Jack Campanella, ed., Principles of Quality Costs: Principles Implementation and Use, PHI Learning, New Delhi, 2008.
4. James L. Lamprecht, Implementing the ISO series, Marcel & Dekkar int., New York, 1994.
5. Besterfield D H et al., Total Quality Management, Pearson Education Asia, 2002.

MB-303
ENTREPRENEURIAL MANAGEMENT
CORE PAPER (3 – CREDITS)

COURSE OBJECTIVES

The objective of this course is to create awareness among the students about entrepreneurship as a career option. The course provides an overview of entrepreneurship & includes the major policies/ laws governing an enterprise. The student is familiarized with the opportunity identification and its evaluation for managing the enterprise using interactive methodologies and inviting successful entrepreneurs to share their success stories.

COURSE OUTLINE

Unit 1: – Overview of Entrepreneurship - Introduction, nature, concept, types, entrepreneurship and economic development, characteristics, evolution of entrepreneurship, environment for entrepreneurship.

Unit 2: – Major laws governing an enterprise - Policies for small scale sector – Items reserved for exclusive production in small scale sector. Items reserved for marketing from small sector – central & state purchase policy. Incentives and subsidies.

Unit 3: – Major trends in small scale sector: - Location, investment, organization, structure, industry wise classification. Emerging Business Models – Revenue – Building & Technology of Projects.

Unit 4: – Sourcing of opportunities – Opportunity identification and evaluation.

Unit 5: – Opportunity Evaluation – Entrepreneurial Experiences – New Venture Ideas – Best Practices/ Ideas.

Unit 6: – Generating and managing growth-Growth through M&A, Partnering Strategies & Strategic Alliances – Entrepreneurship in established organizations.

Unit 7: – Incubation of Ideas and products – Role of technology based incubators – Management of incubators.

REFERENCES

1. Kuratko, D. F and Hodgetts, RM. (2015), Entrepreneurship-theory, Process & Practice, Chennai, Thompson south Western.
2. Zolton J. ACS & David Audxtsch, (2014), Hand book of Entrepreneurship Research, New York: Springer Inc.
3. Sharda S. Nandran and Samson J. Karek (2006) the spirit of Entrepreneurship. New York, Springer Inc.
4. P. Jyothi, Bhagwan Prasad, V. Sita (2006) Choosing an enterprise: How, what and when? New Delhi: Allied publishers.
5. Smith, K. K and Smith, R. L (2004) Entrepreneurial Finance, California: John Wiley & sons

MB – 531
TALENT MANAGEMENT & ANALYTICS FOR HUMAN RESOURCE MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

This course provides an introduction to Talent Management as practiced in leading organizations. The purpose of the course is to review and discuss existing organizational practices related to developing and managing talent in organizations. The course also equips the student with the required analytics for managing human resources in an organization.

COURSE OUTLINE

Unit-1: Introduction to Talent Management

Meaning and Importance of Talent Management. Designing and building a Talent reservoir, segmenting the Talent Reservoir. Creating a Talent Management System, Institutional strategies for dealing with Talent Management.

Unit-2: Competency for Talent Management

Competency – Meaning, Characteristics and Types. Steps in developing a Competency Model. Talent Management and Competencies. Case Studies – Global and Indian.

Unit-3: HR Analytics

Evolution of HRIS and HR Analytics. Types of Measures – HR Productivity Metrics and Human Capital Metrics. HR Analytics Maturity Model, CEO/ Managers – HR expectations on Analytics.

Unit-4: Reporting & Data Visualization

Importance of Sources of data – Operational/ Social Media/ telephonic/ Reports, Getting the data together, Cleaning the data. Visualization – Summary Statistics & creating the report.

Unit-5: Evidence Based Management

Efficiency Metrics, Effectiveness Metrics and Impact Metrics. Predictive Modeling in HR – Case Studies in the global and Indian Context, Forecasting Budget for HR costs.

REFERENCES

1. Lance A. Berger and Dorothy R Berger. (2004). The Talent Management Handbook. Tata McGraw Hill.
2. Larry Israelite. (2009). Talent Management. ASTD Press.
3. Kinley, N and Ben-Hur, S. (2013). Talent Intelligence – What You Need to Know To Identify and Measure Talent. Jossey – Bass.
4. Fitz-enz J and Mattox, J. (2014). Predictive Analytics for Human Resources. John Wiley.
5. Philips, J and Philips, P.P (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw Hill.
6. Lahey, D. (2014). Predicting Success: Evidence Based Strategies to Hire the Right People and Build the Best Team. Wiley

MB-532
MANAGEMENT OF CHANGE AND ORGANIZATIONAL DEVELOPMENT
(3 CREDITS)

COURSE OBJECTIVES

The course aims at sensitizing the students about the dynamics involved in the management of change. The basic concepts, approaches, change initiatives along with the OD interventions are introduced to the students to manage the change processes.

COURSE OUTLINE

Unit-1: Organizational Change – Basic Concept. Change – Organizational change – concept & Definition. Nature of Organizational change – Forces for Change – Types. Essential components of a change Management program. Process of change – Model, Resistance to change. Overcoming resistance Strategies & Techniques.

