

DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION (MBA)

Course of Study & Scheme of Examination

2016-17



Maulana Azad

National Institute of Technology, Bhopal (M.P.)

SCHEME

SEMESTER I

S No.	Course Code	Course Name	Credit
1.	MBA 511	Business Communication (BUC)	2
2.	MBA 512	Business Statistics (BUS)	4
3.	MBA 513	Business Maths (BUM)	2
4.	MBA 514	Information Technology and Applications (ITA)	3
5.	MBA 515	Financial Accounting & Analysis (FAA)	3
6.	MBA 516	Marketing Management (MAM)	3
7.	MBA 517	Micro Economics (MIE)	3
8.	MBA 518	Management Concepts and Organisation Behaviour (MCB)	5

Total credit points = 25

SEMESTER II

S No.	Course Code	Course Name	Credit
1.	MBA 521	Operations Management (OPM)	3
2.	MBA 522	Cost and Management Accounting (CMA)	3
3.	MBA 523	Financial Management (FIM)	3
4.	MBA 524	Human Resource Management (HRM)	3
5.	MBA 525	Macro Economics (MAE)	3
6.	MBA 526	Management Information System (MIS)	3
7.	MBA 527	Operation Research (OPR)	3
8.	MBA 528	Research Methodology (REM)	3

Total credit points = 24

SEMESTER III

S No.	Course Name	Course Code	Credit
1.	MBA 631	E Business (ELB)	2
2.	MBA 632	Intellectual Property Asset Management (IPM)	2
3.	MBA 633	Data Analysis for Management (DAM)	5
4.	MBA 634	Strategic Management (STM)	3
5.	MBA 635	Business Environment (BUE)	3
6.	MBA 636	Summer Training Project Report and Defense (STP)	2
7.		Elective 1	3
8.		Elective 2	3
9.		Elective 3	3

Total credit points = 26**SEMESTER IV**

S.No	Course Code	Course Name	Credit
1.	MBA 641	Supply Chain Management (SCM)	3
2.	MBA 642	Project Management (PRM)	3
3.	MBA 643	Business and Corporate Laws (BCL)	3
4.	MBA 644	International Business and Trade (IBT)	3
5.	MBA 645	Dissertation Work and Report (DWR)	4
6.		Elective 1	3
7.		Elective 2	3
8.		Elective 3	3

Total credit points = 25

Specialization Papers (Elective) For Semester III and IV

Financial Management

S.No	Course Code	Course Name	SEM
1.	MBA 651	Corporate Tax Planning and Management (CTM)	III
2.	MBA 652	Management of Financial Services and Institutions (MFI)	III
3.	MBA 653	Security Analysis and Portfolio Management (SAM)	III
4.	MBA 654	Corporate Valuation (COV)	IV
5.	MBA 655	International Finance Management (IFM)	IV
6.	MBA 656	Strategic Cost Accounting and Management Control (SCC)	IV

Human Resource Management

S.No	Course Code	Course Name	SEM
1.	MBA 661	Employment and Compensation Management (ECM)	III
2.	MBA 662	Industrial Relations (INR)	III
3.	MBA 663	Organization Development and Change Management (ODM)	III
4.	MBA 664	Strategic Human Resource Planning and Management (SHM)	IV
5.	MBA 665	International Human Resource Management (IHM)	IV
6.	MBA 666	Labour Laws (LAL)	IV

Information Technology

S. No	Course Code	Course Name	SEM
1.	MBA 671	Data Warehousing and Data Mining (DWM)	III
2.	MBA 672	Strategy for Information System (SIS)	III
3	MBA 673	Technology and Innovation Management (TIM)	III
4.	MBA 674	Business Analytics (BUA)	IV
5.	MBA 675	Enterprise Resource Planning (ERP)	IV
6.	MBA 676	Software Project Management (SPM)	IV

