

ANNEXURE-2



OP JINDAL UNIVERSITY

**Scheme & Syllabus
of**

**Master OF Business Administration
[MBA]**

(Two Years Full Time Programme)

Programme Structure 2019-2021

PROGRAMME STRUCTURE

FIRST SEMESTER

Course Code	Course Title	P.R.E.	E.C.	Total Marks	Credits
MGT 101	Principles & Practices of Management	30	70	100	4
MGT 102	Quantitative Techniques For Managers	30	70	100	4
MGT 103	Managerial Economics	30	70	100	4
MGT 104	Managerial Accounting	30	70	100	4
MGT 105	Organizational Behavior	30	70	100	4
MGT 106	Business Communication	30	70	100	3
MGT 107	Information Technology For Managers	30	70	100	4
MGT 108	Quantitative Techniques Lab		50	50	1
MGT 109	Information Technology Lab		50	50	1
	Total	210	590	800	29

SECOND SEMESTER

Course Code	Course Title	P.R.E	E.C.	Total Marks	Credits
MGT 201	Marketing Management	30	70	100	4
MGT 202	Business Research	30	70	100	4
MGT 203	Corporate Finance	30	70	100	4
MGT 204	Operation Management	30	70	100	4
MGT 205	Human Resources Management	30	70	100	4
MGT 206	Legal Environment of Business	30	70	100	4
MGT 207	Business Environment & Sustainability	30	70	100	3
MGT 208	Research Lab		50	50	1
MGT 209	Campus to Corporate Lab		50	50	1
	Total	210	590	800	29

THIRD SEMESTER

Course Code	Course Title	P.R.E	E.C	Total Marks	Credits
MGT 301	Business Ethics & Corporate Social Responsibility	30	70	100	4
MGT 302	Entrepreneurship & Innovation	30	70	100	4
MGT 303	E-Business	30	70	100	4
	Elective-1	30	70	100	4
	Elective-2	30	70	100	4
	Elective-3	30	70	100	4
MGT 304	Summer Internship Project	-	100	100	6
	Total	180	520	700	30

FOURTH SEMESTER

Course Code	Course Title	P.R.E.	E.C.	Total Marks	Credits
MGT 401	Strategic Management	30	70	100	4
MGT 402	International Business	30	70	100	4
MGT 403	Business Analytics	30	70	100	4
	Elective-1	30	70	100	4
	Elective-2	30	70	100	4
	Elective-3	30	70	100	4
MGT 404	LEAP	30	70	100	3
MGT 405	Master Thesis		100	100	3
	Total	210	590	800	30

THIRD SEMESTER ELECTIVES

Human Resource Management

Course Code	Specializations	Course Title	P.R.E.	E.C.	Total Marks	Credits
HRM 301	Human Resource	Strategic Human Resource Management	30	70	100	4
HRM 302	Human Resource	Industrial Relations & Labour Laws	30	70	100	4

Marketing

Course Code	Specializations	Course Title	Internal Marks	External Marks	Total Marks	Credits
MKT 301	Marketing	Consumer Behavior	30	70	100	4
MKT 302	Marketing	Advertising & Brand Management	30	70	100	4

Finance

Course Code	Specializations	Course Title	Internal Marks	External Marks	Total Marks	Credits
FIN 301	Finance	Securities Analysis & Portfolio Management	30	70	100	4
FIN 302	Finance	Personal Financial Planning	30	70	100	4

Operation

Course Code	Specializations	Course Title	P.R.E.	E.C.	Total Marks	Credits
OM301	Operation	Logistics & Supply Chain Management	30	70	100	4
OM 302	Operation	Total Quality Management	30	70	100	4

FOURTH SEMESTER ELECTIVES

Human Resource Management

Course Code	Specializations	Course Title	P.R.E.	E.C.	Total Marks	Credits
HRM 401	Human Resource	International Human Resource Management	30	70	100	4
HRM 402	Human Resource	Human Resource Analytics	30	70	100	4

Marketing

Course Code	Specializations	Course Title	P.R.E	E.C.	Total Marks	Credits
MKT 401	Marketing	B2B Marketing	30	70	100	4
MKT 402	Marketing	Services & Retail Marketing	30	70	100	4

Finance

Course Code	Specializations	Course Title	P.R.E.	E.C.	Total Marks	Credits
FIN 401	Finance	Financial Derivatives	30	70	100	4
FIN 402	Finance	Financial Services	30	70	100	4

Operation

Course Code	Specializations	Course Title	P.R.E.	E.C.	Total Marks	Credits
OM 401	Operation	Project Management	30	70	100	4
OM 402	Operation	Service Operation Management	30	70	100	4

FIRST SEMESTER

MGT-101: Principle and Practice of Management

Credit-4

Course Objective: The objective of this paper is to make the students familiar with the different organizational structures and systems.

Unit – I: Nature and Functions of Management

Importance of Management, Concept of Management, Functions of Management- planning, organizing, directing, controlling, innovating, representing, Level of Management, Role of a manager. Development of Management Thoughts- classical approach and neo-classical approach.

Unit – II: Decision-making and Business Forecasting

Meaning of Decision, Types of decision, Environment of decision making, Difficulties in decision making, Business Forecasting- meaning of forecasting, classification of forecasting, methods of forecasting

Unit – III: Organizational Structure

Classification of organization, Process of organizing, Span of management, Principles of organization, Structure of organization, Informal Organization-Types of informal organization, benefits of informal organization, Group dynamics

Unit – IV: Managerial Control

Sources of formal authority, Line & Staff authority, Delegation of authority, Decentralization, Empowerment, Need of control system, Benefits of control, Essential of effective control system, Steps in Control Process, Problem and Controlling techniques

Text Books:

1. P.C.Tripathy & P.N. Reddy- Principles of Management, McGraw Hill publication, New Delhi

Reference Books:

1. Hellriegel, Jackson & Slocum - Management – A competency based approach, Thomson Asia Pte Ltd, Bangalore
2. VSP Rao – Management Text & Cases, Excel Books, New Delhi

MGT 102: Quantitative Techniques for Managers

Credit – 4

Course Objective: This course will introduce concepts and fundamentals of basic quantitative techniques for decision making in business. These techniques include data collection, description, and presentation, waiting line analysis, etc.

Unit-I: Introduction to Basic Statistics and Summarizing Data

Introduction to Basic Statistics: Definition of statistics, Business uses of statistics, differentiate between descriptive and inferential statistics, Distinguish between nominal, ordinal, interval and ratio levels of measurement. Summarizing Data: Organize raw data into a frequency distribution, Portray the frequency distribution in a histogram, a frequency polygon, or a cumulative frequency polygon, Develop a stem and leaf display, Present data using such common graphic techniques as line charts, bar charts, and pie charts, Calculation of mean, median and mode, Characteristics, uses, advantages and disadvantages of each measure of central tendency, Position of mean, median and mode for symmetrical distribution and skewed distribution, Compute the range, variance, standard deviation

Unit-II: Discrete Probability Distributions and Normal Probability Distribution

Discrete Probability Distributions: Define probability distribution, Distinguish between a discrete and continuous probability distribution, Calculation of the mean, median, mode, variance and standard deviation of a discrete probability distributions, Characteristics of a binomial and Poisson distributions. Normal Probability Distribution: Need for sampling, sampling techniques, sampling error, Define and construct a sampling distribution of sample means, calculate point estimates and confidence intervals for means and proportions, Central limit theorem, determine sample size for means and proportions.

Unit-III: Tests of Hypothesis: Small and Large Samples

Tests of Hypothesis: Hypothesis testing: Concept and procedure, null and alternate, Hypothesis testing: One and two tail tests, Hypothesis testing: Two population means, Hypothesis testing: Two population proportions. Student's t Test: Small Samples: Characteristics of Student's t test, Hypothesis: One and two tail tests, Hypothesis testing: Two population means, Hypothesis testing: Two population proportions, Hypothesis testing: Paired observations.

Unit-IV: Correlation and Regression analysis and Introduction to Operation Research Methods

Correlation and Regression analysis: Two variable models - correlation, coefficient of correlation, simple linear regression model, Least square method, standard error and inference about regression parameters. Analysis of Nominal-Level Data: Characteristics of the Chi-square distribution, Chi-square test-contingency table, Goodness of fit test. Operation Research Methods: Definition of management science, uses of management science in decision making, Concepts of Modeling, explain objective functions and constraints of a model, show graphical solution method, explain related terminology, Understand special cases of LP.

Text Books:

1. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
2. Quantitative Methods for Business by Anderson, Sweeney, Williams, Camm, Martin, 12 th Edition

MGT 103: Managerial Economics

Credit-4

Course Objective: To familiarizes the students with various micro and macroeconomic behavior in an organizational setup which will facilitate in the decision making process.

Unit-I: Demand and Supply Analysis

Introduction to Managerial Economics, Demand Analysis for Decision Making-Determinants of demand, Law of demand, Law of supply; movement and shift of supply curve; elasticity of demand, demand estimation, demand forecasting. Production Analysis, Laws of Return to scale, (Emphasis to be given on analyzing managerial implications and solving simple numerical problems).

Unit –II: Cost and Pricing Analysis

Cost Concepts (Opportunity cost, Explicit, Implicit, Marginal, Incremental, Fixed and Variable, Sunk, Controllable and uncontrollable cost), short run and long run cost functions, Price and output decisions under different markets (Perfect, monopoly monopolistic and oligopoly). Methods of Price determination, Price discrimination, dumping.