Unit-2: Organizational Development - Planned change – Organizational Development Definition, Assumptions, objectives. Strategies – Diagnostics Activities, Team Building, Survey Feedback, Process Consultation, Planning & Goal setting, and OD.

Unit-3: Forms of Organizational Change. Contemporary Organizational Trends – Organizational Design & Organizational structures. Emerging forms of organizational change – Mergers & Acquisitions, Turnaround Management. Process Based Change – Business Process Re engineering, TQM, Downsizing & outsourcing

Unit-4: Interventions in Organizational Change - Focus on Intervention – Person focused. Role focused Interventions – Role Efficacy Lab, Role Negotiation Technique; Forced Field Analysis. Focus on Team – Inter group Team building Interventions – Organizational Mirror

Unit-5: Evaluation – Approaches to Evaluating Change. Strategies – Survey, Case Study, Experimental, longitudinal, cross-sectional

Unit-6: Role of Change Agent. - Key Roles in managing change – External Change Agent, internal consultant, Community Activists, Role of Leader, Role of Management.

REFERENCES

- 1) Sarah Lewis and Jonathan Passmore (2016) Appreciative inquiry for change management using AI to facilitate organizational development. Publisher: Kogan page
- 2) Elearn (2016) Change Management revised edition Publisher: Routledge
- 3) Ian hall and Jo Cumming (2016) Change management toolkit for achieving results through organizational change. Publisher: Kogan page
- 4) Frank E.P. Dievernich, Kim Oliver Tokarski and Jie Gong (2016) Change management and the human factor: Advances, challenges and contradictions in organizational development, Springer
- 5) Frank Voehl and H. James Harrington (2016) Change Management: Manage the change or it will manage you. Productivity press
- 6) Karina Reif (2015) Change Management: A critical analysis of the performance drivers in change projects. Publisher :Shaker Verlag Gybh Germany
- 7) Esther Cameron and Mike Green (2015) Making Sense of Change Management: A complete guide to the models tools and technique of organizational change. Publisher: Kogan page, 4 Edition
- 8) Pradip N Khandwalla (2001). Turnaround Excellence. New Delhi: Response Books
- 9) Nilakant, V and Ram Narayan, S (1998). Managing Organizational Change. New Delhi: Response Books
- 10) Maheswari, B. L and D P Sinha (1991). Management of Change Through HRD. New Delhi: TMGH.
- 11) French, W. L and Bell, C. H (1983). Organization Development. New Delhi: Prentice Hall of India.
- 12) Somnath Chatopadhyaya and Udai Pareek (1982). Managing Organizational Change. New Delhi: Oxford & IBH

MB-533
EMERGING ISSUES IN HUMAN RESOURCES MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The objective of this paper is to provide such inputs that would enable the students to think systematically and relate HR issues with other functional aspects in the organization.

COURSE OUTLINE

Unit 1: SHRM – Concept- HRD versus SHRD-emerging roles of managers and staff in SHRD

Unit-2: Emerging Scenario of HR-HR strategy and evolution

Unit-3: Strategic planning – models of strategy-process of strategic management-corporate strategies-evolving role of SHR

Unit- 4: Strategizing formulation- Design of work systems-understanding change-managing change

Unit-5: Implementation of SHRM- Training –Role-Identification of Training needs methods-Process-Evaluation-Designing a Training Program.

Unit-6: Applications of Motivational concepts-Rewards and Recognitions in Organizations- Problem solving approaches.

Unit-7: International HRM-Assessing culture-Strategic issues in international Assignments-Employee Value proposition.

REFERENCES

1. John Walton (1999) – Strategic Human Resource Development – New Delhi: Prentice Hall,
2. T.V.Rao (1996) – HRD: Experiences, Intervention strategies- New Delhi: Sage Publication
3. Ashok Chanda and Shilpakabra (2000) – Human Resource Strategy Architecture for change. New Delhi; Response Books
4. Jeffrey A. Mello (2001) – Strategic HRM –New Delhi: Thomas Learning

MB – 534
PERFORMANCE MANAGEMENT AND COUNSELING
(3 CREDITS)

COURSE OBJECTIVES:

The course aims at equipping the budding Managers with the concept, techniques and tools used for Performance Appraisal and Counseling with a view to improving the efficiency of workforce in the modern organizational context. At the end of the course, the students should be able to develop a Performance appraisal form for an executive / Manager.

COURSE OUTLINE:

Unit-1: Performance Appraisal – Concept and Importance – Performance Management.

Unit-2: Performance Management – Process – Communication of the evaluation – Feedback – training & self – assessment.

Unit-3: Process of identification of KPA / KRA – Getting measurable objectives – pitfalls in the process and measurement.

Unit-4: Performance Management – Methods and Techniques – Multi – rater Appraisal. Reasons for the failure of the Appraisal Process – Rater concerns – Errors.

Unit-5: Counseling – Development Models – Process, Aims & Objectives.

