INSTITUTE OF MANAGEMENT IN KERALA (IMK)
SCHOOL OF BUSINESS MANAGEMENT AND
LEGAL STUDIES
UNIVERSITY OF KERALA

MBA PROGRAMME (GENERAL)

SCHEME AND SYLLABUS

(UNDER CREDIT AND SEMESTER SYSTEM WITH EFFECT FROM 2017 ADMISSION ONWARDS)
Programme objectives:

- Students will be able to understand the theory and practice gap in the field of management
- Students will develop professional skills that will prepare them to perform effectively as employee and also as an entrepreneur
- Students will understand ethical, legal, financial, marketing, human resources and social issues and responsibilities
- Students will be able to solve real problems through effective team work, communication and critical thinking
- Students will be able to adapt to the ever changing environment and will be receptive to new skills and new competencies.
- Students will be given assignments and seminars which will mould their leadership capabilities, professional ethics and subject insights.
- Students will be able to effectively communicate both in written and oral business communication.

**Structure of the MBA (General) Programme**
(Under Credit and Semester System w.e.f. 2017 admissions)

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<th>Course Code</th>
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<td>MGT-C-411</td>
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**Extra Departmental Elective Courses**

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**Credit Structure of the MBA (General) Programme**

*(Under Credit and Semester System w.e.f. 2017 admissions)*

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**AIM:** The aim of this course is to provide a fundamental exposure to the students on the theories in management and the practice and the nuances of organizational behavior.

**OBJECTIVES:** The course introduces the student to the history of management, management process, organizational behavior, decision making, communication and leadership.

**COURSE CONTENT:**

Module I  History of scientific management – pioneers, Mary Follet, Fredrick W. Taylor, Gilbreth, Henry Fayol etc. and their contributions – Schools of Management thought – the behavioural science school, quantitative school, scientific management school etc. – comparison.

Module II  Process of management – planning – types of plans – organizing – organization design – structure & process – line & staff – delegation – centralization and
decentralization – directing and controlling – control techniques. Functions of management in the context of globalization and opening up of economy – Coping with economic downturns – Future of management.

Module III Contributing disciplines to the understanding of OB – Historical evolution of OB – contemporary applications and challenges of OB – Developing a comprehensive and holistic OB – Theoretical perspectives of human behavior: Perception, Learning, Motivation and Personality.


REFERENCES:


SEMESTER : I
COURSE CODE : MGT- C - 412
COURSE TITLE : MANAGERIAL ECONOMICS
CREDITS : 3

AIM: The aim of this course is to develop an understanding of the basic concepts, tools and techniques of economics and their application to various areas of corporate decision making. This course also helps the students to appraise business around him and to develop skills relate corporate decision on the future prospects of business.

OBJECTIVES: The course offers the role of economics in business, production function, pricing, national income and money and taxation.

COURSE CONTENT:

Module II  Production and cost of production – production function – cost function in the short run and in the long run – cost concepts – practical applications of cost functions – cost volume profit Analysis – Break even chart – Economics of scale and scope.


Module IV  pricing under Oligopoly – Nash Equilibrium – Cournot Model Collusion and Cartel – Indian Type of Cartel- National Income Accounting and their implication in business decision – Aggregate Demand and Supply.

Module V  Consumption, Investments, Exports, Imports, Liquidity preference, wages and profits, Employment Equilibrium of the Keynesian Model – solutions for income, employment and interest rate – Multiplier and Accelerator.


REFERENCES:

ADDITIONAL RESOURCES: ocw.usu.edu, www.tru.ca, www.londoninternational.ac.uk, core.csu.edu.cn

SEMMESTER : I
COURSE CODE : MGT- C- 413
COURSE TITLE : ACCOUNTING FOR MANAGERS
CREDITS : 3

AIM: The aim of the course is to familiarize the students with the financial accounting system which processes transactions to generate financial statements through the book keeping mechanism and to enable the students to understand the financial status and performance of the business enterprises on the basis of an analysis of the financial statements. It also seeks to develop students analytical and interpretative skills in the use of management and cost accounting information decision making, cost determination, control and budgeting.

OBJECTIVES: The course introduces the student to financial accounting, its basic concepts, analysis and interpretation and tools.

COURSE CONTENT:


Module II  The structure and contents of financial statements – The profit and loss account and the Balance Sheet. The need for adjusting entries – revenue recognition, accrual principle, depreciation, closing inventories and their valuation, band debts
and providing for doubtful debts, discounts, contingencies, prior year expenses etc.

Module III The analysis of financial statements, Rations and their uses. Types of ratios and their meaning using ratios to understand the financial status and performance of an organization.


Module V Types (methods) of Costing, Activity Based Costing. Joint products and by-products. Relevant costs for decision making.


REFERENCES:


SEMESTER : I
COURSE CODE : MGT- C-414
COURSE TITLE : QUANTITATIVE TECHNIQUES
CREDITS : 3

AIM: To equip the students with different statistical techniques to summarize, analyse the interpret data, which are essential for decision making along with familiarize to solve statistical problems using computer packages like SPSS.


COURSE DESCRIPTION:

Calculus: Concepts of limit and continuity, differentiation and integration of simple algebraic functions: Applications in Management (Problems).

Module II Permutations and Combinations: Concepts only (to apply it in probability and distributions). Probability Concept of random experiment: outcomes, sample space, events disjoint events Definitions probability (Classical, frequency and axiomatic). Addition rules: Conditional probability: Multiplication theorem Bayer’s theorem: Problem solving with these concepts.


Module IV Descriptive Statistics: Skewness : Karl Pearson’s and moment measures of skewness, Kurtosis : moment measures of kurtosis : Problems related to
management application. Probability Distributions: Random variable, probability density function, standard distributions – Binomial, Poisson and Normal Problems in Management Application.

Module V  **Sampling Theory and Basic Concepts in Statistical Inference:** Sampling probability sampling and non-probability sampling: Sampling errors and non sampling errors: Methods of sampling: Simple random sampling – Stratified sampling – Systematic sampling – Cluster Sampling – Convenient / judgment sampling. Inference: Concept of statistical Sampling distributions, t, F and $\chi^2$. Estimator, Point and interval estimates (concepts only), Concepts of statistical hypothesis and testing of hypothesis.

Module VI  **Statistical methods – II:** Correlation and Regression: Bivariate cases; Marginal and Conditional distributions (concepts only): Concept of correlation; Karl Pearson's coefficient of correlation , Spearman's rank correlation coefficient; Simple linear regression; Applications in management (Problems) – Time Series Analysis : Components of time series : Smoothing techniques : Moving average, Exponential smoothing, Trend analysis.

**REFERENCES:**
4. Quantitative Analysis for management, Render & Stair, prentice Hall of India,2005
5. Matrix and linear algebra, Dutta, prentice – Hall India,2002


**SEMESTER   :** I
**COURSE CODE  :** MGT – C-415
**COURSE TITLE :** OPERATIONS MANAGEMENT
**CREDITS  :** 3

**AIM:** To introduce the students to the production and operations management function and stress its importance to the organization in the context of the increasingly competitive situation and new advancements in operations management practices.

**OBJECTIVES:** The course introduces the student to basic concepts, Vertical Integration, Production Planning and Control, Materials Management and Computer Based Integrated Manufacturing Systems.

**COURSE CONTENT:**


Module III  Production Planning and Control – Forecasting – aggregate planning – development of MPS – capacity planning – shop floor control – Master and detailed schedules, work orders, route sheets, Job cards etc – Value analysis/engineering.

Module IV  Materials Management – Stores management – maintenance management (including reliability concepts) Inventory Control – P & I system – safety stocks


REFERENCES:


SEMESTER :   I
COURSE CODE :  MGT- C-416
COURSE TITLE :  BUSINESS ENVIRONMENT & CORPORATE ETHICS
CREDITS :  3

AIM: To sensitize the students to the broader socio-political and economic environment within which they will operate as managers. The course seeks to examine the interaction between the economy, polity, society and ethical practices in historical perspective and enable the students to be more effective managers.

OBJECTIVES: The course offers with concepts, external factors influencing business, business ethics and corporate governance.

COURSE CONTENT:


REFERENCES:
5. Business Ethics and Corporate Governance, Bhatia SK, Deep and Deep, 2004


SEMESTER : I
COURSE CODE : MGT- C-417
COURSE TITLE : ENVIRONMENTAL MANAGEMENT
CREDITS : 3

AIM: To introduce the concepts of environmental management that is becoming a major area of concern and also understand the dimensions, institutions of environmental management.

OBJECTIVES: The course introduces the student to Environment and its components, Environmental degradation, Dimensions of environmental management, Development Management and Environmental Management Institution.

COURSE CONTENT:


Module IV  Integrated environmental management – managing the urban environment – managing the rural environment – environmental management systems – environmental audit.

management – hospital waste management – air quality management – coastal and marine resources management.

Module VI

REFERENCES:


SEMESTER: II
COURSE CODE: MGT- C- 421
COURSE TITLE: LAWS FOR BUSINESS
CREDITS: 3

AIM: To familiarize the students with important features of law relating to business like Administrative Law, Contract Law, Company Law etc. It will also give them an exposure to laws like civil and Criminal Procedure, and their relationship to business.

OBJECTIVES: The course creates awareness on the Administrative Law, Contract Law, Company Law, Income Tax Act and Sales Tax Act and VAT and Labour Laws

COURSE CONTENT:


Module IV Company Law: Evaluation – comparison of types of companies, incorporation, capital-kinds of shares, directors, meetings and resolutions accounts and audit, winding up different modes.

Module V Preliminary ideas regarding Income Tax Act and Sales Tax Act and GST.

Module VI Labour Laws – Factories Act, I D Act, Trade Union Act – Workman’s Compensation Act, Law of Specific Relief, Injections, Civil and Criminal

REFERENCES:


SEMESTER : II
COURSE CODE : MGT- C - 422
COURSE TITLE : RESEARCH METHODS FOR MANAGERS
CREDITS : 3
AIM: To equip the students with basic understanding of the research methodology and its application in management.
OBJECTIVES: The course introduces the student to introduction to business research, research process, Measurement of variables, Data analysis and interpretation and The research report.

COURSE CONTENT:


multiple regression, discriminate analysis, factor analysis, cluster analysis – SPSS.


REFERENCES:
2. Business research methods, Donald Cooper etal, Tata McGraw Hill, 2017


SEMESTER : II
COURSE CODE : MGT - C - 423
COURSE TITLE : HUMAN RESOURCE MANAGEMENT
CREDITS : 3

AIM: To provide the student the basic knowledge about the management of human resources and industrial relations. The focus is on organization or enterprise issues in the management of human resources and the changing role of Human Resource and Industrial Relations.

OBJECTIVES: The course provides with importance of HRM, its functions, Decision Making Process, Industrial Relations and Collective Bargaining.

COURSE CONTENT:

Module II Performance Appraisal – Designing of Effective Performance Appraisal Systems – Wages and Salary Administration – Theories of Wages


REFERENCES:


SEMESTER : II
COURSE CODE : MGT- C - 424
COURSE TITLE : MARKETING MANAGEMENT
CREDITS : 3

AIM: To introduce the fundamental concepts and theories in the area of marketing and to assist the students in gathering, analyzing and presenting information for marketing decision making.

OBJECTIVES: The course introduces the student to concepts, Market segmentation, Customer satisfaction, Pricing and service marketing.

COURSE CONTENT:
Module I Marketing – Importance, Scope – Evaluation of Marketing concept – Marketing environment – Marketing and its allied functions


Module IV Pricing : Pricing methods, factors influencing pricing, pricing strategies – Channel management : Retailing, supply chain management, logistics management –

Module V Integrated marketing communication : Advertising, sales promotion, Personal selling, publicity and public relations.


REFERENCES:
AIM: To make the student understand various concepts in Corporate Finance, to familiarizes them with techniques in financial management and focus on the institutional framework of Corporate Finance.

OBJECTIVES: The course provides the concepts in Corporate Finance, Source of Funds, Investment decisions, Finance decisions, and Dividend decisions.