Unit –III: Macroeconomic policy

An overview of macroeconomic policy, a circular flow of Income, Methods of measuring National income, Concepts of Consumption, Savings and Investment. Determinants of Consumption and Savings.

Unit –IV: Business Cycle

Causes of Inflation and Deflation; Business cycle, consequences and measures to solve the problems of business cycle. An introduction to International Trade, Foreign exchanges, Balance of payments,

Text Books:

1. S.P.S. Chauhan-Micro Economics An Advanced Treatise-PHI
2. P.L.Mehta - Managerial Economics- Sultan Chand
3. Peterson, Jain - Managerial Economics- Pearson
4. Shapiro - Macro Economics, Tata McGraw Hill

Reference Book:

1. R. Froyen- Macro Economics, Pearson

MGT 104: Managerial Accounting

Credit-4

Course Objective: The objective of this course is to enable students understand accounting concepts, tools and technique used for taking managerial decisions.

Unit-I: Accounting Concepts and Accounting Process

Introduction Nature, scope and importance of financial accounting, Generally Accepted

Accounting Principles, Accounting cycle and accounting equation, GAAP and accounting standards-Indian and IFRS,. Accounting Equation: Journal, Ledger and subsidiary Books.

Unit-II: Preparation of Financial Statement

Final Accounts: Preparation of Trial Balance, Profit and loss account and Balance Sheet, Accounting for issue of shares and debentures, Final accounts of companies- an overview profit and loss A/c Balance Sheet

Unit-III Analysis and Interpretation of Financial Statement

Analysis Financial Statements: Horizontal, Vertical, Trend Analysis, Ratio analysis, Cash Flow analysis.

Unit-IV: Introduction to Management Accounting

Introduction to Management accounting, Objectives, nature and scope of financial accounting cost accounting and management accounting ..Management Accounting and managerial decisions. Management accountant's position, role and responsibilities. Responsibility Centers:: Meaning and significance of responsibility accounting responsibility centers- cost center, profit center and investment center . Objective and determinants of responsibility centers. Cost concept and cost classifications.

Unit-V: Marginal Costing

Marginal Costing and Break-even Analysis: Concept of marginal cost Marginal costing and

absorption costing, Cost volume-profit analysis, Break-even analysis. Decisions regarding sales-mix make or buy decisions and discontinuation of a product line etc.

Text Books:

1. Narayanaswamy.R: Financial Accounting: A managerial perspective, Prentice Hall, Delhi.
2. Jawahar Lal: Cost Accounting, Tata McGraw Hill.

Reference Books:

1. Warren C.S and P.E Fess: Principles of financial and Managerial Accounting , South-Western, Ohio.
2. Tulsian: Financial Accounting, Pearson Education, New Delhi.

MGT 105- Organizational Behavior
Credit: 04

Course Objective: The objective of the course is to familiarize the student with basic concepts in individual and group behavior.

Unit I: Introduction to OB: Understanding Human Behavior, Conceptual framework for understanding individual behavior as an input-output system, Biological foundation of Behavior, The dynamics of people and Organization; Comprehensive organizational behavior model; Determinants of organizational effectiveness; Biographical characteristics of individual behavior.

Unit II: Individual Dynamics: Personality, Perception, Motivation, Leadership, Emotional Intelligence, Learning

Unit III: Group Dynamics: Importance and Need for group formation, Intra-group & Inter-group processes and behaviour, Team building, Leadership

Unit IV: Organizational Dynamics: Organizational Culture & Climate, Organizational Structure & Job Design, Conflict, Power & Politics, Organizational Change & development, decision making.

Unit V: Transactional Analysis: Types and Methods. Types of Conflict, negotiation process and issues; Cooperation and Competition.

Text Books:

1. Robbins S.P., Organizational Behaviour, New Delhi, PHI.
2. Luthans Fred: Organizational Behaviour, TMH New Delhi
3. Davis Keith, Human Behaviour at Work, TMH, New Delhi

Reference Books:

1. Nelson, Quick, Khandelwal, Organizational Behavior, Cengage Learning.
2. Singh, Dalip, Emotional Intelligence at Work, Response Books, Sage Publications, Delhi.
3. Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
4. Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
5. Greenberg & Baron, Behavior in Organization, 2004 Pearson India.
6. L.M. Prasad, Behavioral Science,
7. Chakraborty S.K Foundations of Managerial Work Contribution from Indian Thought, HPH, New Delhi.

MGT106: Business Communication

Credit-3

Course Objectives: This course intends to develop good communication skills- oral and written both in students for their future jobs and endeavors in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

Unit -I :Introduction

Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Oral Communication, principles of successful oral communication.

Unit- II: Business Correspondence:

Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique. Introduction to business letters, Types of business letter, Structure and Layout of business letter, Writing Resume'/CV & Application Letter, Cover Letter, Thank You Letter, Letter of Complaint, Notice, Circular, Memos.

Unit- III: Business Proposals and Reports

Quotation and Tenders, Project proposals- characteristics and structure, proposal writing; Reports: definition & purpose, types of business reports, reports writing-Structure, abstract - executive summary-recommendation.

Unit- IV : Cross-Cultural communication:

Introduction, Concept of Cross-cultural Communication, Different Communication Styles, Blocks to cross-cultural communication, Challenges of Cross-cultural Communication, Cross-cultural Communication at Workplace, Improving Cross-cultural Communication skills at workplace.

Unit –V: Corporate communication:

Introduction, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication.

Text Books:

1. Jeff Butterfield, Soft Skills for Everyone, CENAGE LEARNING, Delhi, 2014
2. Sanjay Kumar and Pushp Lata, Communication Skills, New Delhi: Oxford University Press, 2011
3. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill,3rd Edition)

Reference Books:

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication: Theory & Application (Tata Mc Grow Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)

MGT 107: Information Technology for Manager

Credit-4

Course Objective: Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management and exchange through net.

Unit – I: Computer organization: Introduction, components, classification, capabilities characteristics & limitations. Operating systems; storage devices; application of computer in Business, Computer Languages.

Unit – II: Use of MS-Office: Basics of MS-Word, MS-Excel and MS-Power Point; Applications in documentation preparation and making reports; preparation of questionnaires, presentations, tables and graphs.

Unit – III: Internet: Internetworking, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, Analog & Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, Network Applications. E-mail.

Unit- IV: Introduction to database: Concept, characteristics, objectives, Advantage & limitations, entity, attribute, schema, subschema.

Text Books:

1. Leon & Leon Introduction to Computers, Vikas publishing House, New Delhi.
2. June Jamrich Parsons, Computer Concepts 7th Edition, Thomson Learning, Bombay.
3. Comer 4e, Computer networks and Internet, Pearson Education.
4. White, Data Communications & Computers Network, Thomson Learning Bombay.

MGT 108 : Quantitative Lab

Credit – 1

Course Objective:

An integral part of the managerial approach focuses on the quality of products manufactured or services provided by an organization. This approach requires the application of certain statistical methods and statistical thinking by the management of the organization. The objective of this Lab is to make the students familiar with some basic statistical techniques focusing their applications in business decision making. For the completion of the course, five experiments have to be completed related to QT application through MS Excel application.

MGT 109 : Information Technology Lab

Credit – 1

Course Objective: To know the basic of MS Office application

Practice: MS Word: word basics, mail merge etc., MS Excel: Spreadsheet basics, functions, Model Building and Analysis with spreadsheets etc., MS Power Point: Presentation basics, Animation effects, etc. use of SPSS for simple frequency analysis. Internet browsing and its use for research. Practical use of Internet applications: E-mail.

SECOND SEMESTER

MGT-201: Marketing Management

Credi-4

Course Objective: The course throws lot of insight to major concepts and tools of marketing, the environment and how strategy savvy marketers make quick decisions, make adjustments to rapidly changing market conditions, lower costs and build relationships.

Unit-I :Overview of Marketing

Concept of marketing, Scope & Importance of marketing, Core marketing concept, Marketing strategy, Types of Market, Marketing strategies & plan, Marketing environment-immediate environment, macro environment.

Unit-II :Targeting the Marketplace

Segmentation, Targeting, Positioning, The STP process, Positioning methods, Marketing research-marketing research process, Consumer behavior- meaning, factors influence the consumer decision process, Consumer decision making process.

Unit-III: Product, Branding & Pricing

Types of products, Product mix and product line decision, New product development process, PLC strategy, Branding, Branding strategies, Packaging, Pricing objectives, methods and strategies

Unit-IV: Managing Promotion & Distribution

Communication process, AIDA model, elements of integrated marketing communication, Channel management- levels of channel, types of channel, channel management strategy, Channel motivation

Unit- V: Emerging Trend in Marketing

Global marketing, E-Marketing, Green Marketing, Social & Mobile marketing,

Text Books:

1. Grewal and Levy, Marketing, McGraw Hill Publication, New Delhi
2. Kotler Philip & Armstrong , Principles of Marketing, Pearson Education./PHI

Reference Books:

1. Arun Kumar, N Meenakshi, Marketing Management,VIKAS
2. V.S. Ramaswamy & S. Namkumari, A Text Book of Marketing Mangt., Macmillan
3. Philip Kotler,Keller,Koshy & Jha, Marketing Management, Pearson Education

MGT 202: Business Research

Credit-4

Course Objective: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Unit – I: Business Research Basics

Nature and scope of Business Research; Hierarchy of research, Identification of Research Problem; Statement of Research Objective & Hypothesis Formulation Research Question; Types of Business Research and Process; Research Designs – Exploratory, Descriptive, Experimental

Unit – II: Methods of Data Collection and Data Analysis

Research Tools – Questionnaire, Check List, Interview Schedule; Measurement & Scaling – Attitude Measurement, Sampling Methods – Probabilistic & Non Probabilistic Sampling, Sample Design & Procedures- Sample size Estimation, etc.