Unit-6: Appraisal and Performance Management practices in India – Recent Development in Executive appraisal. Balanced Scorecard – Concept. BSC as a tool for Strategy Implementation. Foundations, Advantages and Pitfalls in implementation – Best practices in Balanced Scorecard. The HR Scorecard – Concept and Importance.

REFERENCES:

1. Rao, T.V. (2015).Performance Management: Towards Organizational Excellence (2nded.). Sage Response.
2. Ashdown, L. (2014).Performance Management (HR fundamentals) (1sted.).Kogan Page.
3. Bagchi, S.N. (2013).Performance Management (2nded.). India: Cengage.
4. Aguinis, H. (2013).Performance Management (3rded.).India: Pearson Education
5. Bacal, R. (2012).Performance Management (2nded.). India: McGraw Hill Education.
6. Bhattacharyya, D.K. (2011).Performance Management Systems and Strategies (1sted.).India: Pearson Education.
7. Stewart L and Stewart P. (2000) Practical Performance Appraisal. New York : Grower Press.
8. Board, R (1983) Counselling People at Work. UK : Gome.
9. Basu, M. (1994) Managerial Performance Appraisal in India. Bombay : Vision Books.
10. T. V.Rao, Vijaya Lakshmi, V and Raju Rao. (2000) 360 °Feedback .Ahmedabad : Excel Books.
11. Peter Drucker (2000) Encyclopedia of Management (HRM) Drucker Series.
12. Prem Chadha (2003). Performance Management. New Delhi : Macmillan India Ltd.

MB – 535
CROSS CULTURAL AND GLOBAL MANAGEMENT
3 CREDITS

COURSE OBJECTIVES

The objective of this paper is to provide inputs in the area of global and cultural Diversity so as to enable the student to manage diversity in the work place. The course enables the student to understand the cultural diversity and work in diverse environment.

COURSE OUTLINE

Unit-1: Introduction - Understanding the nature of Diversity – Cultural Diversity – Global Organizations – Global Diversity.

Unit-2: Evolution of Managing Diversity Evolution and the process

Unit-3: E – Dimension in Managing Diversity. Role of I T in managing diversity.

Unit-4: Global Dimension in Managing Diversity - Key Concepts and theories in Managing Diversity - Resources for Managing Diversity.

Unit-5: Resources for Managing Diversity. Managing Diversity – Success Stories.

REFERENCES

1. Handy, C. & Handy, E. (1999). The New Alchemists. London: Hutchinson.
2. Harris, P.R. & Moran, R.T. (2000). Managing Cultural Differences, Houston: Gulf Publishing Co
3. Huntington, S. (1996). The clash of Civilizations and the Remaking of World Order, Simon and Shuster, New York.
4. Moran, R.T & Harris, P.R. (2000). Managing Cultural Differences, Gulf Publishing Co., Houston.
5. Stith, A. (1998). Breaking the Glass Ceiling – Sexism and Racism in Corporate America, Warwick Publishing, New York.
6. Trompenaars, F. & Hampden – Turner. C (2000). Building Cross-Cultural Competence, John Wiley & Sons, London.

MB – 543
BRAND MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The course helps students to examine and understand the processes of building, Designing, measuring and maintaining brand equity. The applications of Brand Management Strategies and methodologies are also presented together with cases and exercises.

COURSE OUTLINE

Unit-1: Brand management: definition, concepts and evolution of brand management, component of a brand; strategy and structure – brand loyalty, image and personality – corporate brand,

Unit-2: Brand Identity, Personality and Brand Associations, Brand Promise, Brand Vision, Brand Equity, Brand Architecture, approaches to Brand Building, Brand Awareness strategies. Co- Branding, Emotional Branding

Unit-3: Brand Audit, Brand Valuation methods and approaches. Branding Decisions, Brand Extensions. Managing Brand Architecture and Brand Portfolios

Unit-4: Corporate Branding and Tools for Building Brand Equity, Brand Positioning – strategic brand positioning

Unit-5: Global Branding Strategies. Cases in global brand management

REFERENCES

1. Kevin Lane Keller, Strategic Brand Management, New Delhi: PHI, 2nd Edition, 2003.
2. Alina R. Wheeler – Designing Brand Identity: A complete guide to Creating, Building and Maintaining Strong Brands – John Wiley and Sons. 2003
3. Jean Noel Kapfere – Strategic Brand Management: creating and sustaining brand equity long term – Kogan Page 1997
4. Lynn B – Building Brand Identity: A Strategy For success in a hostile marketplace – John Willy and Sons.1995
5. Merry, Baskin Mark - Brand New Brand Thinking: brought to light by 11 experts who do. – Kogan Page 2003.

MB-545
CUSTOMER RELATIONSHIP MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The objective of the paper is to familiarize the students with the emerging trends in customer relations in the Indian business and to manage these relations an effective manner to increase customer loyalty.

COURSE OUTLINE

Unit-1: Emerging Trends and Issues in Marketing – CRM as an emerging issue.

Unit-2: Conceptual framework of CRM - CRM – Definition, Key CRM Principles, Evolution of CRM Practice, Relevance of CRM for today’s business, Current Status of CRM in Indian business, Software solutions for CRM.