Marketing Management

S.No	Course Code	Course Name	SEM
1.	MBA 681	Integrated Marketing Communication (IMC)	III
2.	MBA 682	Product and Brand Management (PBM)	III
3	MBA 683	Sales, Distribution and Retail Management (SDM)	III
4.	MBA 684	Consumer Behaviour (COB)	IV
5.	MBA 685	Marketing of Services (MOS)	IV
6.	MBA 686	Rural Marketing and Agro Business (RMA)	IV

Ph.D. Course Work (Compulsory)

S. No	Course Code	Course Name	Credit
1.	MBA 811	Basic Research Methodology (BRM)	03
2.	MBA812	Advanced Research Methodology (ARM)	03

SYLLABUS

SEMESTER I

BUSINESS COMMUNICATION (BUC) MBA511

Concepts and cases of Communication. Reading skills and writing techniques. Effective listening and presentation skills. Corporate meetings and the art of negotiation. The process of interpersonal communication. Concepts and cases of effective and ethical leadership. Concept of self- management with reference to effective utilization of time. Contemporary cases.

References:

1. Basic Business Communication : Raymond V. Lesikar, Ph.D Emeritus, Louisiana state university Marie E. Flatley, Ph.D. San Diego state university McGraw-Hill Publishing company limited, New Delhi
2. Business Communication – Chhabra T. N. Sun India Publication, 2005.

BUSINESS STATISTICS (BUS) MBA 512

Introduction to Statistics, Probability Theory and Probability Distributions, Sampling and Sampling Distribution, Theories of Estimation and Hypothesis Testing, Time Series, Statistical Decision Theory, Non Parametric tests, Panel data analysis

References:

1. Statistics for Management, 7th Edtn by Richard I Levin & David S Rubin, Prentice Hall Pvt Ltd, New Delhi (2007)
2. Statistical Methods, 28th edition by S.P Gupta , Sultan Chand and Sons, New Delhi (2001)

BUSINESS MATHEMATICS (BUM) MBA 513

Linear Model and Matrix Algebra, Matrices and vectors, matrix operations, properties of operations on matrices, Optimization- Extreme and optimum values, optimization with equality constraints

References:

1. Alpha C. Chiang: Fundamental methods of Mathematical economics, McGraw-Hill
2. J. Edwards: Differential Calculus for beginners, Arihant Publication, (2016).

INFORMATION TECHNOLOGIES & APPLICATIONS (ITA) MBA 514

Evolution of computer and its components, Types of software, OS, Languages. DBMS, and RDBMS. Data modelling, Basics of Data ware housing and Data mining in business. Computer Networking, types, topologies, OSI/TCP/IP. The IS Security, Security Overview of Antivirus, Firewalls and Overview of IT-ACT 2000. Various case studies. Practical exercise on MS excels, MS word, MS ppt, MS access etc.

References:

1. Peter Norton, Introduction to Computers, Tata McGraw-HILL
2. Turbon, Potter, Introduction to Computers, John Wiley & Sons (Asia) Pvt Ltd

FINANCIAL ACCOUNTING AND ANALYSIS (FAA) MBA 515

Accounting concepts, Accounting Equation, International Accounting Matching of Indian and International Accounting Standards. Double entry system of accounting, journalizing of transactions; preparation of final accounts, Accounting policies related with depreciation, inventory and intangible assets. Ratio Analysis, comparative Balance Sheet and Trend Analysis, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Funds Flow Statement.

References:

1. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas).
2. Mukherjee - Financial Accounting for Management (Tata McGraw Hill).

MARKETING MANAGEMENT (MAM) MBA516

Marketing Concepts, Marketing Philosophies, Marketing Environment, Global Marketing. Identifying and Selecting Markets. Buying Behavior, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information. Strategic Marketing Planning Process: Competitor analysis, Marketing Strategies. Product Mix Strategies, Product Life Cycle, Developing Pricing Strategies Marketing Communication: Advertising, Sales Promotion, Personal Selling and Sales Management.

References:

1. Kotler, P., Keller, K., Koshy, L., & Jha, M., Marketing management: a south Asian perspective, New Delhi: Pearson.
2. Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A., Marketing, New Delhi: Tata McGraw-Hill.