Unit – III: Data Analysis

Data Analysis and Interpretations: Frequency Distribution, Cross Tabulation and Hypothesis Testing, Univariate ('t' & 'z'), Bivariate (Anova, Chi-square), multiple regression, Factor analysis, Multi-Dimensional Scaling, Use of SPSS in data analysis.

Unit – IV: Research Documentation

Purpose (Research Application) and Types of Research Report; Structure of Research Report; Report Writing, Use of Tables and Figures,

Test Books:

1. Kothari, C.R., Research Methodology, New Age Interval Publishers,
2. Krishnaswamy K.N.,Sivakumar, Mathirajan, Management Research Methodology, Pearson,

Reference Books:

1. Boyd, Westfall-Marketing Research,
2. Cooper & Schindler, Business Research Methods, Tata & McGraw Hill,
3. Paneerselvam, R. Research Methodology, PHI, New Delhi

MGT 203: Corporate Finance

Credit-4

Course Objective: To familiarize the students with the concepts of Corporate Finance.

Unit-I:

Discounted cash flow concept, time value of money, annuity, perpetuity, growing annuity and perpetuity, loan amortization, Valuation of equity, estimation of discounting rate, valuation of bond, yield to maturity, bond pricing using spreadsheet, clean and dirty price.

Unit-II:

Capital Budgeting: Net present value method, Internal rate of return method, Profitability index method, Payback period method, estimation of cash flow and discounting rate, what can be the discounting rate? advantages and disadvantages of each method, hurdle rate, multiple IRRs, Risk and return, Capital gain yield, dividend yield, holding period return, average returns, measures of risk, Portfolio return and risk, systematic risk, unsystematic risk, optimal portfolio, efficient frontier, capital allocation line, Capital Asset Pricing Model, Capital Market Line, Beta, Expected return of a security and cost of capital, Market risk premium.

Unit-III:

Cost of Capital, cost of equity capital using CAPM, Security Market Line, Dividend discount model, cost of debt, cost of preference share, weighted average cost of capital. Capital structure, EBIT-EPS analysis, Modigliani and Miller Model, assumptions, MM propositions (with and without tax), Signaling theory, Agency cost of equity, Pecking-order theory, factors affecting capital structure.

Unit-IV:

Dividend Policy, types of payouts, process of cash dividend, price reaction to cash dividend in a perfect world, Irrelevance of dividend policy, stock repurchase vs dividend, taxes and dividend, firms with sufficient and insufficient cash, the Clientele effect, stock dividends. Working Capital Management, Gross and Net concept of working capital, Operating cycle, conversion periods, turnover ratios, fixed and variable working capital, working capital financing policies: matching, conservative and aggressive approach, Cash management, Inventory management, Receivable and Payable Management.

Relevant case studies should be covered in each major topic.

Use of spreadsheet should be encouraged, wherever possible.

Text Books:

1. Ross, Westerfield, Jaffe – Corporate Finance, McGraw Hill Publication.
2. Brealey, Myers – Principles of Corporate Finance, McGraw Hill Publication.

Reference Books:

1. Prasanna Chandra – Financial Management, McGraw Hill Publication
2. Sharpe, W. F. (1964). Capital asset prices: A theory of market equilibrium under conditions of risk. The journal of finance, 19(3), 425-442.

MGT 204: Operation Management

Credit-4

Course Objective: This course will introduce concepts and fundamentals of basic operations management for decision making in business.

Unit-I Introduction of Operations Management, operations Strategy and Productivity

Introduction of Operations Management: Define the terms operations management and supply chain, identify similarities and differences between production and service operations, Explain the importance of learning about operations management, Identify the three major functional areas of organizations and describe how they interrelate, describe the operations function and the nature of the operations manager's job, and explain the key aspects of operations management decision making. Operations Strategy and Productivity: Name several reasons that business organizations fail, define the term productivity and explain why it is important to organizations and to countries, describe several factors that affect productivity, problems on productivity

Unit-II Forecasting Method and testing the accuracy for forecasting

Forecasting Method: List features common to all forecasts, List the elements of a good forecast, describe qualitative forecasting techniques, Describe quantitative forecasting techniques, Problems. Testing accuracy for forecasting: MAD, MAPD, cumulative forecasting, construct control charts and use them to monitor forecast errors, Describe the key factors and trade-offs to consider when choosing a forecasting technique, Problems.

Unit-III Product design, Service Design, and Strategic Capacity Planning

Product and Service design: explain the strategic importance of product and service design, describe what product and service design does, name the key questions of product and service design, identify some reasons for design or redesign, list some of the main sources of design ideas, quality function deployment. Strategic Capacity Planning: explain the importance of capacity planning, describe ways of defining and measuring capacity, name several determinants of effective capacity, discuss factors to consider when deciding whether to operate in-house or outsource, describe the steps that are used to resolve constraint issues, briefly describe approaches that are useful for evaluating capacity alternatives.

Unit-IV Process and Location Selection, and Aggregate Production Planning

Process Selection: compare the four basic processing types, explain the need for management of technology, solve simple line-balancing problems, develop simple process layouts. Location Selection: explain why location decisions are important, use the techniques presented to evaluate location alternatives, problems based on selection of best locations. Aggregate Production Planning: An Overview of Aggregate Planning, demand and Supply Options under Aggregate Planning, discuss decision-making for aggregate planning, the Master Scheduling Process, inventory Management: describe the main functions of inventories, explain periodic and perpetual review systems, selective approach of Inventory Management, describe the basic EOQ model and its assumptions and solve typical problems

Text Books:

1. Senthil. M, Production & Operations Management, Pearson Education.
2. Monks, Joseph G, Operations Management, McGraw Hill International.

MGT 205: Human Resource Management

Credit-4

Course Objectives: The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

Unit- I Introduction to Human Resource Management

Nature and scope of HRM, HRM functions, HRM models, understanding concepts of Personnel Management, Human Resource Development and Strategic Human Resource Management, HR Environment, Changing Role of HR.

Unit- II Acquiring HR

Human Resource Planning, Job Analysis, Recruitment, Selection, Placement and Socialization – Induction & Orientation

Unit- III Managing HR

Training and Development, Performance Appraisal & Performance Management, Potential Appraisal, Career Planning & Development, Succession Planning, Job Evaluation & Compensation Management

Unit-IV Maintaining HR

Quality of Worklife, Work Life Balance, Work Stress & Counseling, Employee Welfare, Employee Empowerment, Employee Engagement, Overview of Industrial Relations

Unit- V Emerging Trends in HRM

Overview of Human Resource Information System (HRIS), Strategic HRM, HR Audit, HR Accounting, IHRM Practices, Hr Balanced Scorecard, Human Resource Outsourcing, Human Capital Management

Text Books:

1. Aswathappa. K, Human Resource Management - Text & Cases, (6th Edn.), McGraw Hill, New Delhi
2. Dessler G , Human Resource Management, Pearson Education, India

Reference Books:

1. Mathis R L and Jackson J H, Human Resource Management, (10th Edn.) Cengage Learning, Indian Print.
2. Snell S and Bohlander G, Human Resource Management, Cengage Learning (Thomson Learning), Indian Edition

MGT 206: Legal Environment of Business

Credit-4

Course Objectives: The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

Unit- I: Indian Contract Act, 1872: Nature of Contract, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Performance of Contract, Discharge of Contract, Remedies for Breach of Contract. Special Contract: Indemnity and Guarantee.

Sale of Goods Act, 1930: Formation of Contract of Sale: Contract of Sale of Goods, Sale and Agreement to Sell Distinction, Sale and Hire-purchase Agreement, Subject matter of Contract of Sale: Effect of Destruction of Goods, document of Title to Goods

Unit- II: Patent law: Application for patents, procedure for grants of patents, working of patents, compulsory licenses and revocation, renewal of lapsed patents.

Law relating to consumer protection: Consumer and consumer dispute- consumer protection courts – consumer dispute redressal agencies

Unit- III: The Partnership Act, 1932: Definition, Partnership Distinguished from other relationship, Formation of Partnership, Duration of Partnership, registration of Firm, Procedure of Registration of Firms, effects of Non-Registration

Unit- IV: The Companies Act, 1956: Definition of Company, Nature of Company, Kinds of Companies, Formation and Incorporation of Company, Memorandum of Association, Articles of Association, Prospectus, membership in a Company

Unit- V: The Negotiable Instruments Act, 1881

Information Technology Act, 2000: Digital signature, electronic governance, electronic records and cyber laws.

Text Books:

1. N D Kapur, Mercantile Law
2. Gulshan SS , Elements of Mercantile Law, Excel Books, N. Delhi.
3. Kuchhal MS ,Business Law, Vikas Publication

Reference Books:

1. Tulsian PC, Relevance of Business Law, Tata McGraw Hills.
2. Singh Avtar, Elements of Mercantile Law, S.Chand & Sons.

MGT 207: Business Environment & Sustainability

Credit-3

Course Objective: A sound understanding of economic environment is essential for the long term success of any business. In today's fast changing and dynamic business environment and it is essential for students to relate the factors (internal/external) and gain better exposure in view of the changes.

Unit-I: Business Environment

Meaning and characteristics of Business Environment, Micro environment: Value premises, Internal Power structure, connectivity. Macro Business Environment: Domestic and Global macro economic environment.