Unit-3: Implementing CRM - Organizing for CRM implementation, Implementation of the CRM solution, measuring the effectiveness of the CRM solution.

Unit-4: Relationship Management - Building Customer Loyalty – Loyalty programs, creating value through Relationship Management.

Unit-5: Case studies in CRM.

REFERENCES

1. Judith W. Kincaid – Customer Relationship Management: Getting It Right- Prentice Hall PTR 2002.
2. Federico Rajola – Customer Relationship Management: Organizational; and Technological Perspectives – Springer 2003.
3. Stan Maklan, Adrian Payne, Joe Peppard, Lynette Ryals, Simon Knox – Customer Relationship Management: Perspectives from the market place – Elsevier 2002.
4. Mitch Schneider – Total Customer Relationship Management – Thomson Delmar Learning 2002.
5. Russ Lombardo – CRM for the Common Man – PEAK Sale Consulting 2003

MB-546
SERVICES MARKETING
(3 CREDITS)

COURSE OBJECTIVES

The Objective of this course is provide the students an understanding of Services and Marketing of Services. This course will equip the students with the application of Marketing to the Services. This course helps a marketer to look at services in a different perspective than the goods while applying the principles of marketing to them.

This course helps the student to understand the differences between goods and services, nature and characteristics of services. This course helps them in learning the decision making process inherent in services marketing and varied strategies of services marketing.

COURSE OUTLINE: [Total 54 [30 + 24] for Case Studies]

Unit 1: Understanding Services: Service concepts, scope of services, services in modern economy, marketing of services versus physical goods. Classification of services. Customer involvement in service process and managing service encounters. [8 + 4 for Case Studies]

Unit 2: Services Market: the distinguishing key features, consumer and organization behavior. Services marketing mix - Product, Pricing, Place, Promotion, People, Physical Evidence and Process. Segmenting, Targeting and positioning for services marketing. Expectations of the customer and perceptions of services. [8 + 6 for Case Studies]

Unit 3: Role of quality in service – Service Quality, Dimensions of service quality, managing service quality and measuring service quality. Managing the demand and supply of services – strategies for demand management, capacity planning, waiting line strategies, etc. [6 + 4 for Case Studies]

Unit 4: Overview of Strategies for Services Marketing, strategies to deal with intangibility, inventory, inconsistency and inseparability of Services. Focus on Customer and Managing customer relationships. Planning and managing service delivery. [4 + 6 for Case Studies]

Unit 5: Current trends in services marketing. Issues for top level management in a service firms. Marketing of varied services. [4 + 4 for Case Studies]

REFERENCES

- 1.Christopher Lovelock (2010), Services marketing, 6th Edition, Pearson Education.
- 2.Ravi Shanker (2008), Services Marketing – the Indian Perspective, 1st Edition, Excel Books.
- 3.K. Douglas Hoffman (2010), John E.G. Bateson, Services Marketing, 4th Ed., Thompson – South western.
- 4.Zeithmal (2010), Services Marketing, Special Indian Edition, Tata Mc. Graw Hill.
- 5.Srinivasan (2012), Services Marketing, 3rd Edition, PHI.

MB-547
MARKETING IN EMERGING MARKETS
(3 CREDITS)

COURSE OBJECTIVES

The Objective of this course is to develop both theoretical and practical understanding to the various concepts of International Marketing.

COURSE OUTLINE

Unit-1: International marketing - International Marketing Environment, International Economy, Cultural and Social factors, Political and legal factors.

Unit-2: Analyzing international opportunities: international Markets / Buyers.

Unit-3: International Marketing and Entry Strategies: Geographic concentration, country selection, product market strategies – Exporting, Licensing, local manufacturing, joint ventures, and strategic alliances.

Unit-4: International product strategies, International distribution systems, pricing for International Markets, International promotion strategies.

REFERENCES

1. Warren J. Keegan : Global Marketing Management, 8th Ed. PHI.2013.
2. Philip R. Cateora : International Marketing, 16th Ed. Irwin, 2013 – Business Marketing, PHI, 2004.
3. Sak Onkvist: International Marketing, Analysis and Strategy.4th Ed. PHI.2004
4. Keith Lewis, Mathew Housden : Introduction to International Marketing: A Guide to Going Global. Crest Publishing House.2003.
5. Justin Paul: International Marketing: Text and Cases.
6. Michael Czinkota, Ronkainen. International Marketing. 10th Ed. Cengage Learning, 2012.

MB 551
FINANCIAL MARKETS

COURSE OBJECTIVES

1. To Familiarize with the Financial System and its Importance
2. To Provide with in depth Acquaintance with the Financial Institutions, Instruments and Services.

COURSE OUTLINE

UNIT 1: Financial System - Structure – Components – Markets – Institutions – Instruments – Services – Functions – Significance – Development of Financial Sector – Parameters of Development of Financial Sector.

UNIT 2: Financial Markets - Capital Markets – Money Markets – Foreign Exchange Markets – Derivative Markets – Commodity Markets – Characteristics Features – Participants – Instruments – Challenges.