COURSE CONTENT:


REFERENCES:

ADDITIONAL RESOURCES: www.exinfm.com, fmsfindia.org.in, www.fma.org, managementhelp.org/businessfinance
AIM: To familiarize the students with the basic concepts of business communication in the organizational backdrop and the application for the extension of communication in business.

OBJECTIVES: The course introduces the student to basic concepts, verbal communication and non verbal communication.

COURSE CONTENT:

Module I  Nature and purpose of communication; Process and Elements – Classification of communication – interpersonal, interpersonal, written, verbal, non verbal, visual etc; Barriers to communication; principles of effective communication; Business communication – Role, Importance, types; Deductive & inductive logic.

Module II  Written communication, Principles of effective writing; business letters – types, layout, Application letter – resume – references; Appointment order. Letter of resignation; Business enquiries – offers and quotations, Order – execution and cancellation of orders; Letters of complaint; Case Analysis.

Module III  Persuasive communication – Circulars, Publicity material, news, letters, Notices and advertisements, Leaflets, Initiation; Internal communication – memoranda, meeting documentation, Reports, Types of reports, Writing of reports.

Module IV  Oral communication – Skills and effectiveness, principles. Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills – Appearing in interviews, conducting interviews;

Module V  Chairing, attending meetings, conferences, seminars; Negotiation skills, conversation control – Etiquettes that include: etiquettes in social as well as office settings, email etiquettes, telephone etiquettes etc.

Module VI  Non-verbal communication, body language, kinetics, proxemics, paralanguage, NLP; Listening – principles of effective listening, Visual communication – use of AVAs, Technology and communication – Communicating digitally – Fax, Electronic mail, Teleconferencing, Video conferencing.

REFERENCES:


SEMESTER  :  II  
COURSE CODE  :  MGT –C - 427  
COURSE TITLE  :  BUSINESS PLANNING & ENTREPRENEURSHIP  
CREDITS  :  3  

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**AIM:** To familiarize the students with the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.

**OBJECTIVES:** The course offers introduction, Feasibility Planning, Acquiring an Established venture, Financing a new venture, and Life cycle of an entrepreneurial venture.

**COURSE CONTENT:**


- **Module II** Feasibility Planning: Planning paradigm for new ventures – Stages of growth model – Fundamental of a good feasibility plan – Relevance of marketing concept to new ventures – Marketing research of pre-start-up planning – Sources of marketing research information – Implication of market research

- **Module III** Marketing functions that new ventures must address – Establishing marketing and sales promotion infrastructure – Concept of pricing – Growth strategies – Marketing plan.

- **Module IV** Acquiring an Established venture: Advantages and disadvantages of acquiring established business – considerations for evaluation business opportunities – Methods of valuing a business – Franchising and franchisee's perspective.

- **Module V** Financing a new venture: Financing and its effects on effective asset management – alternate methods of financing – Venture capital and new venture financing – working out working capital requirement – Government agencies assisting in financing the project.

- **Module VI** Life cycle of an entrepreneurial venture – Role of entrepreneur during various transition stages – growth – Requirements for successful patent grants – steps in obtaining a patent – Registration of trademark – copy right and the concept of fair use – Protection of intellectual property.

**REFERENCES:**


AIM: To acquaint the students with applications of operations research to business and industry. Decision-making is increasingly becoming more and more complex. This course exposes the students to the significance of various scientific tools and models that are available in operations research. Use of software's in solving problems is expected.

OBJECTIVES: The course introduces the student to Decision making with O.R, Transportation Problem, PERT and CPM, Replacement Problems and Simulation.

Module I Decision making with O.R: Nature and significance of O.R; Scientific methods in O.R., Models and relevance of modeling in O.R. Linear Programming: Formulation of the problem; Methods of solution: Graphic method, Simplex, algorithm; Degeneracy; Concept of Duality; Sensitivity analysis.

Module II Transportation Problem : Formulation; Methods of solution (Initial solution by North-West corner Rule & Vogel's method; MODI method for final solution). Unbalanced T.P, Degeneracy.

Module III Assignment problem: Formulation; Methods of solution: Enumeration method, Hungarian method; Multiple optimal solutions; Restrictions on assignments; Unbalanced problems; Travelling Salesman problem – Queuing Theory: M/M/1 Queue; Standard problems.

Module IV PERT and CPM: Concepts of Network; Critical path analysis; Probability PERT Analysis; Project time cost trade off-Resource scheduling.

Module V Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; Staffing problem- Simple Inventory Problems: Deterministic inventory with and without shortage; Single period probabilistic inventory models with and without setup cost – Game Theory: Two persons Zero-sum game- principle of dominance solutions in to linear programming.


REFERENCES:


SEMESTER : III
COURSE CODE : MGT- C - 431
COURSE TITLE : ORGANIZATIONAL STUDY
CREDITS : 3
AIM: Immediately on completion of the examinations to the II Semester, a student has to opt for the organizational study where the student will learn the basic managerial aspects in the organization (Preferably an organization having all the functional departments) for one month and a study report need to be submitted. In the case of students of MBA – TOURISM (CSS), the organization selected for the study should be an organization related to tourism industry.

SEMINER   :           III
COURSE CODE :  MGT- C - 432
COURSE TITLE : MANAGEMENT INFORMATION SYSTEMS
CREDITS : 3

AIM: To acquaint the student with the role, functions and development of information systems at different levels and functional areas of the organization.

OBJECTIVES: The course introduces the student to MIS, Building decision support system, Database Management System, Knowledge and information work and Development of MIS.

COURSE CONTENT:


Module II Building decision support system – decision making concepts – framework for developing DSS – The processes of developing DSS – Individual and Organizational Model – MIS and decision making concepts – GDSS – EDSS.


Module IV Knowledge and information work – knowledge – work systems – Ensuring Quality with information systems – Traditional tool and methodologies for quality assurance – new approaches.


Module VI Executive information System – marketing information system – manufacturing information system – Human Resource information system – Information of Information System.

REFERENCES:

ADDITIONAL RESOURCES: www.jmis-web.org, www.tandfonline.com, mis.eller.arizona.edu
LIST OF ELECTIVES

Students are allowed to specialize in two functional areas with a condition that there should be a minimum of 10 students opting for a subject. MBA (General) will be provided dual specialization certificate.

MARKETING

SEMESTER : III
COURSE CODE : MGT-E-433
COURSE TITLE : ADVERTISING AND SALES PROMOTION
CREDITS : 2

AIM: To assess the numerous communication alternatives employed by organizations today and explore of the role communication plays in building and sustaining brands.

OBJECTIVES: Through this course, the student will understand the Integrated Marketing Communication, Marketing Communication Planning, Creative Strategy, Advertising Agency and Sales Promotion.

COURSE CONTENT:

Module I Integrated Marketing Communication – Definition, Evolution, Concepts; Marketing Communication Mix; Models of Marketing Communication; Ethical and Social issues in marketing Communication.

Module II Marketing Communication Planning; Advertising Planning and Objectives; Brand Equity; Advertising Budgeting; Media Planning and Strategy; Media Research.

Module III Creative Strategy; Advertising appeals; Creative tactics and format; Creation process – Television and print advertisements; Advertising research.

Module IV Advertising Agency – Function, organizational Set-up; Types of advertising agencies; Compensation of advertising agencies; Selection of an advertising agency.

Module V Sales Promotion: Definition, Scope-Sales promotion mix – Developing Sales promotion Campaign – implementation of sales promotion campaign – Sales promotion Budget and Sales promotion evaluation

Module VI Effect of sales promotion on brand equity – Trends is sales promotions – Future of sales promotions – Future of Marketing Communication.

REFERENCES:

2. Integrated Advertising and Promotion and Marketing Communications, Clow, K. & Baack, D., Prentice Hall, 1992

AIM: To acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

OBJECTIVES: The course creates awareness about Selling and Marketing Concept, Selling Process, Sales organization, Sales force management and Training.

COURSE CONTENT:


Module III  Sales organization: Types sales potential – Determining the sales force profile – Product market analysis – Determining the sales force size – Territory management: Accounts and sales potential salesperson workload, designing territories, reasons and procedures and assigning to sales persons-routing – time management.

Module IV  Sales force management: Recruitment and Selection: Job analysis, Manpower planning, Job specification and Job description, sources of sales recruits, problems in screening and selecting the applicants – Sales targets: Quantitative & Quantitative methods.

Module V  Training: Planning sales force training methods, content, execution, training the dealer salespersons and evaluating the training programmes – Leadership and supervision – Compensation: Objectives, remuneration methods, incentives – Motivating the sales force – Sales meetings and Sales Contents.


REFERENCES:
2. Sales Management – Decision, strategies and Cases, Still, Cundiff etal, prentice Hall of India, New Delhi, 2004
4. Management of Sales force, Mike Wilson, MIA Series,1980

ADDITIONAL RESOURCES: www.learnsalesmanagementonline.com,
SEMESTER : III  
COURSE CODE : MGT - E-435  
COURSE TITLE : CONSUMER BEHAVIOUR  
CREDITS : 2

**AIM:** To develop and understanding about the consumer decision making process and its application in marketing function of firms.

**OBJECTIVES:** The course provides basic concepts, Research framework in Consumer Behaviour, Factors influencing the Consumer Behaviour, Determinants of Consumer behavior and Diffusion of innovations.

**COURSE CONTENT:**

Module I Consumer Behaviour and its linkages with the decision making process in Marketing Management.

Module II Understanding the Research framework in Consumer Behaviour and the use of Consumer Characteristics in Market Segmentation.

Module III Factors influencing the Consumer Behaviour – Culture, Social Class, Social Group and family, life style.

Module IV Individual Determinants of Consumer behavior – Motivation and involvement,

Module V Behaviour modifications-personality and self-concept-perception-learning, Attitudes and Changing Attitudes.

Module VI Diffusion of innovations – Innovation and Adoption of new Products – Consumer Decision process; Problem recognition, information seeking process, information evaluation Process, Purchase process and Post Purchase Process – Models and Utility.

**REFERENCES:**

1. Consumer Behaviour, Ramanuj Majumdar, Prentice Hall of India, 1992

**ADDITIONAL RESOURCES:** www.mtcglobal.org, shodhganga.inflibnet.ac.in/bitstream, www.academia.edu

SEMESTER : III  
COURSE CODE : MGT – E- 436  
COURSE TITLE : PUBLIC RELATIONS AND CUSTOMER RELATIONSHIP MANAGEMENT  
CREDITS : 2

**AIM:** To introduce the importance of public relations as a promotional tool and also explain the importance of CRM.
OBJECTIVES: The course deals with Defining Public Relations, marketing Public Relations, Program Planning, Relationship marketing and Principles of customer research.

COURSE CONTENT:


Module V Principles of customer research – Using internal information sources – Using customer data, Data warehousing and data mining-Segmentation and targeting – Identifying cost effective external information sources: Published data, Using the Internet, Market research.

Module VI Understanding the managing customer expectations – Developing customer confidence – Building relationships by adding value to customers cost effectively – managing customer contact strategies – Dealing with difficult situations – Measuring performance of CRM – Future of CRM.

REFERENCES:

2. The marketers guide to PR, Thomas Harris, John Wiley, 2005


SEMESTER : III
COURSE CODE : MGT- E-437
COURSE TITLE : PRODUCT MANAGEMENT
CREDITS : 2

AIM: To familiarize the students with the concepts and strategies involved in product management and branding.
OBJECTIVES: The course deals with Product Management, Product positioning, New product development, Brand management and Brand equity measurement.

COURSE CONTENT:


Module V  Brand equity – Components of brand equity and explanations – Brand equity measurement- Methods followed in Indian context.


REFERENCES:

2. “Product management” Ramanuj Majumdar, Prentice Hall of India,2004


SEMESTER    :   III
COURSE CODE  :  MGT- E-438
COURSE TITLE  :  INTERNATIONAL MARKETING
CREDITS      :   2

AIM: To acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

OBJECTIVES: The course covers introduction to International marketing, International Marketing Environment, Constraints on International Marketing, Procedure and Documents and International Marketing Mix and Decision making.