Unit-II: Economic and Technological Environment

Nature of Economic environment, Structure of economy, changes in sectoral composition of GDP and Occupation structure. Economic policies, Economic stability and instability, Economic opportunities and threats. Determinants of Technological Environment, Indicators of Technological progress, Technology and Economic Growth, Production function and technology and Choice of Techniques.

Unit-III: Economic Planning and Development

India's Economic system, India's Development strategies- Objectives and assessment of Indian economic planning, Industrial development policy, New economic policy – Liberalization, Privatization, Globalization.

Unit-IV: Sociocultural Environment and Sustainable Development

Society and Business, Social class structure, Social mobility, Types of society. Meaning of Culture, Factors influencing culture, Culture gaps and International business, Demographic characteristics and business, Demographic transition and Business decisions. Meaning of sustainable development and economic growth.

Text Books:

1. B.N. Ghosh-Business Environment, Oxford Higher Education.
2. Paul, Justin-Business Environment, Tata McGraw Hill Company.
3. Shaikh, Salim, Business Environment, Pearson, New Delhi.

MGT 208: Research Lab

Credit-1

Course Objective:

- Use of SPSS in Business Research
- Variables specification and Data Entry
- Descriptive Statistics
- Test of Significance of group differences
- Multivariate Analysis.

MGT 209: Campus to Corporate Lab

Credit –1

Course Objectives:

- Presentation skill
- Corporate dressing & Posture
- Corporate etiquettes
- Dining etiquettes
- Meeting etiquettes
- Impression Management

THIRD SEMESTER

MGT301: Business Ethics & Corporate Social Responsibility
Credit-4

Course Objective: The main objective of this course is to familiarize students with the basic skills concerning business ethics and corporate social responsibility which are relevant to the contemporary business environment. The course will enhance students' awareness and understanding of the nature of business ethics in the Indian as well as global business environment; and increase students' awareness of the challenges of business social responsibility.

Unit-I: Definition & nature of Business ethics, Characteristics, Ethical theories; Relevance of ethics and values in business; Causes of unethical behavior; Work ethics; Code of conduct; Public good.

Unit-II: Management of Ethics - Ethics analysis, Ethical dilemma; Ethics in practice- ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Competitiveness, organizational size, profitability and ethics; Business and ecological/ environmental issues in the Indian context and case studies.

Unit-III: Overview of CSR- Philanthropy; Conventional and Strategic; Environmental issues; Social issues; Ethical and Governance issues. Corporate Social responsibility- Social responsibility of a business firm; Social responsibility of business stakeholders (owners, employees, consumers and community); response of Indian firms towards CSR.

Unit-IV: CSR and Consumer Protection: Consumerism, unethical issues in functional aspects of management (sales, marketing and technology etc.); competitive strategy. Role of international trade and business organizations, Concept of Ombudsman.

Unit-V: Wider concept of social responsibility: Cost-benefit analysis of corporate social responsibility and good corporate citizenship (Social / moral obligations and survival). Case analysis of failure of leading corporate and top auditing firms due to lapses in ethical and social responsibilities.

Text Books :

1. Ghosh, B. N, Business Ethics and Corporate Governance, McGraw Hill Education
2. Fernando, A.C, Business Ethics and Corporate Governance, Pearson Education India; 2 edition (2012)

Reference Books:

1. Velasquez (2002) - Business Ethics - Concepts and Cases, Prentice Hall, 5th edition.
2. Baxi C.V. and Prasad Ajit (2005): Corporate Social Responsibility, Excel Books.
3. Kaur Tripat, Values & Ethics in Management, Galgotia Publications.
4. Chakraborty , Values and Ethics for Organizations, , OUP
5. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011

MGT 302: Entrepreneurship & Innovation

Credit-4

Course Objective: The aim of this course is to facilitate the development of skills and a knowledge base that will enhance the student's ability to more effectively understand, interpret and implement entrepreneurial acts and new venture creation. The objective is to prepare MBA students to start and nurture their own businesses.

Unit-I: The Entrepreneurial Perspective

What is entrepreneurship and why it is important. Historical roots, economic, sociological and psychological dimensions. Entrepreneurship and the entrepreneurial mindset, Characteristics and skills of an Entrepreneur. Corporate Entrepreneurship. Entrepreneurship as a management process. Planning and analysis - decision process. Entrepreneur as an organizational product.

Unit-II: Innovation and the Opportunity

Innovation and the Business Idea, Opportunities Recognition, Identifying and Evaluating business opportunities, Characteristics of business opportunities and feasibility. Definition and components of innovation; Types of innovations (Product, Process and system innovations); Understanding Innovation Process. Innovation strategies: Creative thinking and problem solving, models; Economics of innovation. Innovation inspired by nature. Commercialization requisites. Protecting the Idea – IPR.

Unit-III: The Business Plan & the Start-up

The Business Plan: creating and starting the venture, Business Model, The Marketing Plan, The Organizational Plan, The Financial Plan, The Operations Plan. Various forms of organization and issues involved in Doing Business in India. Legal Issues. Entrepreneurial Support: Policies, Business Incubation, Business Clusters. New Product Development: Types of New Products, New Product Development Process, The Adoption Process, Barriers to New Product Development. E-Business: E-Commerce and Marketing Strategies.

Unit-IV: Funding the Venture

Sources of Capital, Angel Investors, Venture Capital, Private Equity, Debt Capital and Going Public. Buying a Business: Challenges in Buying a Business, The Search, Process of Buying, Scrutiny, valuation, negotiation, Franchising

Unit-V: Launching and Growing the new Venture

Assessment of Innovation: Measuring Innovativeness of the firm; Managing a growing a venture, Strategies of Growth and Managing the Implications of Growth, Assessing resources for growth from external sources, Succession Planning, Strategies for Harvesting. Family Business in India, The Founder, The Next Generation, Entry of family Members, Non-family Members, Succession, Best Practices.

Project Presentations – Presentation of Business Plans

Text Books:

1. Robert D. Hisrich, Mathew J. Manimala, Michael P. Peters and Dean A Shepherd, Entrepreneurship, 9th edition, McGraw Education, 2014, New Delhi
2. Entrepreneur's Tool Kit: Tools & Techniques to launch and grow your business, Harvard business school press
3. Entrepreneurship by Rajeeb Roy, Oxford University Press.
4. Entrepreneurship Development by Vasant Desai, Himalaya Publishing House, New Delhi.
5. Timmons, J.A, New Venture Creation: Entrepreneurship for the 21st century. McGraw- Hill.

MGT 303: E-Business

Credit-4

Course Objective: The course is aim to develop an understanding of emerging E-Business with special reference to various issues and concerns imperative to implementation of E-Business strategies.

Unit-I: Overview of E-Business

Managing business electronically, E-Business and E-Commerce, Growth of E-Business in an organization, E-Business Vs Traditional business, Components of E-Business technology, impact of E-Business on industries

Unit- II :Websites

Building Website, Component of Website, Designing of Website, Types of Web Pages, Process of setting of Website, Role of EDI in E-Commerce, Different types of E-Commerce

Unit III: E-Payment

Types of electronic payment, the traditional payment system, the step of electronic payment system, net banking, m-wallets

Unit IV: Online Market

Online shopping – Online purchasing, electronic market, three models of electronic market, electronic market dimension, B2B market place , CRM, E-SCM

Unit- V: Digital Marketing

Introduction to Digital Marketing, Search engine optimization, email marketing, internet advertising, social media marketing

Text Book

1. E-Commerce by C.V.R. Murthy, Himalaya Publication.

Reference Books

1. E-Commerce Fundamental and Application by Chan, Lee, Dillon, Chang , Wiley
2. The Art of Digital Marketing by Ian Dodson, Wiley
3. E-Commerce – A Managerial Prospective by P.T. Joseph , PHI

MGT 304: Summer Internship Project

Credit – 6

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship programme can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, interdisciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc. In order to achieve these objectives, each student will maintain and submit a file (Internship File) and a report (Internship Report). The duration of the programme is 45 days.

HUMAN RESOURCE MANAGEMENT ELLECTIVES

HRM 301: Strategic Human Resource Management

Credit: 04

Course Objectives: This subject provides an understanding of the strategic contribution of the Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategic dimension so as to illustrate the concept of competitive advantage applied to human resources.

Unit I: Introduction to Strategic HRM: Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing Strategic HR plans and policies, Strategic Human Resource Environment

Unit II: Recruitment and Retention Strategies: Flexi Work Arrangements; Quality of work life; Work – life balance; Employee empowerment; Employee involvement; Virtual Organization

Unit III: Training and Development Strategies: Creating a learning organization; Competency mapping; Multi-Skilling Succession planning; Cross cultural training

Unit IV: Performance & Compensation Management Strategies: Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions; Performance based pay; Skill based pay; Team based pay, Broad banding; Profit sharing; Executive Compensation; Variable pay

Unit V: Retrenchment Strategies: Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early retirement plans; Project based employment

Text Books:

1. Agarawala Tanuja , Strategic Human Resource Management Oxford University Press.
2. Armstrong Michael, Strategic Human Resource Management: Strategy and Action, Kogan Page

Reference Books:

1. Mahey C and Salman G., Strategic Human Resource Management, Oxford Blackwell.
2. Mello Jeffrey A., Strategic Human Resource Management, Thompson Press Publishing.
3. Srinivas R. Kandula, Strategic Human Resource Development, Prentice Hall of India.

HRM 302 : Industrial Relations & Labour Laws

Credit: 04

Course Objectives:The objective of the course is to acquaint students with the main provisions of labour standards, concepts, institutions and approaches to industrial relations. The course will develop skills of dealing with unions, negotiating collective agreements and to identify approaches to promotion of sound labour management relations.