MICROECONOMICS (MIE) MBA517

Basic Economics Concepts, Law of Demand, Elasticity of Demand, Law of Supply, Price Elasticity of Supply, Market Equilibrium, Consumer Surplus, Producer Surplus and Market Efficiency, Consumer Behavior, Utility Approach, Cardinal Approach, Income Effect, Price Effect and Substitution Effect, Production, Classification of Factors of Production, Production Function, Isoquant Analysis and Isoquant Curves, Cost Concepts, Economies and Diseconomies of Scale, Concept of Revenue, Theory of Firm, Market Structure, Theory of Marginal Productivity, Wages

References:

1. Principles of Microeconomics: Dominic Salvatore, Oxford University Press
2. Principle of Economics by Deviga Vengedasalam and Karunagaran Madhavan, Oxford University

MANAGEMENT CONCEPTS & ORGANIZATIONAL BEHAVIOUR (MCB) MBA 518

Concept, nature and importance of management, management skills, levels of management, and human relations, social system approach, decision theory approach. Planning: Organizing: span of control, delegation of authority, authority & responsibility. Staffing, Leading: Leadership Styles, Development of Leadership Skills. Direction and Supervision Controlling: Integrated Control System, Total Quality Control. Communication: Organization Behavior: Concept, Nature, Models of Organizational Behavior, Individual Behaviour: Organizational Power & Politics Organizational Culture: Conflict: Organizational design- Work stress and its management organizational development and change management.

References:

1. Robbins Stephen P. - Organizational Behavior (Pearson Education).
2. Newstrom John W. - Organizational Behavior: Human Behavior at Work (Tata McGraw Hill).

SEMESTER II

OPERATIONS MANAGEMENT (OPM) MBA521

History and Overview of Production Management, Operations as a competitive strategy, Product and service design: Factors and issues, Capacity Planning, Facility location: planning and analysis, Flow strategies and process. Lean processing and operations, Cellular manufacturing, (Re-) design of work systems, work measurement, aggregate production planning, scheduling: Flow shop and job shop, Management of quality, statistical process control, process capability analysis and six sigma approach, Concept and Framework of a TQM System, Inventory Management: Models and Applications, Introduction to contemporary productivity improvement techniques/systems like TPM, MRP, JIT etc.; Environment, Safety and other considerations in Production & Operations Management.

References:

1. Stevenson, W. J., Operations management. New Delhi: Tata McGraw-Hill.
2. Bozarth, C. C., & Handfield, R. B. Introduction to operation and supply chain management. New Delhi: Pearson Education.

COST AND MANAGEMENT ACCOUNTING (CMA) MBA522

Accounting for Management: Cost concepts, Role of Cost in decision making, types of cost, cost sheet numerical, Marginal Costing: Marginal Costing versus Absorption Costing, Comparison of Management Accounting and Cost Accounting, CVP analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point. Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Advantages and Limitations of Budgetary Control

References:

1. Bhattacharyya and Dearden - Accounting for Management (Vikas Publishing).
2. Khan and Jain - Management Accounting (Tata McGraw Hill)

FINANCIAL MANAGEMENT (FIM) MBA523

Introduction: Concept, scope and objectives of Finance, Functions of Finance Manager in Modern Age, Time Value of Money, Risk and Return Analysis. Capital Budgeting :Concept, Process & Techniques and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage with its implications ;Cost of Capital: Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications. Types of dividend decisions and policies.

References:

1. Financial Management: Theory and Practice, Prasanna Chandra, Tata McGraw-Hill Education
2. Khan and Jain - Financial Management (TMH)

HUMAN RESOURCE MANAGEMENT (HRM) MBA 524

Human Resources Management (HRM, HRM functions and objectives, HRM environment Strategic Human Resource Management: Nature of Strategies and Strategic Management and Strategic Management Process, Human Resources planning: Human Resources Information system: Job Analysis: Job Description, Job Specification. Recruitment, Selection, Training and Development: Performance Appraisal, Compensation Administration, Promotion, Transfer and Separation: Promotion, Transfer, Separation, dismissal, retrenchment, Voluntary Retirement Scheme, Golden Handshake.