UNIT 3: Financial Institutions in India – Banking – Commercial Banks – Structure – Problems of Competition – Interest Rates – Spreads and NPAs – Bank Capital – Adequacy Norms – Capital Market Support – Financial Inclusion – Measures and Innovations for Financial Inclusion.

UNIT 4: Development Financial Institutions – Evolution – Functions – IFCI – ICICI – IDBI – SFCS – LIC – GIC - SIDBI etc. – Development vs Commercial Banking – Universal Banking.

UNIT 5: Financial Instruments – Debt – Equity – Hybrid, Innovative Instruments – Mutual Funds – Financial Instruments for Foreign Capital – ADRs – GDRs – FCCB – P Notes – IDRs.

UNIT 6: Financial Services – Fee based Services – Merchant Banking Services – Issue of Securities – IPO – FPO – Book Building – Buyback of Shares – Credit Rating – Depositories – Underwriting – Debenture Trusteeship – Stock Broking Services - Portfolio Management – Fund Based Services - Lease Financing – Hire Purchase – Bill Discounting – Factoring – Forfeiting – Wealth Management.

REFERENCES

1. Bhole L.M, “Financial Institutions & Markets”, Tata McGraw Hill.
2. Guruswamy. S., “Financial Services”, Tata McGraw-Hill, Educatio.
3. Machiraju H.R., “Merchant Banking, New Age International, Latest Edition .
4. Khan, M.Y., “Indian Financial System, 4/e Tat McGraw-Hill.
5. Khan, M.Y., “Financial Services, Tat McGraw-Hill.
6. Gordon and Natarajan, “Financial Markets and Services”, Himalaya Publishing .
7. Vasant Desai, “Financial Markets and Financial Services”, Himalaya Publishing.
8. Meir Kohn, Financial Institutions and Markets”, Oxford University Press.
9. All Economic and Financial Dailies, Magazines and Journals.

MB-552
STRATEGIC FINANCIAL MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The course familiarizes the students with the concepts and approaches of managing corporate finance from a Strategic perspective. The students are also introduced to the techniques of evaluating financial risks / opportunities for taking appropriate decisions and further course of actions.

COURSE OUTLINE

Unit-1: Managing Strategy for Value - Shareholder value analysis-ways of linking strategy and value-exploring business value system. Corporate Valuation- adjusted book value approach-stock and debt approach-direct comparison approach- DCF approach- guidelines for corporate valuation.

Unit-2: Corporate Restructuring Acquisitions and Sell offs - Reasons for mergers-mechanics of merger-costs and benefits of merger- terms of merger- purchase of division/plant-takeovers-divestitures-ownership restructuring.

Unit-3: Financing Planning and Control - planning system- what and why of financial planning-financial planning techniques- control reports. Working Capital Management Strategies: various techniques of financing working capital in liberalized and globalized environment

Unit-4: Corporate Risk Management - Classification of risks- principles of hedging- forward contracts-futures contracts-swaps-options-insurance- hedging with real tools and options-guidelines for risk management.

Unit-5: Strategic Management Accounting: strategic management accounting: a frame work – life cycle analysis- impact of the competitive advantage on the value drivers- identifying performance improvements- evaluating business and financial performance- SMA reports.

Unit-6: Strategic Financial Accounting - Analysis and interpretation of annual reports and financial accounts from strategic perspective. Strategic Investment Decisions: process- stages in evaluating strategic investment decisions-conclusions.

Unit-7: Strategic Cost Management – Cost in a strategic management perspective- a financial management perspective - an operational management perspective. Strategic cost management process-various techniques, value chain analysis- business process analysis- activity based costing.

REFERENCES

1. Prasanna Chandra Financial Management : Theory and Practice. New Delhi: Tata Mc Graw Hill
2. Tony Grundy, Gerry Johnson & Kevan Scholes Exploring Strategic Financial Management Europe: Prentice Hall.

MB-555
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

To Provide Comprehensive Introduction to the Area of Security Analysis and Portfolio Management.

To Familiarize Principles underlying Valuation of Financial Claims and Factors Influencing Prices.

COURSE OUTLINE

Unit-1: Introduction – Securities and Security Market – Investment versus Speculation – The Investment Process- Investment Categories – Security Markets – Primary and Secondary – Functions Organization – Regulation.

Unit-2: Valuation of Securities – General Framework and Valuation Model- Valuation of Fixed Income Securities – Preference Shares and Equity Shares.

Unit-3: Analysis for Equity Valuation – Economy – Industry – Company Analysis- Technical Analysis- Efficient Market Hypothesis.

Unit-4: Portfolio Theory – Meaning and Objectives of Portfolios – Computation of Return - Risk – Principles of Markowitz Diversification – Portfolio Analysis – Portfolio Selection – Sharpe’s Model – Capital Asset Pricing Model – Arbitrage Pricing Theory.

Unit-5: Portfolio Revision – Constant Dollar Value Plan – Constant Ratio Plan - Dollar Cost Averaging etc.

Unit-6: Institutional and Managed Portfolio: Mutual Funds – Types of Funds – Measure of Performance – Sharpe’s Measure - Treynor’s Measure - Jensen’s Measure.