Unit- I: Introduction to Industrial Relations: Meaning and Objectives, Importance and approaches to Industrial Relations, Developing sound industrial Relations, Ethical Approaches to Industrial Relations. Procedure, Emergence and objectives of Labor laws and socio –economic environment.

Unit- II: Techniques to Industrial Relations: Workers participation in Management - Meaning, objectives, Essential Conditions, forms, Reasons for limited success and suggestions for improvement; Collective Bargaining - Meaning, Functions, Process and Prerequisites; Grievance - Definition, and Grievance Handling, Grievance Redressal Machinery, Disciplinary procedures- Meaning, Need and Procedure; Trade Unions: Meaning, Functions, Problems, Trade Unions Act, 1926.

Unit- III: Introduction to Labour Laws: Labour Law Origin - Purpose - Role of the State - Constitutional Provisions – Fundamental Rights and Directive Principles of State Policy

Unit- IV: Employment Related Laws: Factories Act, 1948, Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act 1947; Contract Labour (Regulation & Abolition) Act, 1970;

Unit- V: Employee Benefits and Social Security related laws: Payment of Gratuity Act, 1972: Provident Fund Act 1952, Workmen’s Compensation Act 1923, E.S.I.C. Act, 1948, Maternity Benefit Act 1961, The Apprentices Act 1961.

Text Books:

1. C.S. Venkata Ratnam Industrial Relations, Oxford Higher Education
2. Malik, P.L Industrial Law-Eastern Book company.
3. Mamoria, C.B. Dynamics of Industrial Relations, Himalaya Publishing House.

Reference Books:

1. Bagri, P.R. Law of Industrial Disputes,Kamal Law House.
2. Kumar, H.L. Labour Laws - Everybody Should Know, Universal Law Publishing Company
3. Malhotra, O.P. Law of Industrial Disputes, N.M. Tripathi Pvt. Ltd.

MARKETING ELLECTIVES

MKT 301: Consumer Behavior

Credit-4

Course Objective- The basic objective of this course is to develop and understanding about the consumer decision-making process and its applications in marketing function of firms

Unit- I : Consumer Behavior & Marketing Strategy- Application of consumer behavior, Market analysis components, Market segmentation, Nature of consumer behavior, Concept of culture, Cultural variation, Global culture

Unit- II : The changing society, Demography, Subculture, Family & Household, Group influence on consumer behavior, types of group, reference group, communication within group and opinion leader, Diffusion of innovation

Unit- III : Learning, memory's role in learning, Brand image and product positioning, motivational theory, Personality, Emotion in marketing, Attitude. & Lifestyle

Unit- IV: Consumer decision making process, Types of consumer decision making, Process of problem recognition, Making strategy and problem recognition, Information search, Alternative evaluation and selection, Outlet selection

Text Book:

Hawkins, Motherbaugh & Mookerjee, Consumer Behaviour- Building Marketing Strategy, McGraw Hill Publication, New Delhi

Reference Books:

1. Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson PHI.
2. Batra & Kazmi, Consumer Behavior, Excel Books

MKT 302 : Advertising & Brand Management

Credit-4

Course Objective – The course objective is to understand the theory of advertising and implement the strategy for the benefit of the firms.

Unit- I: Introduction: Definition, objectives, Functions and classification of advertising, Advertising Agency : Functions & structure of modern agency, functions of the advertising department and advertising manager. Client – Agency Relationship (CAR), Selection of agency.

Unit- II: Advertising as communication: advertising versus other forms of mass communication, planning the communication program, the communication mix, building of advertising program: Creative Strategy- Copy, message, advertising appeals, AIDA concept Creation and production in advertising: TV commercials, Radio Jingles, Print ads.

Unit-III: Advertising media, General and special characteristics of different media: Media planning, selection and evaluation, Measuring advertising effectiveness: The rationale of testing- pretesting, concurrent testing & post testing, opinion recognition and recall, inquiries and sales measures, measurement of print media E-Advertising.

Unit- IV: Branding: concepts, functions, branding decisions, brand positioning & extensions, brand prism (Joel Noel Kapferer), brand hierarchy, brand rituals & culture.

Unit-V: Brand leveraging strategies, Brand identity system, Brand valuation and equity, Building strong brands in Indian and international contexts, Importance of Branding in terms of product success

Text Books :

1. Keller Kevin, Strategic Brand Management, Pearson Education.
2. Batra, Myers & Aaker, - Advertising Management, Pearson education/PHI

FINANCE ELLECTIVES

FIN 301: Security Analysis and Portfolio Management

Credit-4

Course Objective: To familiarize the students with the concepts of Security Analysis and acquaint them to managing a portfolio.

Unit-I: Introduction to Investment Management, Financial assets, Risk and return, Holding period return, Average returns : arithmetic, geometric and dollar-weighted, effective annual return, return over a time period, return under different scenarios, measures of risk, Normal distribution and its importance, standardized returns, Value at Risk, risk premium, risk aversion, investor's degree of risk aversion, Sharpe ratio, inflation and interest rates, nominal and real interest rates.

Unit-II: Risk and return of a portfolio, capital allocation line, diversification and portfolio risk, systematic and unsystematic risk, three rules of two risky assets portfolio, mean-variance criterion, portfolio optimization, Markowitz model, efficient frontier, optimal portfolio with a risk-free asset, efficient diversification with many risky assets, the preferred complete portfolio and the separation property, Index model, security characteristic line.

Unit-III: Capital asset pricing model, assumptions, implications of assumptions, market portfolio, market risk premium, beta, security market line, alpha stock, CAPM and the single index model, Arbitrage Pricing theory, multifactor model, Fama-French Model, Using CAPM and multifactor models for investment decision making, Efficient Market Hypothesis, forms of market efficiency, tests for each form.

Unit-IV: Fundamental analysis of stock, Economy and industry analysis, financial statement analysis and equity valuation, Technical analysis, assumptions, charts – line, OHLC, candlesticks, Candlestick analysis: three candle pattern, moving average, SMA, EMA, MACD, momentum oscillators, RSI, stochastic indicator, Williams %R, money-flow index, Bollinger bands, Dow theory, Rate of change, Head and Shoulders, Traingles.

Bond valuation, Yield to maturity, current yield, clean price and dirty price, Yield curve, term structure of interest rates, types of bonds.

Relevant case studies should be covered in each major topic. Use of spreadsheet should be encouraged, wherever possible.

Text Books:

1. Bodie, Kane & Marcus – Investments, McGraw-Hill Publications.
2. Reilly & Brown - Investment Analysis and Portfolio Management – Cengage Publications.

Reference Books:

1. Sharpe, Alexander & Bailey – Investments- Prentice Hall of India.
2. Markowitz, H. (1952). Portfolio selection. The journal of finance, 7(1), 77-91.
3. Sharpe, W. F. (1964). Capital asset prices: A theory of market equilibrium under conditions of risk. The journal of finance, 19(3), 425-442.

FIN 302: Personal Financial Planning

Credit:4

Course Objective: This course develops students understanding and skills in such areas as money management, budgeting, financial goal attainment, the wise use of credit, insurance, investments, and consumer rights and responsibilities.

Unit- I: Financial Planning Process

Introduction to financial planning process, Reward of financial planning, Steps in financial planning, Environment, Determinants of personal income, Role of financial statement, Time Value of Money, Ratio analysis, Cash Budget, Basic concept of Income Tax, Personal taxation, Heads of Income tax, Deductions, Exemptions, Tax Planning, Cash Management and Channels of savings.

Unit -II: Credit Decisions

Decisions regarding House and Automobile, Financing, Major Housing Finance Institutions in India, Basic concept of credit, Types and Features, Kind of credit card, Advantage and Disadvantages, Credit Scoring, Use of consumer loan, Home loan, Personal loan, Auto loan, Mortgage loan.

Unit- III: Insurance Decisions

Insurance planning, Benefits of life insurance, Calculation of insurance need, Choosing life insurance policy, Health insurance and its significance, Types of health plan, Long term care and disability insurance , Principles of property insurance, Motor insurance.

Unit- IV: Investment Decisions

Meaning and purpose of investment, Various investment vehicles, Choice of investment, Investment Strategy, investing in Equities, Primary and Secondary market, trading mechanism, PMS, investing in Fixed income securities, investing in bond, Types of bond, Investment strategy, Calculation of bond return, Risk in bond investment, Investing in Mutual Fund, Types of fund, Advantages and Disadvantages, Selection of fund, NAV calculation.

Unit- V: Retirement and Estate Planning

Importance of retirement plan, Sources of retirement income, Annuities, Pension Funds, Objective and need of Estate Planning, Estate Planning Process, Using will and trust for Estate Planning.

Text Books:

1. Walker and Walker: Personal Finance, McGraw Hill Education.
2. Amar Pandit: The only Financial Planning Book, Bestseller 18

OPERATION MANAGEMENT ELLECTIVES
OM301: Logistics & Supply Chain Management
Credit – 4

Course Objective: The basic objective is to make the student familiarize with the concepts of supply chain management which reduces cost while maintaining quality and timely management through the involvement of different business firm. Main objectives of supply chain management are to improve the overall organizational performance and customer satisfaction by improving product and service delivery to customer.

Unit-I: Building a strategic framework to analyze supply chains

Understanding the Supply Chain: What Is a Supply Chain? The Objective of a Supply Chain, The Importance of Supply Chain Decisions, Decision Phases in a Supply Chain, Process View of a Supply Chain, Examples of Supply Chains. Supply Chain Performance: Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope Supply Chain Drivers and Metrics: Drivers of Supply Chain Performance, Framework for Structuring Drivers, Facilities, Inventory, Transportation, Information, Sourcing, Pricing, Obstacles to Achieving.