COURSE CONTENT:
Module I  International marketing – Definition, Nature: Distinctions between International Trade, marketing and Business; Planning for International Marketing; Marketing Research and Information System; Market Analysis and Foreign Market entry strategies.


Module III  Constraints on International Marketing – Fiscal and non fiscal barriers Non-tariff barriers. India and World Trade, Important and Export Policy

Module IV  Institutional Infrastructure for Export Promotion: Export Promotion Councils, Public Sector Trading Agencies, Commodities Boards etc.


REFERENCES:

ADDITIONAL RESOURCES: www.sagepub.in, www.mbastudies.com, hbsp.harvard.edu

SEMESTER : III
COURSE CODE : MGT-E-439
COURSE TITLE : SERVICE MARKETING
CREDITS : 2

AIM: To develop insights into emerging trends in the service sector and tackle issues involved in the management of services.

OBJECTIVES: The course deals with Role of service sector, Creating, delivering and performing service, Consumer behavior in services, Segmentation/positioning/ differentiation and Marketing of service products.

COURSE CONTENT:
Module I  Role of service sector – Structure and growth – Recent trends in service sector – Characteristics of services – Components and tangibility spectrum – Distinctive marketing challenges and need for separate marketing strategies, classification of
services – Service Marketing mix, Expansion of marketing mix – services marketing triangle.

Module II Creating, delivering and performing service – Basic, Articulated and Exciting Attributes – services blue prints

Module III Pricing strategies-promotional mix and communication Efforts, Delivery of services through intermediaries, People, Process and Physical evidence.


Module V Segmentation/positioning/ differentiation and retention strategies applicable to service marketing – relationship marketing - measuring customer satisfaction surveys : design and analysis.

Module VI Marketing of banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, care taking etc.

REFERENCES:
2. Service Marketing, Helen Woodruffe, Macmillian India, 1998


SEMMESTER : III
COURSE CODE : MGT- E-4310
COURSE TITLE : MARKETING RESEARCH
CREDITS : 2

AIM: This course is aimed to acquaint students with the application of Research Principles Tools and Techniques in the Marketing function.

OBJECTIVES: The course covers marketing research, data collection, data processing, applications of MR, and industrial marketing research

COURSE CONTENT:

Module I Marketing Research – Applications, Limitations – Organizing the marketing research function – The research Process – Types of research design.


Module IV Applications of MR – Sales analysis and forecasting, product development, Test marketing, Advertising research, market segmentation and positioning.
Module V  Industrial Marketing Research – Export Marketing Research – Ethical Considerations in Marketing research

Module VI  Marketing research and Information technology: Online research, data warehousing and data mining – Marketing Information System.

REFERENCES:

5. Marketing Research: Text and cases, Rajendra Narkundkar, McGraw Hill, 2017


SEMESTER : III
COURSE CODE : MGT- E-4311
COURSE TITLE : RETAIL MARKETING
CREDITS : 2

AIMT: To provide a foundation for an understanding of the various dimensions of Retail Management.

OBJECTIVES: The course provides with concepts, store operations management, retail promotions and retail human resource management.

COURSE CONTENT:


Module II Basic of marketing – effective communication – need to understand consumer behavior – store formats – store location-location analysis – store positioning – store design and visual merchandising – breakdown of retailing as a product – retail pricing, changes and trends in retail marketing.

Module III Store operations management – SCM – supplier relations – logistics in retailing – merchandise buying & management – warehousing – inventory control – franchisee operations

Module IV International retailing: motives, reasons and typologies for international expansion.


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REFERENCES:
1. Retail marketing Management, David Gilbert, Pearson, 2006


FINANCE

SEMESTER : III
COURSE CODE : MGT-E-4312
COURSE TITLE : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
CREDITS : 2

AIM: To give the students and in-depth knowledge of the theory and practice of Investment decision making process and portfolio Management.

OBJECTIVES: The course contains Introduction to investments, operations of Indian stock market, valuation of fixed income securities, security Analysis and introduction to portfolio management.

COURSE CONTENT:


REFERENCES:

1. Portfolio Management, Kevin, Prentice Hall of India, 2009
2. Investment Management, Bhalla, V.K., Sultan Chand, 2005
4. Investment, Bodie, Kane, Marnus, Tata MC Graw Hill, 1996
5. Security Analysis And Portfolio Management, V. Gangadhar, Anmol Publications, 2002

ADDITIONAL RESOURCES:

www.ranasingh.org/securities_analysis_and_portfolio_management.htm

SEMESTER : III
COURSE CODE : MGT-E-4313
COURSE TITLE : PROJECT FINANCING
CREDITS : 2

AIM: To understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

OBJECTIVES : The course deals with introduction to projects, introduction to projects, cost and means of finance, appraisal for leasing projects and industrial sickness and rehabilitation.

COURSE CONTENT:


Module IV RBI guidelines in DPGS and BCF – lines of credit – working capital finance, structure – cash credit, overdraft, Bill finance – Factoring – Forfeiting - Expert pre-shipment and post shipment.


Module VI Industrial sickness and Rehabilitation, Definition of Industrial Sickness – Identification of Sickness, causes of sickness – rehabilitation programmes – Sick

REFERENCES:
3. Project Finance HR Machiraju, Vikas publishing House, New Delhi,2004
4. Project Reports and Appraisals, HPS Pahwa, Bharat Law House,2002

ADDITIONAL RESOURCES:

SEMESTER : III
COURSE CODE : MGT- E-4314
COURSE TITLE : MANAGEMENT OF FINANCIAL SERVICES
CREDITS : 2

AIM: This course is intended to familiarizes the students with the various financial services and their role in the financial system.

OBJECTIVES: The course covers introduction to financial Services, regulatory and supervisory frame work, corporate financial services, retail financial services and Financial services marketing.

COURSE CONTENT:

Module I Introduction to financial Services – characteristics of services – Distinctiveness of financial Intermediaries – Corporate financial services – Retail financial services – financial institutions changing technologies and regulations – The management and development of financial services, sales and service outlets in western and emerging economics.

Module II Regulatory and supervisory frame work – Role of RBI, SEBI, and Ministry of Finance, Govt. of India – finance Bill and financial services – supervision and regulation of banking companies in India – Regulatory / Institutional / and Environmental constrains.

Module III Corporate financial services, organizational frame work – functions regulatory and supervisory guidelines and procedures – merchant Banking – Mutual funds – credit rating services – venture capital services – leasing – factoring and forfeiting – securitization – Banking services – Non banking financial companies, corporate Insurance.


Module V Financial services marketing – characteristic of the consumer of financial services – segmentation of financial services markets – market research – principles and techniques, financial services market mix, product design

REFERENCES:
1. Management of Financial Services, Bhalla. V.K. Anmol, 2004
3. Financial services and system, Sasidharan K, McMillan, 2004
4. Emerging scenario of Financial Services, Gordanad Natarajan, Himalaya, 2005


SEMESTER : III
COURSE CODE : MGT- E- 4315
COURSE TITLE : CORPORATE RESTRUCTURING
CREDITS : 2

AIM: To improve business performance. Case discussion help illustrate how various corporate restructuring approaches may be used to increase firm value and highlight characteristics of potential candidates for different restructuring techniques.

OBJECTIVES: The course contains introduction to corporate restructuring, theories of Mergers, takeover defenses, revival and restructuring of sick companies and procedural & legal aspects relating to merger and acquisition and takeovers.

COURSE CONTENT:

Module I Corporate restructuring: meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition: Motives behind M&A – rationale behind expansion and diversification through M&A

Module II Merger – types and characteristic, major types of mergers – managerial & financial synergy of mergers, role of industry life cycle, Theories of Mergers: Efficiency theories and non-efficiency theories – Valuation of shares and firm

Module II Valuation approaches – DCF valuation models and FCF models – FCFF and FCFE, estimation to terminal values, (DCF under different growth rates) relative valuation using different ratios and multiples, valuing operating and financial synergy, corporate control and LBO.

Module III Takeover Defenses: Financial defensive measures, coercive offensive defense, Anti-takeover amendments, poison pill defense.

Module IV Revival and Restructuring of Sick Companies: The problem of sick industries and their survival with special reference to the law relating to sick industrial companies.

Module V Corporate de-mergers/splits and divisions – Difference between de-merger and reconstruction, modes of de-merger – by agreement, under scheme of arrangement by voluntary winding up; tax aspects, tax reliefs, reverse – merger, Indian scenario.

Module VI procedural & Legal Aspects Relating to Merger and Acquisition and Takeovers: SEBI guidelines, documentation, taxation, economic and financial aspects-Post-merger re-organization: Accomplishment of objectives – Criteria of success,
profitability, gains to share holders; Post-merger valuation, measuring post-merger efficiency, factor in post-merger reorganization.

REFERENCES:

ADDITIONAL RESOURCES: www.amazon.in, www.stern.nyu.edu

SEMESTER : III
COURSE CODE : MGT- E-4316
COURSE TITLE : INTERNATIONAL FINANCE
CREDITS : 2

AIM: To provide the students an overall view of the international financial system and how multinational corporations operate.

OBJECTIVES: The course covers fundamentals of foreign exchange, exchange rate mechanism, international monetary system, international financial markets and foreign exchange risk management.

COURSE CONTENT:


REFERENCES:

ADDITIONAL RESOURCES: onlinelibrary.wiley.com/journal, elibrary-data.imf.org

SEMESTER  : III
COURSE CODE  : MGT- E- 4317
COURSE TITLE : INVESTMENT BANKING
CREDITS  : 2

AIM: To orient the students with a fundamental understanding of the role of Investment Banks and how they operate and to provide a framework for analysis of the various businesses of an investment bank.

OBJECTIVE : The course contains introduction to investment banking, money market, capital market, debt and credit market and management of IPOs.

COURSE CONTENT:

Module I  Overview of Investment Banking: Meaning of investment banks, services/functions of investment banking, regulatory & structure of investment of banking, nature and scope of present day investment bankers.

Module II MSoney Market: Growth of money market in India, its structure and institutional developments, new money market instruments and framework of money markets – call money market, commercial paper, short-term deposit market, treasury bills market, gilt-edged securities market, certificate of deposits, repos; regulatory authorities and guidelines, regulations governing money market and its instruments.

Module III Capital Market : An introduction, meaning and significance of capital market, capital market v/s money market, market players – investors and companies, security laws/regulatory framework for governing Indian capital market, an overview of international capital market.

Module IV Debt and credit market: Types of debt, design of new debt/fixed instruments; fixed income security valuation: Risk associated with fixed income securities – various kinds of risks, classical theory of interest yield curve, yield spread, Z theoretical determinants of shape of yield curve, terms structure of interest rate, analyzing terms structure and its effects connected theory and hypothesis;

Module V Bond Valuation and Bond Management Strategies; Bond valuation – bond written, prices and their movements, understanding systematic and unsystematic risks in bond, bond valuation, YTM.

Module VI Management of IPOs: Primary market in India and abroad, current developments and professional ethics, procedural aspects of primary issues – banker, broker, registrar & allotment to the issue, due diligence of prospectus or letter of offer,
role of various operations in the success of issue, pre-issue decision making and management, SEBI guidelines for public issue.

REFERENCES:


SEMMESTER : III
COURSE CODE : MGT –E- 4318
COURSE TITLE : FINANCIAL DERIVATIVES
CREDITS : 2

AIM: The subject is to make the students understand the ways of adopting existing financial instruments and processes like options and futures to the changing world.

OBJECTIVES: The course deals with derivatives markets, forward and futures, currency derivatives, debt markets and equity and hybrid securities.

COURSE CONTENT:


Module V Hybrid Securities – Interest Rate / Foreign Exchange Hybrid – Interest Rate / Equity Hybrid – Currency/ Commodity Hybrid – Rationale for Hybrid Securities


REFERENCES:
2. Options, Futures and other derivatives, 9th edition, Hull and Basu, Pearson
AIM: To understand the potential goals a client may have, help them enunciate their goals and evaluate strategies to help clients achieve their goals.

OBJECTIVES: The course contains establishing client, gathering client data and determining goals and expectations, developing appropriate strategies, implementing the financial Plan, and monitoring the financial plan.