REFERENCES

1. Fischer & Jordon – Security and Portfolio Management, PHI
 2. Francis J.C. – Investments: Analysis & Management, Mc Graw Hill
 3. Elton & Gruber- Modern Portfolio and Investment Analysis, John Wiley & Sons
 4. Avadhani V.A – Security Analysis & Portfolio Management, Himalaya Publishing House
 5. Prasanna Chandra – Investment Management, Himalaya Publishing House
 6. Preeti Singh – Investment Management, Himalaya Publishing House
- Financial Dailies & Journals

MB-556
INTERNATIONAL FINANCIAL MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The course aims to provide students with an understanding of the issues of Financial Management in a Multi-National Environment to enable them manage the Finance function in a global setting.

COURSE OUTLINE

Unit-1: Introduction

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

Unit-2: International Financial Environment:

Global financial institutions--IMF, Bank for International Settlements --Factors affecting International Trade flows--Balance of Payments (BoP)--Capital and Revenue account convertibly. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements.

Unit-3: Foreign Exchange Market

Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

Unit-4: Exchange Rates & Parity Conditions

Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Managing Foreign exchange Risk. International arbitrage and interest rate parity – Purchasing Power Parity –Fisher Effect – International Fisher Effect.

Unit-5: Investment Decisions:

Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Incorporate Risk in Investment Decisions.

Unit-6: Financing Decisions of MNC's:

Introduction, the cost of capital, capital structure, Methods of raising capital. Working Capital Management: Cash management, management of receivables, Inventory management, financing current assets.

REFERENCES

1. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012
2. Sharan.V: International Financial Management 5Th Ed.PHI2012
3. P.G.Apte: International Financial Management, TMH 2012.
4. S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012

MB-558
FINANCIAL RISK MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The course aims at familiarizing the students with principle and practices of Financial Risk Management and enables the students to develop decision-making skills in financial risk management through exercises and case analysis.

COURSE OUTLINE

Unit-1: Financial Risk – Definition and evolving styles of risk management. Organizing for Financial Risk Management - Role of risk manager- policies-decision making and execution

Unit-2: Exposure to Risk and Diversification - specific and market risk- forecasting market movements. Forwards and Futures: market volatility; concepts of forwards, futures and swaps. Options: option pay-off profiles-option strategies-option pricing and hedge ratios- Black-Scholes option valuation model-arbitraging- speculating

Unit-3: Managing Equity Risk: specific risks- managing market risk-Markowitz and Sharpe Single Index models. Managing Bond Risk - market conventions and yields-bonds with special features- yield curves-hedging with futures and options

Unit-4: Managing Interest Rate and Currency Risk - one period forwards and futures- interest options-currency options and hedging longer term interest rate and currency exposures

Unit-5: Foreign Exchange Risk Management - various foreign exchange rate risk management strategies-foreign exchange market in India

Unit-6: Emergence of Commodity Risk Management - basic understanding of commodities-investment opportunities in commodities in India-working of commodity exchanges- importance of risk management in commodity derivatives- future of commodity derivatives. Financial Risk Management: Case Studies

REFERENCES

1. Brain A. Eales Financial Risk Management. London:Mc Graw – Hill, 1995
2. N.D. Vohra & B.R. Bagri Futures and Options. New Delhi: Tata Mc Graw Hill, 2003

MB – 561
SERVICE OPERATIONS MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The course is to provide tools, framework and techniques for operational analysis and improvement, the text builds on the principles of operations management; examining the operations decisions that manager's face in controlling their resources and in delivering services to their customers.

COURSE OUTLINE: [Approximate number of lectures per topic]

Unit-1: The service concept, Introduction to service operations management. Difference between Customers and Supplier relationships, Customer expectations and satisfaction, Managing supply relationships [10]

Unit-2: Service delivery, Service processes, Service people, Resource utilization, Networks, Technology and information [10]

Unit-3: Performance management, Performance measurement, linking operations decisions to business performance, driving operational improvement [10]

Unit-4: Service strategy, Service culture, Operational complexity, managing strategic change [10]

REFERENCES

1. Service Operations Management, Improving Service Delivery, 2nd Edition, Robert Johnston, Graham Clark
2. Service Operations Management, Richard Metters, Kathryn King-Metters, Madeleine Pullman, Thompson South-Western, 2003

MB-562
LOGISTICS & SUPPLY CHAIN MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The objective of the course is to discuss the various components of SCM and its implications in business. The course also helps the students to understand the importance of logistics and its role in business with the help of various case studies.

COURSE OUTLINE

Unit-1: Introduction: Logistics and Supply chain concept; Benefits of SCM; Managing Uncertainty; Model Decision Phases in a Supply Chain; Process View of a Supply Chain; The Importance of Supply Chain Flows.