Unit-II: Designing the supply chain network

Network Design in the Supply Chain: The Role of Network Design in the Supply Chain, Factors Influencing Network Design Decisions, Framework for Network Design Decisions, Models for Facility Location and Capacity Allocation, The Role of IT in Network Design, Making Network Design Decisions in Practice. Network Design in an Uncertain Environment: The Impact of Uncertainty on Network Design, Representations of Uncertainty, Evaluating Network Design Decisions Using Decision Trees, AM Tires: Evaluation of Supply Chain Design Decisions Under Uncertainty, Making Supply Chain Decisions Under Uncertainty in Practice. Designing Distribution Networks and Applications to e-Business.

Unit-III: Planning demand and supply in a supply chain

Demand Forecasting in a Supply Chain: Measures of Forecast Error, Forecasting Demand at Tahoe Salt, The Role of IT in Forecasting, Risk Management in Forecasting, Forecasting in Practice. Aggregate Planning in a Supply Chain: The Role of Aggregate Planning in a Supply Chain, The Aggregate Planning Problem, Aggregate Planning Strategies, Aggregate Planning Using Linear Programming, Aggregate Planning in Excel, The Role of IT in Aggregate Planning, Implementing Aggregate Planning in Practice. Planning Supply and Demand in a Supply Chain: Managing Predictable Variability. Make or Buy Decision

Unit-IV: Managing cross-functional drivers in a supply chain

Sourcing Decisions in a Supply Chain: The Role of Sourcing in a Supply Chain, In-House or Outsource, Third- and Fourth-Party Logistics Providers, Supplier Scoring and Assessment, Supplier Selection-Auctions and Negotiations, Contracts and Supply Chain Performance, Sourcing Planning and Analysis. Pricing and Revenue Management in a Supply Chain: The Role of Pricing and Revenue Management in a Supply Chain, Pricing and Revenue Management for Multiple Customer Segments, Pricing and Revenue Management for Perishable Product. Coordination in a Supply Chain: Lack of Supply Chain Coordination and the Bullwhip Effect, The Effect on Performance of Lack of Coordination, Obstacles to Coordination in a Supply Chain, Forecasting, and Replenishment (CPFR)

Text Books:

1. SUPPLY CHAIN MANAGEMENT Strategy, Planning, and Operation by Sunil Chopra.
2. Logistics & Supply Chain Management by Martin Christopher

Reference Books:

1. Donald J.Bowersox & David J.Closs, Logistical Management, Tata Mc Graw Hill Editions, New Delhi.

OM 302: Total Quality Management

Credit -4

Course Objective: Total quality management (TQM) is a philosophy, methodology and system of tools aimed to create and maintain mechanism of organization's continuous improvement. It involves all departments and employees into improvement of processes and products. It helps to reduce costs and to meet and exceed needs and expectations of customers and other stakeholders of an organization. This course will help students understand concept of total quality and techniques for managing, controlling, and improving quality. This course exposes participants to contemporary knowledge and techniques of TQM. This would in turn enable the participant to articulate and implement quality improvement processes in the workplace, in line with the philosophy of Total Quality Management.

Unit-I: Defining Total Quality Management and its Principle

Background of study: The concept of Total Quality Management, the philosophy behind Total Quality Management, Leadership - Strategic quality planning, Quality Councils - Employee and their involvement of Team and Teamwork.

Unit-II: TQM tools and techniques

Quality circles Recognition and Reward, PDCA cycle, 5S, Kaizen - Supplier partnership - Partnering, Supplier selection, Supplier Rating, The seven traditional tools of quality – FMEA – Stages.

Unit-III: Six Sigma and Control Charts

Six Sigma: New management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking - Reason to bench mark, Bench marking process. Control Charts: Types. Control Charts - Process Capability, Quality Function Development (QFD)

Unit-IV: Quality loss function and Quality Systems

Quality loss function: Taguchi quality loss function –Robust design of Taguchi, TPM –Concepts, improvement needs - Performance measures. Quality Systems: Need for ISO 9000 – ISO 9001-2008 Quality System – Elements, Documentation, Quality Auditing, QS 9000 - ISO 14000 - Concepts, Requirements and Benefits – TQM Implementation in manufacturing and service sectors.

Text Books:

1. Total Quality Management: Key Concepts and Case Studies:- Book by D. R Kiran.
2. Total Quality Management: Text And Cases 1st Edition: By B. Janakiraman and R.K. Gopal.

Reference Books:

1. Total Quality Management Paperback – 1 Jan 2016 by R.S. Naagarazan, New age International Publisher.
2. James R.Evans & William M.Lindsay "The Management and Control of Quality" 6th Edition, Thomson Press, 2006.

FOURTH SEMESTER

MGT 401: Strategic Management

Credit-4

Course Objective: This course aims to provide an organization perspective and integrates functional areas. This helps in understanding how organizational strategies are formulated and implemented in a changing global environment. It is designed to let students understand the relationships between Purpose, People, and Process.

Unit-I: Foundations of Strategic Management

Introduction to Strategic Management, The Architecture of Strategy, Strategic decision making, Process of strategic management and levels at which strategy operates, Hierarchy of Strategic Intent, Strategic Management for Sustainability

Unit-II: Strategy Formulation-I

Environmental Scanning techniques – ETOP, QUEST and SWOT (TOWS), The global Environment, Organizational Appraisal- The Internal Environment, Organizational capabilities in various functional areas and Strategic Advantage Profile, Methods and Techniques used for organizational appraisal. Identification of Critical Success Factors. Drucker's theory of business, Resource based view and Dynamic view, Blue Ocean Strategy.

Unit-III: Strategy Formulation – II

Corporate Level Strategies, Business Level Strategies, Methods for Pursuing Strategies, Strategic Analysis and Choice-Corporate level analysis (BCG, GE Nine Cell, Hofer's product market evolution and Shell directional policy matrix). Industry level analysis: Porter's five forces model, Qualitative factors in strategic choice.

Unit-IV: Strategy Implementation, Control and Innovation

Strategy Implementation: Resource allocation, Policies, Organizational structure and systems, Leadership and Culture, Strategic Control and operational controls, Techniques of strategic evaluation, Innovation and Entrepreneurship.

Text Books:

1. Strategic Management: Formulation, Implementation and Control by John A. Pearce II, Richard B. Robinson, Jr. & Amita Mital, 14th Ed (Special Indian Edition), McGraw Hill. 2012.
2. Thompson & Arthur A and Others, Crafting and Executing Strategy, Tata McGraw Hill.
3. Pankaj Ghemawat: Strategy & The Business Landscape, Pearson Education Asia
4. T. Wheelen and K. Rangarajan, "Concepts in Strategic Management and Business Policy", Pearson.
5. Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.
6. Porter, M.E., Competitive Strategy, Free Press, New York.

Reference Books:

1. Fred R. David,"Strategic Management", Pearson Education
2. Kazmi, Business Policy & Strategic Management 2nd Tata McGraw Hill
3. Budhiraja S D, Athreya M B , Cases In Strategic management , Tata McGraw Hill

MGT 402: International Business

Credit-4

Course Objective: The International Business Management is equipped with the tool, framework, and basic institutional knowledge that will permit the student to make sense of the increasingly interdependent economic environment. It helps them to understand the impact of global financial environment on businesses decision making process worldwide, to understand global strategy, structure and implementation.

Unit-I: Global Trade and Investment Environment

Globalization, National Differences in Political, Economic, and Legal Systems, National Differences in Economic Development, International Trade Theory, Government Policy and International Trade, Foreign Direct Investment, Regional Economic Integration.

Unit-II: Global Monetary System

The Foreign Exchange Market, The International Monetary System, The Global Capital Market (Benefits of the global Capital Markets, The Eurocurrency Market, The Global Bond Market, The Global Equity Market, Foreign Exchange Risks and Cost of Capital).

Unit-III: The Strategy and Structure of International Business

The Strategy of International Business (Strategy of the Firm, Global Expansion, Profitability and Profit Growth, Cost Pressures and Pressures for Local Responsiveness, choosing a Strategy), Entry strategies and Strategic alliances

Unit-IV: International Business Functions

Exporting, Importing and Counter Trade (The promise and pitfalls of exporting, Improving Export Performance, Export and Import Financing, Export Assistance, Countertrade), Global Production and Supply Chain Management (Strategy, Production and Supply Chain Management, where to Produce, Make-or-Buy Decisions, Managing Global Supply Chains).

Text Books:

1. International Business: Competing in the global market place, 7th Ed. by Charles W.L.Hill, G. Hill, Thomas M. Hult & Rohit Mehtani, McGraw Hill Education, Spl Indian Edition.
2. International Business: 4th Ed. by Aswathappa K.-New Delhi: McGraw Hill Education
3. International business, 1st Ed./By Joshi Rakesh Mohan, Oxford University Press, 2009
4. International business ,4th Ed./ by Paul Justin –New delhi:PHI,2009

Reference Books:

1. International Business: Environment and Operations, 12th Ed./ by Daniels John D, Radebaugh Lee H., Sullivan Daniel P, Salwan Prashant :Pearson, 2010
2. Elements of International Business, 1st Ed./by Chary S.N.-Wiley India, 2006
3. International Business Environment: Text and cases, 1st Ed./ by Black J Stewart, Sundaram Anant K – Prentice Hall, 1994
4. International Business: Strategy, Management, and the new realities, 1st Ed./ by Cavusgil S Tamer ,Knight gary , Riesenberger John R : Pearson, 2009

MGT 403 : Business Analytics

Credit-4

Course Objectives:The objective of the course is to gain understanding of relevant statistical tools applicable for Business Analytics and learn data mining techniques using Excel and R.