COURSE CONTENT:

Module I Establishing client – planner relationships – issues and concepts related to overall financial planning process, as to the client – services provided, the process of planning, documentation required, and disclosure statements.

Module II Gathering client data and determining goals and expectations – Determine client's personal and financial goals, needs and priorities – Analyse Client Objectives, Needs and financial Situation.

Module III Developing appropriate strategies and presenting the financial plan – Client’s risk tolerance – Assessment of options.

Module IV Implementing the financial Plan – Assist the client in implementing and recommendations – coordinate as necessary with other professionals – investment advisors, stock brokers and insurance agents.

Module V Monitoring the financial Plan – Review the progress of the plan with the client – Discuss and evaluate changes in client's personal circumstances –

Module VI Review and evaluate changing tax law and economic circumstances – Make recommendations to accommodate new or changing circumstances.

REFERENCES:

AIM: To equip the students with the knowledge and skills required for dealing in Commodities Market.

OBJECTIVES: The course covers introduction commodity derivatives, commodity derivatives, pricing and application of commodity derivatives, commodity stock exchanges and clearing, settlement and risk management.

COURSE CONTENT:


Module II Commodity derivatives: difference between financial and commodity derivatives, global derivative exchanges, commodity exchanges in India (regional and national) commodities permitted for trading

Module III KABRA committee report, commodity specific issues, instruments available for trading, types of instruments (futures and options) types of commodity futures, basics and pay off.

Module IV Pricing and application of commodity derivatives: investments assets V/s consumption asset, the costs of carry model, the future basis, application of commodity derivatives markets/hedging, speculation and arbitrage.

Module V Commodity stock exchanges: the NCDEX and MCX platform –NCDEX exchange membership, rules regulation, bye-laws, types of commodities traded on NCDEX, trading on the NCDEX and MCX platform – contract specifications, trading system, entities in the trading system, trader work station, order types and conditions, exposure limits.

Module VI Clearing, Settlement and Risk Management: calendar and settlement schedule, Position determination settlement mechanism and price, marging final settlement and exception handling-Regulatory framework and accounting and taxation issues.

REFERENCES:

ADDITIONAL RESOURCES:
en.wikipedia.org/wiki/Commodity_trading_in_India,
www.iplanonline.in/product/commodity-trading-online-classes

HUMAN RESOURCES

SEMESTER : III
AIM: To discuss the theory and principles of training as they relate to the organizational objectives and strategies. The course also emphasis the value of developing training programmes that relate training to the overall strategy of the firm.

OBJECTIVES: The course covers introduction to HRD, principles of learning, identification of training & development needs, evaluation of training effectiveness and designing and conducting training programmes.

COURSE CONTENT:


Module II Principles of learning, principles of adult learning, transfer of learning managing a system of learning resources.

Module III Identification of training & development needs – individual, occupational & organizational levels – Approach to management Development, Management Development implications.

Module IV Basic approach in TNI, on the job and off the job training methods, criteria of methods selection, skills of an effective trainer as a changing agent.

Module V Concept definition and need for evaluation of training effectiveness – Principles of evaluation, strategies of evaluation.

Module VI Designing and conducting training programmes, use of audio visual aids in training, new ways of learning, non-formal methods of development – Practical/case studies.

REFERENCES:


ADDITIONAL RESOURCES: india.gov.in/online-services/1096, hbsp.harvard.edu, www.hrdpress.com
AIM: This course is aimed at providing the students with a framework of what change and organization Development is, how it works, its change techniques and what the future of Organization Development might be.

OBJECTIVES: The course deals with nature of change, change perspectives, organizational transformation, organizational development and team intervention strategies.

COURSE CONTENT:

Module I Nature of Change: Necessity for Change, factors affecting change, organizational factors affected by change, impact of change on structure, communicative patterns and human relations, situational analysis and patterns of change.

Module II Learning, Training and Development – definitions, objectives and interlinkages, Basic concepts of Human Resources Development (HRD)

Module III Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organization; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for change; cultural and climatic factors affected by change.

Module IV Organizational transformation: Change cycles; leadership patterns and transformational strategies; resistance to change – cause and counteractive measures, reward system as an effective tool to effect and sustain changes; impact of disciplinary measures on behavior modification; Business Process Re-engineering (BPR)

Module V Organizational Development for planned change: Introduction; definition; historical development and nature of OD; focused activities – individuals, roles, dyads, groups, inter-groups, as targets of planned change; problem area; conflict, frustration and stress – impact on behaviour and productivity, coping strategies; intra-group and inter-group conflicts; major OD intervention strategies and their expected effects.

Module VI Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T- groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games.

REFERENCES:

3. Organizational Theory, Design and change Text and cases, Gareth R. Jones Pearson, 2004

ADDITIONAL RESOURCES: managementhelp.org, education-portal.com, scs.georgetown.edu

SEMESTER: III
COURSE CODE: MGT- E-4323
COURSE TITLE: CAREER MANAGEMENT
CREDITS: 2
AIM: To familiarize the students with the requirements for designing appropriate systems for management of organizational career development, and with the concepts of the Managerial competency approach, and its relevance to career management.

OBJECTIVES: The course contains introduction to career development, career paths, counseling for employee development, application of assessment centers in competency building and intervention strategies.

COURSE CONTENT:

Module I  Introduction to Career Development – Concepts, definitions etc. – Theories of Career Development – Career Development and Organizational Strategy.


Module III  Counseling for Employee Development – concept of Competence – Competency Approach to Development.

Module IV  Application of Assessment Centers in Competency building – Issues in Career management

Module V  Relevance of Ethics in Career Development and Competency Mapping Practices.

Module VI  Intervention strategies – PCMM – case studies.

REFERENCES:

1. Personal and Professional development: Assessing your career, Ben Ball, Hyderabad University’s Press, 2011
2. 360 Degree Feedback, Competency Mapping And Assessment Centres, Sharma R, Tata Mc Graw Hill, 2010


SEMESTER : III
COURSE CODE  : MGT- E-4324
COURSE TITLE  : GROUP DYNAMICS AND TEAM BUILDING
CREDITS : 2

AIM: To understand the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group effectiveness and to cultivate skills for group decision-making and teambuilding.
OBJECTIVES: The course deals with concepts, group development and socialization, group decision making, crowds and collective behavior, and teamwork and teambuilding.

COURSE CONTENT:

Module I The Science of Group Dynamics: Nature of groups and Group dynamics – Studying groups – Measurement in Group dynamics; Group formation – value of groups – interpersonal attraction – FIRO-B.


Module IV Group Decision Making: Anatomy – Groupthink – group polarization – Methods of group decision- making – Group Conflict; Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving inter-group conflict.


Module VI Teamwork and Teambuilding: meaning, scope and future, Developing High-Performance Teams.

REFERENCES:

3. Group Performances, Davis, Addison-Wesley, 2008
4. Team Building: Issues and Alternatives, Dyer, Addison-Wesley, 2005


SEMESTER: III
COURSE CODE: MGT- E-4325
COURSE TITLE: HUMAN RESOURCE COUNSELING
CREDITS: 2

AIM: To provide an overview of counseling processes and techniques as they are applicable to industry and management and also to train the students in the basic skills necessary for industrial counseling in view of organizational excellence.

OBJECTIVES: The course covers personnel counseling, self-development of the counselor, counseling skills, counseling interventions and psychotherapy & employee counseling.

COURSE CONTENT:

Module II  Self-Development of the Counselor: Manager as a ‘Barefoot’ Counselor – Managers as Skilled Helpers-


Module VI  Psychotherapy & Employee Counseling: Selective Integration of Modern Psychotherapies with Employee Counseling – Indian Approaches to Personnel Counseling.

REFERENCES:

1. Theories of Counseling and Psychotherapy, Patterson C.H., Harper and Row, New York, 2004


SEMESTER        : III
COURSE CODE      : MGT- E-4326
COURSE TITLE     : INDUSTRIAL RELATIONS AND LABOUR LAWS
CREDITS          : 2

AIM: To introduces the trade unions and the industrial relations climate along with the relevant labour legislations that are needed for a human resource manager.

OBJECTIVES:: The course contains trade union & conflict settlement laws, regulations of service conditions and disciplinary matters, subsistence allowance and social security legislations.

COURSE CONTENTS:

Module I  Trade Union & Conflict settlement laws – background objects of registration, withdrawal of registration, amalgamation, dissolution of unions, rights and liabilities of trade unions.

Module II  Regulations of service conditions and disciplinary matters, Industrial Employment Standing Orders Act (1946), including modifications.

Module III  Subsistence allowance-disciplinary proceedings and domestic enquiry, prevention and settlement of industrial conflict – authorities under the act, general principles of labour adjudication – settlement and award, non employment matters-strike and lockout, lay off and retrenchment, VRS, prohibition against change of service conditions, pending proceedings.


Module VI  Case Laws.

REFERENCES:

3. Industrial relations and labour laws, Arun Monappa, McGraw Hill, 2017


SEMESTER : III
COURSE CODE : MGT- E- 4327
COURSE TITLE : GLOBAL HRM
CREDITS : 2

AIM: To develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

OBJECTIVES: The course deals with introduction to global HRM, international HRM models, international staffing, comparative labour relations and HRM in global organizations.

COURSE CONTENT:

Module I  International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach – the institutionalist perspective /functions – Globalization and HRM.


Module IV  Global Management Development – techniques – management qualifications and characteristics, motivation and retention of talent, 360 degree feedback international adjustments- repatriation.

Module VI  HRM in Global Organizations – Ethics in International business – Western and Eastern Management thoughts in the Indian context.

REFERENCES:
2. Multinational Organ; Development, Heenan and Perimntter – Addison Wesley, 2000

ADDITIONALRESOURCES: hbsp.harvard.edu/discipline/human-resource-management

SEMESTER : III
COURSE CODE : MGT –E- 4328
COURSE TITLE : PERFORMANCE MANAGEMENT
CREDITS : 2

AIM: To provide and understanding of the performance management process as well as the ability to manage performance in real world business scenario.

OBJECTIVES: The course covers concept of performance management, Job evaluation, pay structures, measuring performance and developing and maintaining performance.

COURSE CONTENT:


Module V  Methodology development and implementation, 360-degree feedback, advantage and disadvantage – Conducting performance development reviews, constructive reviews, review skills, coaching counseling, performance problem solving.

REFERENCES:

ADDITIONAL RESOURCES: kaplan-publishing.kaplan.co.uk, promeng.eu/downloads

SYSTEMS

SEMMESTER : III
COURSE CODE : MGT –E- 4329
COURSE TITLE : SYSTEM ANALYSIS & DESIGN
CREDITS : 2

AIM: This course is designed to provide a clear insight for students on system analysis and design, which is the foundation of business systems development and implementation.

OBJECTIVES: The course covers Introduction to SAD, feasibility analysis, requirements to modeling, system design and designing internet systems.

COURSE CONTENT:


Module IV Databases – Design – Types of Databases – Traditional RDMS, Object Oriented database, Distributed Databases.


REFERENCES:
SEMESTER : III
COURSE CODE : MGT-E-4330
COURSE TITLE : SOFTWARE ENGINEERING
CREDITS : 2

AIM: This course is intended to introduce the concerns tools and strategies of software design and use.

OBJECTIVES: The course deals with software engineering, software project management, requirement analysis and specification, software design and software reliability and maintenance.

COURSE CONTENT:


Module V Software Reliability and Maintenance – Software Attributes – Reliability, Reliability Measures, Metrics


REFERENCES:

SEMESTER : III  
COURSE CODE : MGT –E-4331  
COURSE TITLE : OBJECT ORIENTED PROGRAMMING  
CREDITS : 2

AIM: To familiarize with object oriented programming in C++

OBJECTIVES: The course contains concepts to object oriented programming, C++ - a case Study, modular programming with functions, array of pointers, pointers to structures and Inheritance access specifies.

COURSE CONTENT:
Module I Object Oriented Paradigm: Structured Verses Object Oriented development; Elements of Object Oriented programming objects, Classes, Multiple views of the same object; Encapsulation and Data abstraction, Inheritance, Polymorphism some of the popular OOP languages; Merits and Demerits of OO Methodology; Software Rense.