Unit-2: Supply Chain Drivers, Obstacles: A Framework for Structuring Drivers; Facilities; Inventory; Transportation; Information; Obstacles to Achieving Strategic Fit, Supply Chain Performance

Unit-3: Network Design in the Supply Chain: The Role of Distribution in the Supply Chain; Factors Influencing Distribution Network Design; Design Options for a Distribution Network; A Framework for Network Design Decisions;

Unit-4: Forecasting ,role of forecasting in a Supply Chain; Components of a Forecast and Forecasting Methods; Time Series Forecasting Methods; Measures of Forecast Error; Forecasting Demand

Unit-5: Sourcing Decisions in a Supply Chain: The Role of Sourcing in a Supply Chain; Supplier Scoring and Assessment; Supplier Selection and Contracts; Design Collaboration; The Procurement Process; Sourcing Planning and Analysis; Purchasing and Supply Scheduling Decisions.

Unit-6: Coordination in the Supply Chain: Lack of Supply Chain Coordination and the Bullwhip Effect; Effect of Lack of Coordination on Performance; Obstacles to Coordination in the Supply Chain; Impact of Information Technology on Supply Chain

REFERENCES

- 1) Donald J Bower Sox & David J. Closs, Logistical Management: The integrated Supply Chain process, Tata McGraw-Hill, 2000, New Delhi. 2000.
- 2) Sunil Chopra & Peter Meindl. Supply Chain Management: Strategy, Planning and Operation, Pearson Education, 2005, Hong Kong. 2004.
- 3) Martin Christopher Logistics & Supply Chain Management: Strategies for reducing cost and improving service, London Financial Times 2003.
- 4) David simchi-Levi & Philip Kaminsky : Designing & Managing the Supply Chain: Concepts, Strategies & Case Studies, Tat McGraw-Hill, 2004, New Delhi.
- 5) Philippe-Pierre Dornier & others, Global Operations & Logistics: Text & cases, John Wiley & Sons Inc, 1998, Singapore.
- 7) B.S.Sahay, Supply Chain Management in the 21st century (Edited), Macmillan, 2001, New Delhi.

PROJECT MANAGEMENT (3 CREDITS)

COURSE OBJECTIVES

The objective of the course is to impart the concepts, tools and techniques in formulation and analysis of projects as well as in planning, scheduling & controlling of projects.

COURSE OUTLINE: [Approximate number of lectures per topic]

Unit-1: Projects in Contemporary Organizations: Definition of Project, Objectives, The Project Manager, Recent changes in managing organizations, Project Life Cycle [3]

Unit-2: Technical Analysis: Manufacturing process and Technology, Technical Arrangements, Material Inputs and Utilities, Product Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil works, Environmental Aspects, Project Charts and Layouts, Schedule of Project Implementation, Need for Considering Alternatives [5]

Unit-3: Social Cost Benefit Analysis: History of cost benefit analysis, Objectives of Social Cost Benefits Analysis (SCBA), Description of the Technique, Approach to SCBA, UNIDO Approach to SCB Analysis, Social Desirability of a project for Indian Conditions, SCBA and Components, Steps in Cost Benefit Analysis [6]

Unit-4: Project Selection: Project Selection Models, Numeric Models – Payback period, IOR, Discounted Cash-Flow, NPV, IRR, Scoring Models, Cost Break-Even Analysis, Project Life-Cycle Cash-Flow [3]

Unit-5: Project Planning: Initial Project Coordination, Systems Integration, Sorting out the project, The Work Breakdown Structure and Liner Responsibility Charts, Interface coordination through integration management [4]

Unit-6: Project Organisation: Functional Organisation, Product Organisation, Matrix Organisation, Modified Matrix Structures, Pure Project Organisation Structure, Selection of Project Organisation Structure, Break-Down Structures, the project team-human factors [5]

Unit-7: Budgeting and Cost Estimation: Estimating Project Budgets, Top-Down Budgeting, Bottom-up Budgeting, The Budgeting Process, the Kick-off Meeting, Estimation of Labor Requirements, Estimation of Overheads, Estimation of Materials and Support Services, Budgeting Techniques, Project Cost Estimation [6]

Unit-8: Project Scheduling: Network Techniques: Part and CPM, Applications [2]

Unit-9: Project Monitoring and Information Systems: The Planning-Monitoring-Controlling Cycle, Designing the Monitoring System, Information Needs and Reporting Process, Computerized PMIS [3]

Unit-10: Project Control: The Control Process, Information Monitoring, Internal and External Project Control, Cost Accounting Systems, Project Control process, & Emphasis, Performance Analysis, Forecasting “ to Complete” and “ at Complete”, Contract Administration, Control Problems [4]

Unit-11: Project Auditing: Purposes of Evaluation – Goals of the System, Project Audit, Construction and Use of the Audit Report, Project Audit Life Cycle, Some Essentials of an Audit/Evaluation, Measurement [3]

Unit-12: Project Termination: Methods of Project termination, When to Terminate a Project? Termination Process, the Final Report [2]

REFERENCES

1. Jack R. Meredith & Samuel J. Mantel, Jr, Project Management- A Managerial approach, J Wiley, 2000, Singapore.
2. Prasanna Chandra, Projects Planning, Analysis, financing, implementations & review, Tata MC Graw Hill, 2006, New Delhi.
3. Rory & Bruk, Project Management; J Wiley, 2003, Singapore.
4. Harold Kerzner, Project Management, CBS Publishers, 2004, New Delhi.