MACROECONOMICS (MAE) MBA525

Macroeconomics Goals, Components of Macroeconomics, Aggregate Demand and Aggregate Supply, National Income, Measuring National Income, Real Income, Per Capita Income and Growth Rate, Economic Functions of Government, Budget, Revenue, Expenditure, Public Debt, Unemployment, Money Demand, Money Market, Price Index, International Trade, Balance of Payments.

References:

1. Macroeconomics by Dornbusch Rudiger, Fischer Stanley, Richard Startz, Mcgraw Hill Education (India) Private Limited
2. Principle of Economics by Deviga Vengedasalam and karunagaran Madhavan, Oxford University-Third Edition – 2013

MANAGEMENT INFORMATION SYSTEMS (MIS) MBA 526

Concept of MIS various types; TPS, OAS, KWS MMIS, ESS Decision, Programmed and Non- Programmed decisions, DSS, GDSS risk of IS. Enterprises information systems, financial Information system, marketing information system, HR information system. IT infrastructure, cloud computing, grid computing, IT ecosystem. Achieving Operational Excellence and Customer Intimacy: Enterprise Applications E-Commerce: Digital Markets, Digital Goods Managing Knowledge.

References:

1. MIS: Managing the digital firm, Kenneth C. Landon, Jane P. Landon, Pearson Education.
2. Management Information System, W.S Jawadekar, Tata Mc Graw Hill Publication.

OPERATIONS RESEARCH (OPR) MBA 527

Scope and Applications, Decision-making, Linear programming, LP model, Simplex, Transportation, assignment, and transshipment models, Game Theory, Sequencing Problem, Queuing systems, Network models.

References:

1. Hillier and Lieberman, Introduction to Operations Research, McGraw-Hill
2. Taha Hamdy - Operations Research - An Introduction, Prentice-Hall

RESEARCH METHODOLOGY (REM) MBA528

Types of research, Identification, selection and formulation of the research problem, Review of literature, style of referencing, Research Approach Development, Conceptual/theoretical research models, Hypothesis development, determining the types of data required, primary data and secondary data, Research Design: Sample Design: population, sample size, sampling frame, sampling procedure, questionnaire development, Measurement scale, testing of questionnaire, Validity and reliability of research instrument, Data Collection and Processing of data, Data Analysis and Interpretation, Reference Writing, Structuring the report. Introduction to some basic quantitative methods packages (SPSS).

References:

1. Cooper and Schindler – Business Research Methods (TMH)
2. Saunders, Lewis, and Thornhill – Research Studies for Business Students (Pearson Education)

SEMESTER III

E- BUSINESS (ELB) MBA631

Framework for e-Commerce and e business Businesses. Porter's framework, Electronic Data Interchange, Internet based business, internet based firms, B2B, B2C, C2C, C2B, G2B Various E- Business Models Brokerage Advertising, Merchant Manufacturer (Direct) Affiliate Community Subscription, Utility, E-Marketplaces e-Learning, e-Government, e-Tourism etc. Internet marketing Technologies, Customer Interface, Blog, twitter, videos websites, social networking content management, Cyber crimes, Security related issues in internet business, Govt. regulations for e business.

References:

1. "Introduction to e-commerce" by Jeffrey F. Rayport & Bernard J. Jaworski; TATA Mcgraw Hill Publications
2. "Creating a Winning E – Business" by Napier Rivers, Wagner & Napier, Cengage Learning Publications

INTELLECTUAL PROPERTY ASSET MANAGEMENT (IPM) MBA 632

Patent Laws, Patent-process (Global & Indian), patents Macro economic impact of the patent system, Copy rights, (The Berne Convention; TRIPS Agreement and the WIPO), Geographical indications, Digital water marking, and industrial design laws, Laws of trademarks, trade secrets. Licensing, unfair competition laws, Plant breeder rights, IP strategy, Indian IP systems (legal protection and enforcement of IP rights), IP auditing, IP governance, Patent mining, and other contemporary issues and case studies.