Module II C++ - a Case Study: Data types, operators and Expression: Tokens, Identifiers and keywords; variables; Data types and Sizes; Characters and character strings; Operators and Expressions Qualifiers, Arithmetic, Relational, Logical, Bit wise operators, Compound Assignment operators, Increment and Decrement operators, conditional operators; Special operators; type def statement, type conversion; constant; Enumerated data types; C & C++ stule console I/O. – Control Flow: Various control statements available in C++ - Arrays and Strings.

Module III Modular Programming with functions: Function components, various methods of passing data to functions, and return tuples; Library functions; Return by reference: Inline functions; Default arguments, Function overloading C++ stack; Scope and extent of variables, Storage classes. Functions with variable number of arguments

Module IV Recursion – Structure and Unions: Nesting of structures, Arrays an Structures; Union – Pointers and Runtime binding: Pointers and their binding, Address operator and, void pointers, pointer variables, Runtime Memory management (as in C and C++).

Module V Array of pointers, Pointers to structures – Classes and objects: Class specification and object creation; Constructors and destructors; Overloading constructors; Object as functions arguments; Returning objects form functions – Operator overloading: Overloading of all type of operators limitations; Copy constructor.

Module VI Inheritance: Access specifies, Different types of Inheritance, Multiple Inheritance and Multilevel Inheritance – Friend functions, friend classes, Friend operator overloading.

REFERENCES:


SEMMESTER : III
COURSE CODE : MGT- E-4332
COURSE TITLE : SOFTWARE PROJECT MANAGEMENT
CREDITS : 2

AIM: This subject intends to equip the students with the tools and techniques of Software Project Management and to design and implement information system with effectiveness and efficiency.

OBJECTIVES: The course deals with introduction to software project management, planning a software project, software configuration, software testing and software implementation process and problems.

COURSE CONTENT:

Module I Introduction to Software Project Management – Software as an Evolving product, its characteristics and components – Software engineering process – various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.

Module II Planning a software project – Objectives, resources, estimation – methods of estimation. Make or buy decisions.

Module III Software project scheduling – defining tasks, scheduling using PERT/CPM, Project planning and Analysis.

Module IV Software Configuration – Components of configuration, versions control and configuration audit – Software Design Process – Concepts, modular, design, and design documentation.

Module V Software Testing – Objectives, Methods of testing, testing GUI’s testing, Clients/Server architectures; testing real systems; strategies for testing, Module testing Integration Testing, System testing and debugging.


REFERENCES:

2. Software project management- A concise study, Kelkar, Prentice Hall, 2012
5. Software project management: A guide for service providers, S Ramanathan, Patridge, 2016.


OPERATIONS

SEMMESTER : III
COURSE CODE : MGT- E-4333
COURSE TITLE : SUPPLY CHAIN MANAGEMENT
CREDITS : 2

AIM: This subject explores the key issues associated with the design and management of industrial Supply Chains (SC). SC are concerned with the efficient integration of suppliers, factories, warehouses and stores so that products are distributed to customers in the right quantity and at the right time.

OBJECTIVES: The course introduces the students with Introduction to SCM, distribution networks in supply chain, transportation, inventory planning and sourcing and contracts.

COURSE CONTENT:

Module I Introduction – achieving a strategic fit – SCM metrics – drivers and obstacles.

Module II Distribution networks in Supply chain – Network design in certain and uncertain environments.

Module III Transportation: Modes, issues, future developments

Module IV Aggregate planning: forecasting – planning supply and demand.

Module V Inventory planning: methods, with known demand, with uncertain demand, with certain demand (problems).

Module VI Sourcing and contracts – new product introduction – Coordination in supply chain.

REFERENCES:


ADDITIONAL RESOURCES: https://www.supplychainonline.com, ocw.mit.edu

SEMESTER : III
COURSE CODE : MGT- E-4334
COURSE TITLE : TOTAL QUALITY MANAGEMENT
CREDITS : 2

AIM: To familiarize the students to the philosophy and role of TQM in revitalizing the organization.

OBJECTIVES: The course provides an overview and role of TQM, philosophical approaches to TQM, tools of TQM, overview of other developments in TQM and application of TQM.

COURSE CONTENT:

Module II  Philosophical Approaches to TQM – Eastern & Western Approaches – Methodological Approaches to TQM: Deming, Juran, Crosby and others.


Module IV  Overview of Other Developments in TQM: QFD, ISO, CMM, Benchmarking.

Module V  Six Sigma – Leadership requirements for TQM.

Module VI  Integration & Implementation of TQM in Organizations – Application of TQM.

REFERENCES:


SEMMETER : III
COURSE CODE : MGT –E-4335
COURSE TITLE : PURCHASING AND MATERIALS MANAGEMENT
CREDITS : 2

AIM: TO familiarize the students to the purchasing aspects and how to handle materials within the organization.

OBJECTIVES: The course provides basic concepts of purchasing and materials management, forecasting & planning, purchasing organization, stores management and control and materials handling systems

COURSE CONTENT;


Module III  Purchasing, Purchasing organization, duties of purchasing department, centralized and localized purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal make or buy decision,

Module IV  Vendor – Vendee relations, Vendor development, International purchasing – purchasing procedures and records: Requisition, purchases order follow up and expediting systems, receipt and inspection.

Module V  Stores management and Control: Stores and Stores organization: organization of stores location and layout of stores; functions of stores keeping; stores records
and procedure; salvage and surplus disposal & scarp disposal. Standardization and variety reduction. Merits and demerits of codification.


REFERENCES:


ADDITIONAL RESOURCES: https://www.udemy.com, education-portal.com

RETAILING

SEMESTER : III  
COURSE CODE  : MGT- E-4336  
COURSE TITLE : INTRODUCTION TO RETAILING  
CREDITS : 2

AIM: To create awareness about the retailing sector, its growth and the marketing part of it.

OBJECTIVES: This course Introduces the students to retailing, retail organization, retail market segmentation and retail strategy.

COURSE CONTENT:

Module I Introduction to retail concept, nature, role, functions, classification of retail stores, emerging trends in retail management – The changing Structure of retail, Classification of Retail Modules, Retail Formats: Corporate chains, Retailer Corporative and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.

Module II Retailers in India, theories of retail development, retail life cycle, ethics in retailing.

Module III Retail organization, undertaking the retail customer factors influencing retail shopper – customer decision making, process.

Module IV Careers In retailing – Attitude and Personality, compensation, Working Conditions – Career Advancement, Legal and Ethical issues in retailing – supplier relations, competition relations, Employee Relations.

Module V Retail market segmentation – benefits of market, segmentation – STP – criteria for effective market segmentation.


REFERENCES:
1. Retail marketing Management, David Gilbert, Pearson, 2006
5. Retail management, Chetan Bajaj, Rajnish Tuli and Srivastava, Oxford, 2010

ADDITIONAL RESOURCES: www.open.ac.uk, www.unisa.ac.za, brochure.unisa.ac.za

SEMESTER: III
COURSE CODE: MGT-E-4337
COURSE TITLE: RETAIL SUPPLY CHAIN MANAGEMENT
CREDITS: 2

AIM: To develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution of goods & services to meet varying customer demand.

OBJECTIVES: Consists of the basic concept of operations management, operation strategy and competitiveness, supply chain network and inventory control, EOQ and sequencing.

COURSE CONTENT:


Module III Understanding the need for Supply Chain Management - Basic definition of Supply Chain, its Scope and Orientation - Achieving Strategic Fit and Understanding Implied Uncertainty - Supply Chain Drivers and Obstacles.

Module IV  Supply Chain Network – Different types of Distribution Network with the Concept of Cross Docking – Facility Location Models – Forecasting – Different types of forecasting Techniques – Estimating Demand – Methods used to determine Accuracy of forecast.

Module V Inventory Control, Basic concepts of EOQ, Lot Size Determination, Sensitivity to EOQ – Principle of Aggregation, Rationale of discounts for bulk purchase.


REFERENCES:

5. Supply chain management: Concepts and cases, Altekar, Prentice Hall, 2005


SEMESTER : III
COURSE CODE : MGT- E- 4338
COURSE TITLE : RETAIL STORE MANAGEMENT
CREDITS : 2

AIM: To enable students to critically analyse the retailing process, the environment within it operates and the functions that are performed.

OBJECTIVES: consist of managing a retail store, logistics and information, and setting up a retail organization.

COURSE CONTENT:

Module II Setting up Retail organization – Size and space allocation – location strategy, factors affecting the location of Retail – Retail location Research and techniques – objectives of Good store Design.


Module VI Store Layout, Design and Visual Merchandising, Exterior, Objectives of Store Design – Type of layouts (their relevance to various Formats) – Merchandise Presentation Techniques – Store Location Strategy.

REFERENCES:
1. Marketing logistics, Martin Christopher, Butterworth Heinemann, 2008


LOGISTICS:

SEMESTER : III
COURSE CODE : MGT- E- 4339
COURSE TITLE : LOGISTICS AND SUPPLY CHAIN MANAGEMENT
CREDITS : 2
AIM: To acquaint the student with the scope, understanding and implementation with respect to the emerging stream of logistics and supply chain management.

OBJECTIVES: This course gives introduction to logistics, methods of logistics, providers, logistics issues and the introduction to supply chain management.

COURSE CONTENT:

Module I Introduction to logistics management- importance- integrated logistics support-Major elements of ILS- need for integrated approach- Logistics Support analysis.

Module II Planning logistics management activities to coincide with other project management areas- Alternative ILS solutions and life cycle costs- Assessment and life cycle implications- industry as a participant in the logistics effort.

Module III Logistics information systems- Warehousing locations in business logistics- Storage and distribution issues – EOQ and reordering – repair and replacement Decisions- computer based methods

Module IV Meaning, importance and scope of Supply chain- Distribution networks in Supply chain

Module V Types of supply chain- Lean supply chain and Global supply chain

Module VI Transportation: Modes, issues, future developments- Aggregate Planning- Supply and demand- forecasting- inventory planning- sourcing and contracts.

REFERENCES:

ADDITIONAL RESOURCES:
https://www.supplychainonline.com, ocw.mit.edu
COURSE CONTENT:
Module I Introduction to International trade- importance- Methods of international trade- Globalization- Theories of foreign trade- International business environment.
Module II India’s foreign trade- Significant growth- Multinational corporations- their need- Transnational corporations- scope in India- Economic integration- Trade block-Foreign collaborations- Joint ventures.
Module III Export import procedure- documentation- Service Exports- Export promotions.
Module IV World Trade Organization- Anti dumping duties- Global agreements and Frame Work
Module V Export finance- Funding institutions- Foreign exchange mechanism
Module VI Foreign Exchange Management Act -Law of Contract

REFERENCES:
1. Global Business Management, F.Adhikary, Manab, Macmillan, New Delhi, 2005
5. Export Import Procedures- Documentation and Logistics, Publisher: New Age International, By: Shri C Rama Gopal, Chartered Accountant, 2010

ADDITIONAL RESOURCES:
2. Export and Import Manual, Nabhi Publications, New Delhi

SEMESTER : III
COURSE CODE : MGT- E-4341
COURSE TITLE : PURCHASING AND MATERIALS MANAGEMENT
CREDITS : 2

AIM: To familiarize the students to the purchasing aspects and how to handle materials within the organization.

OBJECTIVES: The course introduces the basic concepts of purchasing and materials management, forecasting and planning, purchasing organization, Stores management and control and materials handling system.

COURSE CONTENT:

Module III  Purchasing, Purchasing organization, duties of purchasing department, centralized and localized purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal

Module IV  Make or buy decision, Vendor – Vendee relations, Vendor development, International purchasing

Module V  Purchasing procedures and records: Requisition, purchase order follow up and expediting systems, receipt and inspection.

Module VI Stores management and Control: Stores and Stores organization: Organization of stores location and layout of stores; functions of stores keeping, stores records and procedure, salvage and surplus disposal & scarp disposal. Standardization and variety reduction. Merits and demerits of codification.