Unit- I: Introduction to Business Analytics: Meaning & Importance of Business Analytics; Types of Business Analytics; Business Metrics Overview - Concepts, Objectives, Historical evolution of metrics, Designing effective Metrics, Dashboard; Analytical Approaches and Tools; Business Intelligence; Data Mining; Data Warehousing, Essential Aspects of Business Intelligence, Data Processing Chain From Business Intelligence to Business Analytics

Unit- II: Customer Analytics: Meaning & Importance of Customer Analytics, Customer Analytics in Social Networks, Customer Value Analysis, Digital Analytics, Online Reviews and Text Analytics: Creating Insights and Drawing Meaning, Pricing Analytics

Unit- III: Operations Analytics: Introduction to Operations Analytics, Demand analytics, Prescriptive analytics: Optimization, Aggregate planning, Waiting Line Analysis, Yield Management, Supply Chain Analytics: Supply Chain Metrics, Data Mining & decision Making, Predictive Analysis, Forecasting Optimization, Simulation, Gamification

Unit-IV: People Analytics: Meaning & Importance of HR Analytics; Types of HR functions metrics; HR Metrics Overview - Concepts, Objectives, Historical evolution of HR metrics, Designing effective Metrics, HR Metrics Dashboard; Analytical Approaches and Tools

Unit- V: Accounting Analytics: Meaning & Importance of Accounting Analytics, Need for analytics in accounting, Sources of Accounting Data, Categories of analytics in accounting, Analytics for expense and revenue analysis, Audit Analytics, Descriptive Models for Accounting Decision Making, Predictive Accounting Models including Predictive Models with Non-discrete Variables and Outcomes, Computational Intelligence for Credit Scoring, Cash flows & Fraud Detection, Interpretation & Evaluation of results for Internal & External Reporting and Audit

Text Books:

1. R N Prasad & Seema Acharya, Fundamentals of Business Analytics, Wiley
2. Balram Krishnan , Business analytics: concepts and theories.
3. U Dinesh Kumar, Business Analytics: The Science of Data - Driven Decision Making, Wiley
4. Sharda & Delen, Business Intelligence and Analytics: Systems for Decision Support, Pearson
5. Laursen & Thorlund, Business analytics for managers.

Reference Books:

1. Sharda Ramesh, Delen Dursun & Turban Efraim, Business Intelligence: A Managerial Perspective on Analytics by Pearson, Pearson
2. Drew Bentley, Business Intelligence and Analytics

MGT 404: Leadership Enhancement & Professional Development

CREDIT-3

Course Objective: This course intends to develop good communication skills in students and enable them to acquire the art of public speaking for their future jobs and endeavors in the corporate world. The course is heavily practice oriented and has been designed to develop the skills of speech through presenting papers, giving seminars, participating in group discussions and appearing at interviews, etc.

Unit-I: Dynamics of Professional Speaking

Introduction, Speaking: An Overview, Art of Persuasion, Platform Behaviour, Stage Fright, Describing Objects/Situations/People, Delivering Just-a-minute Sessions, Delivering Different Types of Speeches.

Unit-II : Group Communication

GD and Debate, Types of GD, Personality Traits to be evaluated, Dynamics of Group Behaviour, DOs and DON'Ts of GD. Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, Business etiquettes – netiquettes, telephonic & table etiquettes.

Unit- III: Presentation Skills

What is a presentation: elements of presentation–planning a presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

Unit- IV: Negotiation Skills

Negotiation, Communication and effective negotiation, the need for negotiation, factors affecting negotiation, Basic approaches to negotiation, Six basic steps of Negotiations, Planning and preparation, Barriers to the negotiation process, guidelines for successful negotiations, intercultural negotiation, Five Intercultural Negotiation Skills, Case Study

Unit- V: Interview and Etiquettes

Job Interview, Types of Interview, Preparations for the interview, Interview Questions & Answers, Analysis and Interpretation of responses, Interview Etiquettes, Tips for Success, Mock Interview.

Text Books:

1. Jeff Butterfield, *Soft Skills for Everyone*, CENAGE LEARNING, Delhi, 2014
2. Sanjay Kumar and Pushp Lata, *Communication Skills*, New Delhi: Oxford University Press, 2011
3. Pushp Lata and Sanjay Kumar, *Communicate or Collapse: A Handbook of Effective Public Speaking, Group Discussion and Interviews*, New Delhi: Prentice Hall of India, 2007

Reference Books:

1. Stephen E. Lucas, *The Art of Public Speaking*, Third Edition, Singapore: McGraw-Hill, 1989
2. Sonya Hamlin, *How to Talk so People Listen*, New York: Throson, 1993
3. Jeff Davidson, *The Complete Guide to Public Speaking*, Manjul Books PVT. Bhopal, 2006
4. Turk, Christopher, *Effective Speaking*, Second Indian Reprint, Taylor and Francis Group, Delhi, 2010
5. P.D. Chaturvedi – *Business Communication* (Pearson Education, 3rd Edition 2006).
6. Rajendra Pal – *Business Communication* (Sultanchand & Sons Publication)

MGT 405 : Master Thesis

Credit-3

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree. The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

HUMAN RESOURCE MANAGEMENT ELLECTIVES

HRM 401 : International Human Resource Management

Credit- 04

Course Objectives:The purpose of the course is provide students with an in-depth understanding of the basic problems inherent in IHRM to either prepare them for further work in the IHRM field or to give them a sound basis to understand the international corporate dimensions of their own careers...or both. Above all, the principle focus of this course is developing a comprehensive and integrated treatment of international HRM.

Unit- I: Introduction to IHRM: International trends in the labour force; The impact of the environment, competition and the dynamics of the labour force on HRM; Challenges of IHRM; IHRM and strategy; Models of IHRM..

Unit- II: Selecting and Managing an International Workforce: The influences of cross-cultural issues on organizations; Selection, evaluation and coaching of international employees; Developing planning, communications and intercultural skills; Types of international companies and the role of the corporate HR function; Global training and appraisal systems for a cross-cultural workforce; Training, monitoring and development of international staff.

Unit-III: International compensation and benefits: Compensation and performance management: An international perspective; Benchmarking global practices; Motivation and reward systems; International performance management; Problems with global compensation

Unit- IV: Expatriation and Repatriation: Reasons for expatriation; Characteristics of effective expatriate managers; Selection of expatriates; The role of family; Dealing with culture shock; Reasons for expatriate failure; The repatriation process

Unit- V: Understanding Cross Culture: Issues & Perspectives: Understanding Culture, Introduction, Key Concepts, Determinants of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall, Managing Workforce diversity, Adjusting to the New Culture; Competencies for Global Manager

Text Books:

1. Bhatia S.K. International Human Resource Management, Deep & Deep Publications
2. Peter J. Dowling, International Human Resource Management, Cengage.
3. Aswathappa, International Human Resource Management, Tata McGraw Hill Education.

Reference Books:

1. Evans Paul, Vladimir Pucik, Jean-Louis Barsoux , The Global Challenge – Frameworks for International Human Resource Management, Mc Graw Hill
2. Rao, P.L, International Human Resource Management , Excel Books

HRM 402 : Human Resource Analytics

Credit-4

Course Objectives:The objective of the course is to gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

Unit-I: Introduction to HR Analytics: Meaning & Importance of HR Analytics; Types of HR functions metrics; HR Metrics Overview - Concepts, Objectives, Historical evolution of HR metrics, Designing effective Metrics, HR Metrics Dashboard; Analytical Approaches and Tools

Unit- II: Talent Acquisition Metrics: Workforce Deployment Metrics; Recruitment Planning, Recruitment Metrics, Employee Gamification; Selection Metrics, Competency based Interview, Competency based Interview Models.

Unit- III: Compensation & Performance Management Metrics: HR KPI Scorecard, KPI Dashboard; HR Alignment with Strategy and Stakeholders; Designing & Implementing HR Balanced Scorecard

Unit- IV: Training & Development Metrics: People Capability Maturity Model (PCMM); Competency Mapping; Talent Analytics Maturity Model

Unit- V: Talent Retention Metrics: HCM - HCM 21 Framework, LAMP Framework; Career Progression Metrics; Diversity Metrics; HR Cost Benefit Metrics; Analytics for Decision Making

Text Books:

1. Tracey Smith, HR Analytics: The What, Why and How, Createspace Independent Pub
2. Dipak Kumar Bhattacharyya, HR Analytics: Understanding Theories and Applications, Sage Publications.
3. Ramesh Soundararajan, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Himalaya Publishing House.

Reference Book:

1. Ramesh Soundararajan & Kuldeep Singh, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications

MARKETING ELLECTIVES

MKT 401 : Business to Business Marketing

Credit – 4

Course Objective: The course is structured to provide a clear understanding of business marketing. It also describes the application of principles of marketing in institutional market.

Unit-I: Business marketing perceptives- Concept of business marketing, business market customers, business market versus consumer goods market, classification of goods for the business market, organizational buying process, relationship marketing, managing buyer-seller relationship.

Unit-II: New industrial product development – Management of innovation, new product development process, building a strong B2B brand, managing service for business market.

Unit-III : Pricing strategies for business market- The pricing process in business market, pricing new products, evaluation of competitive threats.

Managing business marketing channels- Business marketing channel, participants in business marketing channel, channel design, channel administration.