Reference:

1. Managing intellectual capital : organizational, strategic and policy dimensions; Teece, David J Oxford University Press 2000.
2. Agriculture and intellectual property rights : economic, Santaniello, V. (ed.) et.al, CABI Publishing , 2000.

DATA ANALYSIS FOR MANAGEMENT (DAM) MBA 633

Regression Analysis, Logit Analysis, Discriminant Analysis, Logistic Regression, Factor Analysis, Cluster Analysis, Multidimensional Scaling, Conjoint Analysis, Panel Data Regression- Pooled OLS, Fixed, Random Effects, Structural Equations Modeling, Integration of Multivariate Techniques.

Reference:

1. Statistics: Theory Methods and Applications, D C Sancheti and V K Kapoor, Sultan Chand and sons.
2. Business Statistics, Naval Bajpai, Pearson India.

STRATEGIC MANAGEMENT (STM) MBA 634

Basic concepts and Stakeholders' Issues, Environmental Scanning, Organizational Analysis and Industry Analysis; Strategy formulation – Situational Analysis, Business Strategy, Corporate Strategy and Functional Strategy; Strategy Implementation, Evaluation and control; other strategic issues – Technology Management & Innovation, Small Industries & Entrepreneurship, Globalization and Strategic Management for nonprofit organizations.

References:

1. Wheelen, Hunger and Rangarajan – Concepts in Strategic Management and Business Policy (Pearson Education).
2. Azhar Kazmi – Business Policy and Strategic (MH).

BUSINESS ENVIRONMENT (BUE) MBA 635

Concept of business environment, environment scanning, types of economy, overview of political, socio-cultural, legal, technological and global environment, FERA, FEMA , SEBI ,RBI-role and functions, Consumerism, social responsibility of business enterprise, globalization, global competitiveness, Foreign trade policy, FDI, Multinational

companies and transnational corporations, Meaning of corporate, basics of corporate governance, social sustainability and business challenges of corporate governance

References:

1. Samuelson, Nordhaus, Sen and Chaudhari-Economics(TM)
2. Suresh Bedi-Business environment(Excel Books)

SUMMER TRAINING PROJECT REPORT AND DEFENSE (MBA636)

SEMESTER IV

SUPPLY CHAIN MANAGEMENT (SCM) MBA641

Concepts, Evolution and importance of a Supply Chain Management (SCM), SC Drivers and Obstacles, Competitive and SC strategies, Dynamics of supply chain, Network design and Operations in the SC, Demand Forecasting in a SC, The value of information, Bullwhip effect, its Causes and remedial measures, Planning and Managing Inventory, Inventory models, Transportation, Network Design and Information Technology, Strategic Outsourcing and Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, SC performance model

References:

1. Chopra, S., & Meindl, P., Supply chain management: Strategy, planning, and operation. New Delhi: Pearson Education.
2. Ballou, R. H., & Srivastava, S. K., Business logistics/ supply chain management. New Delhi: Pearson Education.

PROJECT MANAGEMENT (PRM) MBA 642

Concept and cases of project management, Project Life Cycle, Project Selection and Criteria of Choice, Selection Models, Analysis under Uncertainty, Project Portfolio Process, Project Proposals, The Project and Organization, Pure Project Organization, the Matrix and Mixed Organizational Systems, Initial Project Coordination and the

Project Plan, Systems Integration, The Action Plan, The Work breakdown Structure and Linear Responsibility Chart. Network Techniques: PERT (ADM) and CPM (PDM), Risk Analysis the Varieties of Project Termination, final Report writing, PMBOK.

Reference:

1. Project management - David I Cleland - Mcgraw Hill International Edition.
2. Project Management – Gopalakrishnan – Mcmillan India Ltd.