REFERENCES:

ADDITIONAL RESOURCES: https://www.udemy.com, education-portal.com

SEMESTER  : III
COURSE CODE  : MGT –E-4342
COURSE TITLE  : DISTRIBUTION AND TRANSPORTATION
CREDITS  : 2

AIM: To acquaint the student with the awareness on the need for distribution and the possibilities of multi modal transportation.

OBJECTIVES: The course provides the entire gamut of distribution and transportation aspects that requires a logistics manager to understand.

COURSE CONTENT:
Module I  Introduction to Distribution- importance- Types of deliveries- Distribution Modes Warehousing- methods- merits and demerits.
Module II  Multi-Echelon Distribution Systems- Transportation system- current scenario-
Module III  Transportation logistics in worldwide scenario and Indian scenario- issues.
Module IV  Multi model and Inter modal transportation- methods – merits and demerits.
Module V  Containerisation- legal aspects of transportation- documentation and Liabilities of carriers.
Module VI     Types of Service Providers and Basic Cost Trade-Offs and Appraisal of Selections- Vehicle routing and scheduling- Human and other factors

REFERENCES:
4. THE MANAGEMENT OF BUSINESS LOGISTICS, Coyle et al., Thomson Learning, 7th edition, 2004

ADDITIONAL RESOURCES: Naval Publications and orders

INTERNATIONAL BUSINESS:

SEMESTER : III
COURSE CODE : MGT- E-4343
COURSE TITLE : INTERNATIONAL MARKETING
CREDITS : 2

AIM: To acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

OBJECTIVES: The course covers introduction to International marketing, International Marketing Environment, Constraints on International Marketing, Procedure and Documents and International Marketing Mix and Decision making.

COURSE CONTENT:

Module I     International marketing – Definition, Nature: Distinctions between International Trade, marketing and Business; Planning for International Marketing; Marketing Research and Information System; Market Analysis and Foreign Market entry strategies.


Module III     Constraints on International Marketing – Fiscal and non fiscal barriers Non-tariff barriers. India and World Trade, Important and Export Policy
Module IV     Institutional Infrastructure for Export Promotion: Export Promotion Councils, Public Sector Trading Agencies, Commodities Boards etc.


REFERENCES:

ADDITIONAL RESOURCES: www.sagepub.in, www.mbastudies.com, hbsp.harvard.edu

SEMESTER : III
COURSE CODE : MGT- E-4344
COURSE TITLE : INTERNATIONAL FINANCE
CREDITS : 2

AIM: To provide the students an overall view of the international financial system and how multinational corporations operate.

OBJECTIVES: The course covers fundamentals of foreign exchange, exchange rate mechanism, international monetary system, international financial markets and foreign exchange risk management.

COURSE CONTENT:


REFERENCES:
AIM: To develop a diagnostic and conceptual understanding of the cultural and related behaviour variables in the management of global organizations.

OBJECTIVES: This course introduces the student to global HRM, international HRM models, international staffing, comparative labour relations and HRM in global organizations.

COURSE CONTENT:

Module I International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach – the institutionalist perspective /functions – Globalization and HRM.


Module IV Global Management Development – techniques – management qualifications and characteristics, motivation and retention of talent, 360 degree feedback international adjustments- repatriation.


Module VI HRM in Global Organizations – Ethics in International business – Western and Eastern Management thoughts in the Indian context.

REFERENCES:

2. Multinational Organ; Development, Heenan and Perimnter – Addison Wesley.2004
3. Cultures, consequences; International differences in work related values, Gerte Hotstede-sage Pub, 2002

ADDITIONAL RESOURCES: hbsp.harvard.edu/discipline/human-resource-management
AIM: To the student the environmental issues pertaining to international business and the need to be aware of MNC’s and trading blocs.

OBJECTIVES: This course deals with the business environment, regional economic cooperation, multinational corporations, foreign exchange markets and foreign investment.

COURSE CONTENT:


Module II Regional economic Cooperation: Types and rationale of regional economic groups; Theory of customs union; EU, NAFTA, ASEAN, SAFTA and other groupings.

Module III Multinational Corporations: Conceptual Framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types.

Module IV Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the foreign exchange markets; Foreign exchange market – cash and spot exchange market; Exchange rate quotes; LERMS; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts;

Module V Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication – Foreign Exchange Risk – Management of Risk in Exchange Markets: Forex derivatives – swaps, futures, options and forward contracts.

Module VI Foreign Investment: Capital flows – types and theories of foreign investment – Foreign investment flows and barriers. Recent Developments in International Business: Ecological issues; Social aspects; IT and International Business.

References:
1. Adhikary, Global Business Management, Laxmi, 2004

ADDITIONAL RESOURCES: highered.mheducation.com, hbsp.harvard.edu, www.victoria.ac.nz

ADDITIONAL RESOURCES: Naval Publications and orders

SEMESTER : IV
COURSE CODE  :  MGT- C-441  
COURSE TITLE :  STRATEGIC MANAGEMENT  
CREDITS  :  3

AIM: This course is aimed at providing the students with consistent framework across strategic analysis, strategy implementation.

OBJECTIVES: The course provides basic concepts of strategic management, Mission and business definition, Strategy formulation, Strategy Choice and Strategy review, evaluation and control.

COURSE CONTENT:

Module I  Basic concepts of strategic management – strategic management process – strategic management at the business level, functional level and corporate level – Constitution of Board – Role and functions of corporate board and top management in strategic management.

Module II  Mission and business definition – Environmental Scanning – Analysing industry and competition – internal appraisal – concepts, techniques and cases.


Module V  Role of organizational structure, Culture and Leadership, Strategy and Social Responsibility.


REFERENCES:


ADDITIONAL RESOURCES: strategicmanagement.net, smj.strategicmanagement.net, www.csmweb.com

LIST OF ELECTIVES

Students are allowed to specialize in two functional areas with a condition that there should be a minimum of 10 students opting for a subject. MBA (General) will be provided dual specialization certificate.
AIM: To enable the student to manage, or interact with the person who is managing, the logistics aspects of the introduction of a complex system into operational service.

OBJECTIVES: The course offers Introduction to Logistics Management, Integrated Logistic Support, Planning logistics management, Logistics Information Systems and Re-ordering and economic order quantities.

COURSE CONTENT:

Module I Introduction to Logistics Management – The importance of logistics management for whole-of-life costs control-Logistics management in the capital procurement process.

Module II Integrated Logistic Support (ILS) concepts – Major elements of ILS and need for an integrated approach-Logistics Support Analysis – The purpose of LSA, its operation and limitations.

Module III Planning logistics management activities to coincide with other project management areas – Alternative ILS solutions and Life Cycle Costs – Assessment and life-cycle implications – Industry as a participant in the logistics effort – Transportation: methods, issues and future.

Module IV Logistics Information Systems, including Computer-aided Acquisition and Life-cycle Support (CALS)

Module V Warehousing locations in business logistics – Storage and distribution as issues for logistics managers in the logistics strategy.

Module VI Re-ordering and economic order quantities – standard business logistics methods Repair or replace decisions – computer based methods.

REFERENCES:


AIM: To introduce the concepts behind branding, brand naming, brand positioning etc., and explain the methodology of brand equity and the importance of branding for an organization.

OBJECTIVES: The course provides introduction to branding, perceptions and branding, brand positioning, brand protection and globalization and brands.

COURSE CONTENT:


Module V Globalization and brands – who really holds the power –power of logo – brand leadership – global brands – Asian brands – revitalized brands – challenger brands – brand and customer protection


REFERENCES:

1. Brands and branding – Rita Cliffton and John Simmons – Profile books Ltd, 2005
2. Brand practices in India – Sasikumar K. and Chandrasekar K.S. Himalaya, 2013

COURSE TITLE : ENTREPRENEURIAL MARKETING
CREDITS : 2

AIM: To examine concepts from each of these two areas to determine how they apply to, and how they can aid the practice of, the other.

OBJECTIVES: The course creates awareness about the concepts, linking marketing orientation to entrepreneurial orientation, estimating market potential for new opportunities, Branding and the entrepreneurial venture and marketing, the internet, and new ventures.

COURSE CONTENT:
Module I The new marketing: 21st century conceptualizations of the marketing function – The changing role of marketing in organizations; Emerging trends in marketing; What are guerrilla and entrepreneurial marketing? Unique aspects of marketing in entrepreneurial ventures; The role of marketing in entrepreneurship; The role of entrepreneurship in marketing.

Module II Linking marketing orientation to entrepreneurial orientation; Marketing as an entrepreneurial activity; Why marketers resist innovation; Sinking and missing the boat; marketing and risk; Marketing and resource leveraging; From mass marketing to relationship marketing to one-to-one marketing; From transaction to partnerships; From sales to customer equity;

Module III Estimating market potential for new opportunities; Database management and entrepreneurship – The Entrepreneurial Marketing Plan; Marketing strategies for entrepreneurship

Module IV Product innovation; types and structures: the role of marketing in the new product development processes; innovation versus imitation strategies; marketing and (product and business) failure.

Module V Branding and the entrepreneurial venture – Entrepreneurship and the salesforce; Entrepreneurship in personal selling – pricing the products – media and promotions – viral marketing – buzz marketing – guerrilla marketing.

Module VI Marketing, the internet, and new ventures; The role of marketing in facilitating the development of networks; Emerging distribution channels for the entrepreneur; Speed as strategy: Entrepreneurship, logistics and customer service – Scope in India and developing countries.

REFERENCES:

ADDITIONAL RESOURCES: ocw.mit.edu, hbsp.harvard.edu, scpd.stanford.edu
AIM: To introduce the in-depth analysis of corporate level marketing decisions that influence the organization as a whole.

OBJECTIVES: The course offers strategy formulation, strategic marketing management, marketing strategy implementation, specific strategy initiatives and marketing strategy evaluation.

COURSE CONTENT:


Module III Competitive Analysis – Porter’s 5 forces Model of competition, BCG matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey’s 7s framework for analyzing and improving organizational effectiveness.


Module V Specific strategy initiatives – New product development and introduction strategies, Planned or unplanned strategy withdrawals/ obsolescence, Contingency / Alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.


REFERENCES:


ADDITIONAL RESOURCES: www.exed.hbs.edu/programs/smm/, hbsp.harvard.edu/discipline/marketing, education-portal.com

SEMESTER : IV
COURSE CODE : MGT –E-446
COURSE TITLE : INDUSTRIAL MARKETING
CREDITS : 2
AIM: To introduce to the students the nuances of industrial or B2B marketing.

OBJECTIVES: The course provides introduction to industrial marketing, types of industrial products, organizational influences on buying behaviour, channel structure for industrial products and purchasing systems.

COURSE CONTENT:

Module I Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing
Relational approach to Industrial Marketing – The Natural of Industrial Demand & Industrial Customer.

Module II Types of Industrial Products: Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub-Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services Factors influencing Organizational Buying; Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences.

Module III Organizational Influences on Buying Behaviour: Buying Roles; The Buy Grid Model; The Organizational Buying Decision Process – Industrial Product Decisions: Industrial Product Life Cycle


REFERENCES:
1. Industrial marketing, Hill, Alexander, Cross,1990
2. Industrial Marketing: Analysis, Planning and Control, Reeder, Briery, Reeder, Prentice Hall, 1997

ADDITIONAL RESOURCES: en.wikipedia.org/wiki/Industrial_marketing,
www.principiaconsulting.com

SEMESTER: IV
COURSE CODE: MGT –E-447
COURSE TITLE: MANAGEMENT CONTROL SYSTEMS
CREDITS: 2

AIM: To understand the control systems in organizations and to understand the performance measures effectively.
OBJECTIVES: The course contains introduction to management control systems, responsibility centers, transfer pricing, financial and non-financial performance measures and financial and non-financial performance measures.

COURSE CONTENT:


Module II  Responsibility Centers – Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers – Budgetary Control as a tool for Management Control Systems

Module III  Engineered, Discretionary and Committed Costs – Approaches to budgeting: Engineered and Discretionary costs – Benchmarking and Total Cost Management.


Module VI  Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit – Management Audit – Principles and Objectives – designing and implementation of control systems.