Unit- IV: Business market communication – B2B social media, role of advertising, managing B2B advertising, measuring advertising effectiveness, managing trade show strategy, managing sales force

Text Books

1. M.D.Hutt , D.Sharma & T.W.Speh , B2B Marketing, Cengage Publication, 11th Edition, 2014.

MKT 402: Service & Retail Marketing

Credit-4

Course Objective: The course is designed to develop insights into emerging trends in the service sector in a developing economy and deal with issues involved in management of services of both manufacturing and service organizations. As retailing is expanding in large scale, the course is designed to focus on the perspectives of manufacturers on retailers and understanding of retail business.

Unit-I: Introduction to Services

Nature of services, characteristics of services, classification of services, Goods Vs Services, the emergence of service economy, importance of service marketing, Service management triangle , 7Ps of service marketing mix, Service product development , service encounter management , Service consumer behavior, Service delivery , service blue print

Unit-II: Service Quality and Delivery

Service quality issues and models (Gaps model, SERVQUAL),Service failure, service recovery management ,Customer retention strategies, customer relationship management

Unit-III: An Introduction to Retail

Meaning of retail, the function of a retailer, the concept of organized retail, the evolution of retail in India, Retail segmentation, types of retail , challenges to retail development in India, The retail consumer behavior- The factors influence the retail shoppers, retail consumer decision-making process, Retail Marketing and Branding- Retail marketing mix, STP strategies ,The concept of retail branding

Unit-IV: Retail Strategies

Store site selection- Types of retail location, Steps involved in choosing retail location, Retail merchandising – Concept of merchandising, factors affecting the buying function, methods of merchandise procurement, Retail pricing – Elements of retail pricing, retail pricing policies, Store design and visual merchandising- Principles of store design, elements of store design, tools used for visual merchandising

Text Books

1. P.Srinivasan, Services Marketing. PHI
2. Zeithaml, V. A and Bitner, M. J. Services Marketing. New York, McGraw Hill,
3. Bhattacharjee, Services Marketing, Excel Books
4. Apte, Govind, Services Marketing, Oxford University Press.
5. Berman Barry & Evans Joel R., Retail Management: A Strategic Approach, Pearson./PHI
6. Levy, Michael & Barton A. Weitz, Retailing Management, TMH.
7. Pradhan Swapna, Retailing Management (Text & Cases), TMH
8. Gilbert David, Retail Marketing Management, Pearson.

FINANCE ELLECTIVES

FIN 401: Financial Derivatives

Credit:4

Course Objective: This course introduces students to the application of various tools and techniques of financial risk management.

Unit- I : Introduction

Meaning and purpose of derivatives. Forward contracts, future contracts, options, swaps and other derivatives, Types of traders, Trading future contracts, specification of the future contracts, operation of margins, settlement and regulations. Source of Financial Risk: Credit vs market, default ;risk foreign exchange ;risk, interest rate ;risk, purchasing power risk etc; Systematic and non-systematic risk,.

Unit -II: Future and Forward

Hedgers and speculation: Future contracts: Future markets-cleaning house, margins, trading future positions and taxation; Future prices ;and spot prices .Forward ;prices vs. ;future prices. Future vs. options.

Unit -III: Options and Option Pricing

Options: Types of options, option trading, margins, valuation of options, Binomial Option Pricing Modal, Black Scholes model for all options, Valuation of put ;options, Index options, option market-exchange traded options, over and counter options, quotes, trading, margins, clearing, regulation and ;taxations, Future prices and spot prices, Forward prices vs ;future prices. Future vs options.

Unit -IV: Managing Market Risk

Headging Schemes- delta hedging, theta, gamma, relationship ;in delta,theta and gamma, vega and ;Roth, portfolio insurance. Mechanics of interest rate swaps, Currency swaps ;and ;its ;valuation, Credit risk and swaps.

Text Books:

1. Rajiv Srivastava: Derivatives and Risk Management, Oxford University Press
2. Financial Derivatives: S.L.Gupta, PHI

Reference Books:

1. Marshall John F and V.K.Bansal: Financial Engineering- A complete guide to Financial linnovation, prentice Hall inc. New Delhi.
2. Chance.Don M. An introduction to Derivatives, Dryden Press. International Edition.

FIN 402 : Financial Services

Credit-4

Course Objective: To familiarize the students with the Indian financial system.

Unit-I:

Introducing various components of the Indian financial system: financial markets, financial institutions, financial services. Classification of the Indian financial market, characteristics and functions of the financial market, introducing the money market and capital market. Introduction to primary market, functions of primary market, Underwriting, methods of floating new issue, Principal steps of a public issue, Issue pricing, Case on IPO, What is a stock exchange?, recognition of stock exchanges, listing of stocks, registration of brokers, online trading system, demutualization of stock exchanges. stock market trading, requirements for a retail investor to trade in stock market.

Unit-II:

Money market - call money market, major characteristics of call money market, operations in the call money market, participants of call money market, purpose of call money market, Certificate of Deposits, features of CDs, RBI guidelines on CDs, format of CDs, payment of certificate, reporting, Commercial Bill, types of commercial bills, operations in bill market, New Bill Scheme 1970, Commercial Paper, features of Commercial Papers, RBI Guidelines on commercial papers, issuing and paying agent, Treasury Bills, types of treasury bills, operations and participants.

Unit-III:

Merchant Banking, Origin, merchant banking in India, scope of merchant banking, categories of merchant banks, services of merchant banks, merchant banks in the market making process, Credit Rating, Importance of credit rating, factors affecting rating, instruments for rating, credit rating agencies and ratings, emerging avenues of rating services, Leasing, origin and development, classification, difference between Operating and Financial Lease, advantages & disadvantages of leasing, Hire Purchase, difference between leasing and hire-purchase, cases on leasing.

Unit-IV:

Mutual Fund, History, classification, structural arrangement, Net Asset Value, Advantages of investing in mutual funds, Depository Receipts, ADRs and GDRs, mechanism, features of depository receipts, Government Securities Market, features of government securities, terms and conditions applicable to government securities, types of government securities, repos, Primary Dealers, Retail Debt Market, Venture Capital, features, scope of venture capital, methods of venture financing in India, venture capital players in India, case on venture capitalism. Angel Investing.

Text Books:

1. Jeff Madura - Financial Institutions and Markets, Cengage Publications.
2. Bhole and Mahakud, Financial Institutions and Markets, McGraw Hill Publications.

Reference Book:

1. Gordon and Natarajan - Financial Markets and Services, Himalaya Publications.

OPERATION ELLECTIVES

OM 401: Project Management

Credit - 4

Course Objective: This course will introduce concepts and fundamentals of project management for selection of projects, planning, implementation, and controlling projects. These techniques include CPM, PERT, crashing, and resource levelling, etc. MS-project will be extensively used.

Unit-I: A Theoretical Framework for Managing Projects

Introduction of Project Management, Project Management Process, and Project stakeholder. Risk Management in Projects, Solving Project Management Decision Problem. Project risk management analysis.

Unit-II: Project Management and Decision Analysis

Analytic Hierarchy Process for Project Selection, Decision Tree Analysis, Decision Tree Analysis and Risk Management, Application of Utility Theory in Project Management-I, Work Breakdown Structure in Project Management, Activity networks used in Project Management, Problems.

Unit-III: Project Scheduling and Control-I

Concept of CPM and Introduction to PERT, Program Evaluation Review Technique (PERT) I, Program Evaluation Review Technique (PERT) II, Aspects and Applications of CPM and PERT, Concepts of a Project Life Cycle.

Unit-IV: Project Scheduling and Control-II

Important Example of PERT Network Involving Probabilistic time and Variance. Important Example of PERT Network Involving Probabilistic time and Variance. Scheduling and Crashing of Jobs, Resource Levelling and resource constraints.

Text Books:

1. Prasanna Chandra, Projects, CFM-TMH Professional Series in Finance.
2. Lewis R. Project Management, McGraw-Hill

OM 402: Service Operation Management

Credit – 4

Course Objective: Upon completion of this course, each student should have a good appreciation of the Theoretical and Practical aspects of service management.

Unit-I: Understanding the nature of services

Introduction and Imperatives of Services, Nature and Characteristics of Services, Classification of Services and Analyzing Service Operations.

Aligning service strategy and service competitiveness: Introduction to Service Strategy, Competitive Service Strategies, Strategic Service Vision

Unit-II: Service design, development and automation

New service design and development, Service system design and delivery process, Technology & automation in services, Service encounter.

Managing human resource in services: Human resource planning & employee selection, Managing people in service organization, Work measurement in Services.

Service quality: Defining Service Quality, Quality Service by Design, Service Process Control

Unit-III: Service facility design and facility location

Service facility design, Process analysis of facility layouts, Facility location decision factors.

Service facility on a line or on a plane.

Quantitative models for multiple service facilities.

Demand management in services: Forecasting Demand in Services, Smoothing Customer Demand in Services.

Unit-IV: Capacity management or supply management in services

Service Capacity Management, Yield management, Resource and Workforce Scheduling in Services.

Managing waiting lines & queuing models: Introduction to Queuing System, Characteristics of Queuing System, queuing models, Queuing models.

Quantitative models in managing service operations: Data Envelopment Analysis – I, Data Envelopment Analysis – II, Application of simulation in service operations.

Text Books:

1. Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 3rd Ed., Irwin/McGraw-Hill, 2001

Reference Books:

1. Successful Service Operations Management by Richard D.
2. Metters (Author), Kathryn H. King-Metters (Author), Madeleine Pullman (Author) South-Western College Pub; 1st edition.