MB – 564
TECHNOLOGY MANAGEMENT
(3 CREDITS)

COURSE OBJECTIVES

The course aims at providing an overview of various issues connected with Management of Technology in organizations. The course provides an exposure to technology related issues like technology identification, technology forecasting, technology acquisition and technology absorption. The course also provides an appreciation of linkages of technology with policy and support systems.

COURSE OUTLINE: [Approximate number of lectures per topic]

Unit-1 Introduction, Definitions, Role and importance of Technology Management

Unit-2 Technology Development and Acquisition, Forecasting and Technology Innovation chain, Technology Transfer - Models, Modes, Technology search strategy, Technology absorption and diffusion

Unit-3 Technology Environment - Science & Technology, Invention as a process - Invention and Evolution, Technology cycles and innovation streams

Unit-4 Technology Assessment, Evaluation, Importance

Unit-5 Implementing Technology, Technology development projects.

REFERENCES

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
2. Tarek Khalil: Management of Technology, McGraw Hill International, 2000.
3. Ziman. J: Technological Innovation as an Evolutionary Process, Cambridge University Press, Cambridge, 2000.
4. Garud. R, Nayyar. P.R & Shapira. Z.B: Technological Innovation: Oversights and Insights, Cambridge University Press, 1997.
5. Afufah. A: Innovation Management: Strategies, Implementation, and Profits, Oxford University Press, New York, 1998.
6. Porter Al et al: A Guidebook for Technology Assessment and Analysis, North Holland 1980.

MB – 565
THEORY OF CONSTRAINTS
(3 CREDITS)

COURSE OBJECTIVES

The Theory of Constraints (TOC) is a management philosophy developed by Dr. Eliyahu Moshe Goldratt. According to him, the strength of any chain, process, or system is dependent upon its weakest link. TOC is a systemic view, striving to identify constraints to system success and to effect the changes necessary to remove them. Dr. Goldratt and the TOC became widely known with the publication of Goldratt's novel *The Goal* in 1984. TOC emphasizes the maximization of profit by assuring that the factor that limits production is used most efficiently. The main objective is to provide students with concept and application of Theory of Constraints (TOC) in manufacturing and service industries.

COURSE OUTLINE: [Approximate number of lectures per topic]

Unit 1: Thinking Process: Introduction, Tools of TOC, Where is TOC applicable? What is a constraint? [3]

Unit 2: TOC's Thinking Process and Human Being, Terminology used in the Thinking Process, Steps to implement the Thinking Process, Current Realty Tree(CRT), Conflict Resolution Diagram, Future Realty Tree(FRT), Prerequisite Tree, Transition Tree, Three Cloud Method, Solved problems, Unsolved problems [6]

Unit 3: Finance and Measures: Introduction, Economic Decisions, TOC and Product Costing, Economic Decisions Using TOC Costing, Solved problems, Unsolved problems [5]

Unit 4: Project Management: Introduction, Project Planning and Management Tools, Phases of Project Management, Common Problems in a Project Management, Critical Chain Project Management (CCPM)-TOC approach, Solved problems, Unsolved problems [6]

Unit 5: Drum-Buffer-Rope Solution (DBR): Introduction, The Drum – The Master Production Schedule(MPS) of the Capacity Constraint Resource, Implementing Drum Buffer Rope, Drum Buffer Rope on the Shop Floor, MPS using DBR Scheduling Method, Unsolved problem [8]

Unit 6: Theory of Constraints in Supply Chain Management: Introduction, TOC in Distribution Solution, And DBR in Distribution, Solved Problem, And Unsolved problem [4]

Case Studies: Application of Thinking Process in Integrated Poultry Business, Application of TOC in a Tool Manufacturing Company [8]

REFERENCES

1. Eliyahu M. Goldratt and Jeff Cox, *The Goal- A Process of Ongoing Improvement*, Productivity & Quality Publishing Private Limited, Madras, 2004.
2. Eliyahu M. Goldratt, *Critical Chain*, Productivity & Quality Publishing Private Limited, Madras,
3. S.K. Mukhopadhyay, *Theory of Constraints*, Jaico Publishing House, 1st edition, Mumbai, 2005.
4. Goldratt, E.M., *It's not Luck*, North River Press, Inc., 1994.
5. L.J. Scheinkopf, *Thinking for a Change – Putting the TOC Thinking Processes to Use*, The St. Lucie Press, 1999.
6. Goldratt, E. M, *The haystack syndrome: sifting information out of the data Ocean*, North River Press, 1990
7. W. H. Dettmer, *Goldratt's Theory of Constraints: A Systems Approach to Continuous Improvement*, ASQ Quality Press, Milwaukee, 1997.
8. E. Goldratt, E. Schragenheim, C. Ptak, *Necessary But Not Sufficient*, North River Press, 2000.
9. E. Schragenheim, *Management Dilemmas: The Theory of Constraints Approach to Problem Identification and Solutions*, St. Lucie Press/APICS, Boca Raton, 1998.
10. Corbett, T., *Throughput Accounting: TOC's management accounting system*, North River Press, 1998.