REFERENCES:


ADDITIONAL RESOURCES: www.bmpcoe.org/bestpractices, books.google.co.in/books

SEMESTER :  IV
COURSE CODE :  MGT –E-448
COURSE TITLE :  WORKING CAPITAL MANAGEMENT
CREDITS :  2

AIM: To acquaint the students with the importance of working capital and the techniques used for effective working capital.

OBJECTIVES: The course contains introduction to working capital cycle, working capital cycle, cash management, receivable management and inventory management.

COURSE CONTENT:

Module I  Short term financial management within the framework of corporate financial management Working capital: Meaning, concepts and needs; Kinds of working
Module II Working capital cycle – working capital theories and approaches – determining the financial mix – financing of working capital sources – committee reports on working capital management.


Module IV Cash management models – determining the optimum cash balance – investments in marketable securities – selecting securities – types of marketing securities.

Module V Receivable management: Credit policy variables – credit selection, models – Formulation of suitable credit and collection procedures – Collection techniques.

Module VI Inventory management: Need – Objectives and techniques etc., of inventory Management – Determining the optimum order quantity – EOQ approach – Safety stocks – selective inventory controls – Role of financial management in Inventory Management.

REFERENCES:

ADDITIONAL RESOURCES
www.ediindia.org, catalogue.pearsoned.co.uk, tutor2u.net/business/presentations

SEMESTER : IV
COURSE CODE : MGT – E-449
COURSE TITLE : MANAGEMENT OF FINANCIAL INSTITUTIONS
CREDITS : 2

AIM: To a thorough understanding regarding the specific financial management problems and detailed study of the working of financial institutions in India.

OBJECTIVES: The course contains The role and importance of financial institutions, evaluating risk and return of assets and liabilities of FIS, financial management of commercial banks, credit and monetary planning and capital adequacy and capital planning.

COURSE CONTENT:
Module I The role and importance of financial institutions – Financial management models and their application in financial institutions – Application of wealth maximization models to financial decisions.


Module III Financial management of commercial banks – banking law and regulations – provisions of RBI’s operations.
Module IV  Credit and monitory planning – Thrift institution: development banks – role of
development banking in industrial financing in India –

Module V  Working of different financial institutions – Mutual funds and international aspects
of financial institutions.

Module VI  Capital adequacy and capital planning: strategy of growth – problem of time and
Cost over runs – financial planning of FIS – financial goals and proforma
statements.

REFERENCES:

ADDITIONAL RESOURCES:

SEMMER   :   IV
COURSE CODE : MGT- E-4410
COURSE TITLE : TREASURY MANAGEMENT
CREDITS : 2

AIM: To familiarize the participants with the functions of treasury management and the
instruments and control techniques used in the management of foreign exchange markets
and risk.

OBJECTIVES: The course contains introduction to treasury management, liquidity planning
and managing cash assets, risk management, measuring interest rate risk with gap and
earning sensitivity and credit risk.

COURSE CONTENT:

Module I  Introduction to treasury management – Objectives – Concept – Functions of
integrated treasury – Process of Globalization – Evolving role of Treasury as
profit Centre – Organization of treasury – Treasury products – Short term funds
and investment management – Financial marketing – Money market – Capital
market – Call money – Government securities – REPOS – Certificate of deposits
– Rediscounting bills – Commercial papers – Foreign Exchange Markets &
treasury – Linkage of domestic operations with foreign operations.

Module II  Liquidity planning and managing cash assets – Measurement of liquidity –
Objectives of cash management – Reserve with Central banks – Managing float –
Managing correspondent balances – Liquidity planning – Traditional liquidity
measures.

Module III  Risk Management : Introduction – Definition of risk and risk management – Risk
management process – Risk identification, measurement, monitoring and control
– Types of risks – Business risk – Credit risk – Market risk – Earning risk –
Liquidity risk – Operational risk – Control risk – Interest rate risk and management
– Factors influencing interest rates


REFERENCES:
1. An Introduction to Fund and Investment Management in Banks, Bhaskaran, R, Bankers Institute of Rural development, Lucknow, 2008

ADDITIONAL RESOURCES:

SEMIESTER : IV
COURSE CODE : MGT- E-4411
COURSE TITLE : INSURANCE MANAGEMENT
CREDITS : 2

AIM: To acquaint the students with the understanding and functioning of the insurance management in India.

OBJECTIVE: The course deals with introduction to insurance management, life insurance technique, and non life insurance technique.

COURSE CONTENT:

Module I Principles and tools for control in insurance companies – Insurance company controlling: key indicators – The insurance sector at the national and international levels –

Module II Analysis of evolving tendencies in the financial/insurance sector – Analysis of competitive dynamics – Business Models in the Insurance sector – SWOT and scenario analysis.


Module V Life insurance technique: Life insurance with benefits linked to investment performance – The valuation of the life insurance business – Portfolio Evaluation


REFERENCES


SEMESTER : IV
COURSE CODE : MGT- E-4412
COURSE TITLE : FINANCIAL STATEMENTS ANALYSIS AND FINANCIAL PLANNING
CREDITS : 2

AIM: To provide an in-depth knowledge and analytical skill in the interpretation and use of financial statements in corporate decision making and financial planning.

OBJECTIVES: The course covers financial statement analysis, ratio analysis and funds flow analysis, break even and cost volume profit analysis, value added analysis and time value and valuation of rights and debts.

COURSE CONTENT:


Module III Break even and cost volume profit analysis – meaning, importance and applications – P/V ratio, margin of safety, angle of incidence – Profit volume chart – curvilinear break even analysis – CVP analysis under conditions of uncertainty – practical applications of linear programming technique – simulated breakeven point analysis.

Module IV Value added analysis – Balanced score card – Value added analysis : generation and application – value added statements, rations and reporting – Economic value Added: EVA and managerial performance – steps in implementing EVA – shareholder value analysis

Module V Financial forecasting techniques – external funds requirements – internal growth rate, sustainable growth rate.
Module VI  Time value and valuation of rights and debts – time value of money - present value annuity, amortization, sinking fund – term structure and interest rate – yield to maturity – valuation of rights, convertibles, warrants and bonds.

REFERENCES:

5. Introduction to Financial statement analysis, Dean Kaplan, Kaplan Group, 2012.


SEMESTER : IV  
COURSE CODE : MGT –E-4413  
COURSE TITLE : PERSONALITY AND MANAGERIAL PERFORMANCE  
CREDITS : 2

AIM: To give an overview of personality and its influence in managerial performance.

OBJECTIVES: The course contains concept and definition of personality, perception of self and others, personality related measurements, frustration, conflict and anxiety and counseling.

COURSE CONTENT:

Module I  Concept and Definition of personality, Introduction to major theories of personality (psychoanalytical Theory; need based theories; Self theory) Stages in the development of human personality disorder and introduction to abnormal behavior.

Module II  Perception of self and others; influences in perception; inter-personal affinities and relationships.

Module III  Emotions, Theories of emotional behavior: adaptive and disruptive emotions – influences on behavior.

Module IV  Personality related measurements: Testing of intelligence, ability, attitudes and aptitude. Use of Testing Instruments, questionnaires and direct interview; Designing and application of measuring instruments in the organizational context.

Module V  Frustration, conflict and anxiety – different approaches to handling stress and causative factors for stress: Influence of stress, physical and mental process; Stress management.

Module VI  Counseling – Emergence and Growth, Counseling process, strategies and interventions – Change in Behaviour through Counseling – Problems in Counseling, Application in organizational settings.

REFERENCES:

1. Personality and Managerial performance, Robert Spillane, UNSW Press, 2004

ADDITIONAL RESOURCES: link.springer.com, scholar.lib.vt.edu/theses/public

SEMESTER : IV
COURSE CODE : MGT- E-4414
COURSE TITLE : CONFLICT RESOLUTION AND NEGOTIATIONS
CREDITS : 2

AIM: To introduce students to conflict resolution and negotiation and tactics that can be effectively used in an organizational setting.

OBJECTIVES: The course deals with role of conflict in organizations, conflict and organizational culture, negotiations, integrative bargaining and negotiation simulations.

COURSE CONTENT:
Module I Role of conflict in organizations-leadership approaches to conflict situation.

Module II Managerial approaches to conflict – individual differences – power and influence.

Module III Conflict and organizational culture, - negotiation strategies and conflict resolution, superior/subordinate interactions and conflict resolution – ethics in conflict resolution.


Module V Integrative bargaining – Targets and aspirations – Contingent contracts – Trust and relationships.

Module VI Negotiation simulations – in basket exercise – case studies.

REFERENCES:

ADDITIONAL RESOURCES: ocw.mit.edu › Courses, blogs.law.harvard.edu/hnmcp

SEMESTER : IV
COURSE CODE : MGT- E-4415
COURSE TITLE : EVENT MANAGEMENT
CREDITS : 2

AIM: This course is aimed at highlighting the efforts needed to conduct an event of any nature and various activities related to human resources.
OBJECTIVES: The course contains structuring and organizing work, scheduling of activities, leadership, creativity and innovation and event coordination.

COURSE CONTENT:

Module I Structuring and organizing work – Assessment of work load – planning for manpower resources – organization charts and work schedules.

Module II Scheduling of activities – Forecasting techniques – Quantitative models for event organization – use of computers in decision making and planning.

Module III Leadership – concepts and practical skills – transactional and transformational leadership – team building and performance management.

Module IV Creativity and innovation – creative problem solving under conditions of certainty, risk and uncertainty – problem solving styles.

Module V Stress: handling stress and conflict – Time management.


REFERENCES:

2. Toolkit for successful event management, Michelle Fanus, AA Global, 2012
5. The business of event planning, Judy Allen, Wiley, 2010

ADDITIONAL RESOURCES: www.institute-of-event-management.com,
www.eventeducation.com

SEMESTER : IV
COURSE CODE : MGT- E - 4416
COURSE TITLE : KNOWLEDGE MANAGEMENT
CREDITS : 2

AIM: To familiarize the participants with role, and application of knowledge management in this information era.

OBJECTIVES: The course deals with introduction to knowledge management, knowledge management activities, knowledge management tools, artificial intelligence and data mining.

COURSE CONTENT:


Module III Knowledge Management activities – cyclic model of Knowledge Management – Knowledge repository – reasons for adopting knowledge management – responsibilities of Knowledge Management – Officer – Steps in Knowledge Management implementation – knowledge Management team constitution – role of consultants.
Module IV  Knowledge Management Strategy development Knowledge management tools – methods and technologies – cost consideration of developing KMS – key success factors – measurement of success factors – bench marking and balanced scorecard technique – common causes of familiar of Km projects.

Module V  Knowledge Management and its relationship with Artificial Intelligence – AI methods used in Knowledge Management Systems – Study of reprehensive products with embedded AI technology used in KM- experts systems, fuzzy logic expert system, intelligent agents.


REFERENCES:

3. Practical techniques for building a knowledge management system, Addition Wesley, Pearson Education Asia Ltd., India. 2000.

ADDITIONAL RESOURCES: www.londoninternational.ac.uk, www.ugc.edu.hk

SEMESTER :  IV
COURSE CODE :  MGT –E-4417
COURSE TITLE :  INTERNET PROGRAMMING AND WEB DESING
CREDITS : 2

AIM: TO introduce the use and features of Internet and the methods of designing web pages.

OBJECTIVES: The course contains internet & its features, introduction to multimedia, fibre optic computer communication, network topologies and HTML tags.

COURSE CONTENT:


Module V  HTML tags – use of commonly used tags and generation of pages with links to other sites.

Module VI  Simple JAVA programming – compilation and generation of graphics including animation in web pages.

REFERENCES:


SEMESTER: IV
COURSE CODE: MGT- E-4418
COURSE TITLE: BUSINESS INTELLIGENCE AND DATA WAREHOUSING
CREDITS: 2

AIM: To introduce the trends in business intelligence and the relevance of data warehousing for effective information decision making.

OBJECTIVES: The course deals with emerging trends in BI, IB applications, classes of ODS, data modeling and data warehouse architecture.

COURSE CONTENT:


Module VI Data warehouse Architecture: Types, benefits, methods and approaches, qualities, life cycle overview, Data profiling, OALP.

REFERENCES:


OPERATIONS

SEMESTER : IV
COURSE CODE : MGT- E-4419
COURSE TITLE : WORLD CLASS MANUFACTURING
CREDITS : 2

AIM: To acquaint the students about the international developments in the area of manufacturing, and the systems, tools and techniques required for achieving competitive edge through world-class manufacturing.

OBJECTIVES: The course gives an orientation to world class manufacturing, JIT, technological innovation in manufacturing, factory of the future automated systems and world-Class manufacturing.

COURSE CONTENT:


Module V World-Class manufacturing – International Scenario and Indian Scenario


REFERENCES:

1. World-Class Manufacturing – A Strategic Perspective, B.S. Sahay, K.B.C. saxena & Ashish Kumar, MacMillan India,2007


SEMESTER : IV
COURSE CODE : MGT –E-4420
COURSE TITLE : TECHNOLOGICAL EXCELLENCE
CREDITS : 2
**AIM:** The aim of this subject is to acquaint the students with the role of technology & innovation in global industrials competition, and the organizational support systems and processes needed for acquisition, development integration and commercialization of technologies.

**OBJECTIVES:** The course provides with basic concepts, manufacturing innovations, crucial issues of flexible technology, product development cycle and core competencies in technology and its commercialization.

**COURSE CONTENT:**


Module III  Crucial issues of Flexible Technology – Strategic Evaluation of Technological Investments – Technology Development.

Module IV  Product Development Cycle – Integration of Design & Manufacturing – Management of Technological Innovation – Technology Fusion & the new R & D.

Module V  Core competencies in Technology and its Commercialization – Building Organization Culture – Cooperation between Government and Industry

Module VI  Coping with continuous change – The structure of the Japanese Innovation System.

**REFERENCES:**


**ADDITIONAL RESOURCES:** [www.cjlt.ca](http://www.cjlt.ca), [https://uwaterloo.ca/centre](https://uwaterloo.ca/centre)

**SEMESTER**  :  IV  
**COURSE CODE**  :  MGT- E-4421  
**COURSE TITLE**  :  TECHNOLOGY MANAGEMENT  
**CREDITS**  :  2

**AIM:** The aim of this subject is to acquaint the students with the management of technology, various science and technology policies, technology forecasting and technology choice and evaluation.

**OBJECTIVES:** The course introduces to technology management, technology forecasting, technology choice and evaluation, technology transfer and acquisition and technology absorption and innovation.

**COURSE CONTENT:**
Module I  Technology management: Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, Social, legal, political aspects, methods or techniques for analysis – steps involved. Technology policy strategy: Science and technology policy of India, implications to industry.


Module III  Technology Choice and Evaluation: Methods of analyzing alternate technologies, techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.

Module IV  Technology Transfer and Acquisition: Import regulations, Implications of ‘Uruguay Round’, and WTO, Bargaining process, Transfer option, MOU

Module V  Technology adoption and Productivity: adopting technology-human interactions, Organizational redesign and re-engineering, Technology productivity.

Module VI  Technology Absorption and Innovation: present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/Improved technologies, Innovations – Technology Audit.

REFERENCES:
1. Utterback, James, mastering the Dynamics of Innovation, Harvard Business School Press,2010

ADDITIONAL RESOURCES: ocw.mit.edu, ocw.mit.edu

SEMESTER : IV
COURSE CODE : MGT- E-4422
COURSE TITLE : RETAIL BRAND MANAGEMENT
CREDITS : 2

AIM: To explore the various issues related to Brand Management and to enhance the understanding and appreciation of the same.

OBJECTIVES: Describes in detail of perceptions and branding, brand protection, Globalization and retail brands.

COURSE CONTENT:


REFERENCES:

1. Brands and branding – Rita Cliffton and John Simmons – Profile books Ltd, 2004


SEMESTER : IV
COURSE CODE : MGT- E-4423
COURSE TITLE : CUSTOMER RELATIONSHIP MANAGEMENT IN RETAILING
CREDITS : 2

AIM: To introduce the importance of CRM and its usefulness in retailing.

OBJECTIVES: The course contains Relationship marketing, principles of customer research, customer service and understanding and managing customer expectations.

COURSE CONTENT:


Module IV Principles of customer research – Using internal information sources – Using Customer data, Data warehousing and data mining.

Module V Segmentation and targeting – identifying cost effective external information sources: Published data – Using the Internet, Market research.

Module VI Understanding and managing customer expectations – Developing customer confidence – Building relationships by adding value to customers cost effectively – Managing customer contact strategies – Dealing with difficult situations – Measuring performance of CRM – Future of CRM.

REFERENCES:


SEMESTER : IV
COURSE CODE : MGT- E-4424
COURSE TITLE : MALL MANAGEMENT
CREDITS : 2

AIM: To understand the concept of Malls and the commercial lease terms and components and the risks involved in managing the malls.

OBJECTIVES: The course describes an overview of retail and mall management, maintenance management and a review of commercial lease.it also deals with a comparison of international and Indian malls.

COURSE CONTENT:

Module I Global Overview of Retail and Mall Management – Introduction to Malls – Comparison of international malls and Indian malls.

Module II Malls in India – Corporate malls – Site Selection Process.

Module III Understanding and review of commercial lease – tenant mix – Marketing Planning and Branding of Malls – Case studies of branding of malls.

Module IV Maintenance management: issues and strategies – Preventive and break down maintenance – Leasing and outsourcing.

Module V HRM in mall management – recruitment and selection, training, motivation and evaluation, retail operations – HRM planning and organizational structure.


REFERENCES:
AIM: The course seeks to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

OBJECTIVES: This course deals with cross cultural negotiations, leadership decision making and global management. International global business operations with cultural adjustment and cultural shocks are also elaborated.

COURSE CONTENT:

Module I Concept of Culture in Business Context – Organizational Culture and Climate – Theoretical Foundation of Cross Cultural Management (CCM) – Cultural background of business stakeholders (managers, employees, shareholders, suppliers and customers) – An Analytical frame work – Human and Cultural Variables in Global Organizations.

Module II Cultural and Global Management – Elements and Processes of Communication across Cultures – Communication Strategies – Indian MNCs and Foreign MNCs

Module III Cross Cultural difference and implications in managerial decisions – performance Winning Team and Cultures – Cultural Implications for Teams.


Module V Cross Cultural leadership and Decision making – Cross Cultural setting and HR practices – staffing, training, motivations, leading, Developing the values and behaviours necessary to build high-performance organizations personnel.


REFERENCES:

AIM: To impart the fundamental principles of international economics and monetary system and different foreign exchange markets.

OBJECTIVES: This course deals with international economics and discusses about exchange rates, interest rates, fixed exchange rate and foreign exchange intervention. Floating exchange rates and macroeconomic policies are also detailed.

COURSE CONTENT:

Module I  What is International Economics about? – Basis of international trade theory – Has the growth of newly Industrializing countries hurt advanced countries? – Imperfect competition and international trade

Module II  The economics of dumping – Instruments of trade policy – Political economy of trade policy – theory of customs union.


Module IV  Money, interest rates and exchange rates – price level and exchange rate in the long run – Output and exchange rate in the short run.


Module VI  Macro economic policy and coordination under floating exchange rate – Optimum currency areas and European experience – Asian Financial crisis.

REFERENCES:


ADDITIONAL RESOURCES: ocw.mit.edu, www.economicsnetwork.ac.uk

SEMESTER : IV
COURSE CODE : MGT- E-4427
COURSE TITLE : WAREHOUSING, PACKING AND MATERIALS HANDLING
CREDITS : 2

AIM: To acquaint the student with the awareness on the need for warehousing, methods including the packing and materials handling.
OBJECTIVES: The course provides introduction to warehousing, site selection, maintenance, packing materials and material handling equipments.
**COURSE CONTENT:**
Module I Introduction to Warehousing- Functionality of warehouse- Production Support Warehousing- methods- Site selection and layout management
Module II Classification of warehouses- Warehouse operations: design, safety and Preventive maintenance- warehouse equipments.
Module III Packing: importance and scope- Packing methods- Types of Pallets-
Module IV Packaging-Modern methods- importance in materials efficiency
Module V Materials handling: Guidelines and principles- equipments- issues-challenges
Module VI Marine insurance: characteristics- contracts and warranties-assignment of policy -rights of insurer on payment

**REFERENCES:**
2. Ailawadi C Sathish & Rakesh Singh, LOGISTICS MANAGEMENT, Prentice Hall, India, 2005

**ADDITIONAL RESOURCES:**
Bolton, “Effective Demand Management – Are you limiting the performance of your own supply chain?” Strategic Supply Chain Alignment, pp. 138-156.
Marine insurance by Solomon Stephen Huebner (Nabu Press)

**SEMESTER** : IV
**COURSE CODE** : MGT –E-4428
**COURSE TITLE** : OUTSOURCING AND LOGISTICS SERVICE PROVIDERS
**CREDITS** : 2

**AIM:** To acquaint the student with the awareness on the need for outsourcing and the importance of suppliers and vendors.

**OBJECTIVES:** The course offers introduction to outsourcing, vendor rating, logistic service providers, logistics alliances etc.

**COURSE CONTENT:**
Module I Outsourcing: Introduction, need and importance- Lean companies- Preparation of outsourcing contract.
Module II Suppliers and vendors: Rating- methods- Challenges and opportunities in Global outsourcing- Modern logistics concepts.
Module III Evaluation and revolution of logistics and supply chain management
Module IV Logistic Service providers (LSP): Roles and responsibilities.
Module V Difference between global, national and local LSPs-need and selection – LSAM Alliances- Risks of logistics alliances.
Module VI Performance evaluation of LSP- Benchmarking- International contracts:
AIM: To acquaint the student with the awareness on the emerging area of Logistics information systems and its relevance to logistics operations.

OBJECTIVES: The course gives introduction to LIS, LIS architecture, information forecasting and use, effective use of the same in supply chain and logistics.

COURSE CONTENT:
Module I Logistics Information Systems (LIS)-Meaning & Need Forms-LIS-Definition-Information functionality - activities involved in transaction system-Principles of designing or evaluating LIS applications

Module II LIS Architecture-components-Two forms of activities; Planning & co-ordination flows & operating flows - Flow and use of integrated logistics information.

Module III Information forecasting: Definition-Process-component-characteristic of forecast compound approaches-forecast techniques-Forecast error.


Module V Information Technology for supply chain management - Bull whip effect-IT in supply chain

Module VI Business Process Reengineering-enterprise resource planning-EDI-Problems with EDI-Impact of Internet on SCM.
1. Logistics David J. Bloomberg, Stephen LeMay, Prentice-Hall of India, 2005
2. Logistics, Donald Waters, Macmillan, New York, 2004
5. Realizing e-business with application service providers, Louis Columbus, LWC publication, 2000

ADDITIONAL RESOURCES:
https://scm.ncsu.edu/scm-articles/article/logistics-information-systems
https://www.pomsmeetings.org/confproceedings/001/papers/gop-02.2.pdf

SEMESTER : IV
COURSE CODE : MGT- D-541
COURSE TITLE : DISSERTATION
CREDITS : 5

After the completion of the third semester examination, the students will start the project work on their desired area and undertake the same for a period of 2 months during January-February. They will report to the department after the project for the classes for the fourth semester.

The project is an essential requirement and integral part of the curriculum for successful completion of the programme. The project aims at developing insight and capabilities in the students for in depth study, research, interpretation, and analysis on the chosen/allotted topic.

Selection of Project Topic

Project topic has to be selected with respect to the major specialization chosen by the student. Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. Project work should be either a Field Survey study, Comprehensive Case study on the functioning of a business organization, Inter-organizational study, application of optimization techniques for business decisions, computer systems development for business operations. After collecting the necessary information from primary and secondary sources, frequent visits to select companies/organizations and administering questionnaire/Interview schedules, if any, the students are advised to discuss with their Project Guides for necessary directions on how to tabulate and analyze the data, application of statistical tools, testing of hypotheses if any, etc. and then prepare a plan of chapterization to prepare the Project Report.