BUSINESS & CORPORATE LAWS (BCL) MBA643

Basic Principles of Indian Constitution – fundamental rights and Indian Constitution, Contract Act, 1872 ; Partnership Act, 1932; Sale of Good Act, 1930; Negotiable Instrument Act, 1881; Companies Act, 1956; Consumer Protection Act, 1986

References:

1. D D Basu Introduction to Constitution of India – Lexis Nexis Law Books
2. N D Kapoor – Mercantile Law (Sultan Chand)

INTERNATIONAL BUSINESS AND TRADE (IBT) MBA644

Growth of International Business, Globalization, MNCs & TNCs, Environment of International Business, International Trade theories, Balance of trade and balance of payment, Foreign investments & theories, International business competitive strategies, Foreign exchange, Role of international and multilateral bodies.

References:

1. John Daniels, Lee Radebaugh and Daniel Sullivan – International Business: Environments and Operations (Pearson Education).
2. V Sharan – International Business: Concept, Environment and Strategy (Pearson Education).

DISSERTATION WORK AND REPORT (DWR) MBA 645

SPECIALIZATION PAPERS (ELECTIVE) FOR SEMESTER III & IV

FINANCIAL MANAGEMENT

CORPORATE TAX PLANNING AND MANAGEMENT (CTM) MBA651

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Nonresident Indians. Tax on Individual Income: Computation of tax under the various heads. Corporate Income Tax Central Excise Act and Excise planning; Customs Act and Customs Duties Planning, VAT, Service Tax. Tax treaties at bilateral and multilateral levels, GST and DTC.

References

1. Singhanian V K - Direct Taxes, Law & Practice (Taxmann).
2. Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)

MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS (MFI) MBA 652

Financial System and Markets: Constituents and their roles; RBI ;Monetary and fiscal policies, Techniques of regulation and rates; Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services; Banking Industry in India, banking sector reforms, commercial interest rates, Management of capital funds; Securitization, Securitization in India. DFIs in India, NBFCs, Insurance & Mutual Fund organizations, Leasing and Hire Purchase, Factoring, Forfeiting, Discounting and Re discounting of Bills.

References:

1. Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education).
2. Kothari V – Lease Financing, Hire Purchase including Consumer Credit (Wadhera & Co.)

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (SAM) MBA 653

Capital Market, Market of securities, Stock Exchange and New Issue Markets; Trading of securities: Regulatory Mechanism, SEBI guidelines; Investor Protection. Risk components, Efficient Market Hypothesis and its implications, Valuation of Equity, Valuation of Debentures and Bonds; Valuation of Derivatives. Portfolio Analysis and

Selection, Portfolio Management and Mutual Fund Industry, Markowitz's Theory, Single Index Model, Capital market theorem, Capital Asset Pricing Model and Arbitrage Pricing Theory.

References:

1. Chandra P - Investment Analysis and Portfolio Management (TMH).
2. Francis and Taylor – Theory and Problem of Investments (TMH).

CORPORATE VALUATION (COV) MBA 654

The Role of Valuation, Principles of valuation, Definition of Standard of value, Basics of Risk, Economy and industry research, Michael Porter's Five Forces; Sensitivity analysis; Scenario analysis; Simulation. Valuation Approaches; Valuation of Options; Selection of valuation approach; Categories of Financial Service Firms. Background - Classification of mergers and acquisitions. Value based management, Valuation from the view of a manager.

References:

1. Corporate Valuation and Value Creation, Prasanna Chandra, Tata McGraw-Hill Education.
2. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, Aswath Damodaran, Wiley Publication

INTERNATIONAL FINANCE MANAGEMENT (IFM) MBA 655

Institutions/Development Banks; The Foreign Exchange Market; Bid – Ask spreads ;Balance of payments; Foreign exchange rates; Theories of Foreign Exchange Rate. Foreign exchange exposure and management; Management of the Multinational Firm – Foreign direct investment – Cost of capital and capital structure of the multinational firm. Multinational capital budgeting, Multinational cash management, Country Risk Analysis, International Taxation. Financing Foreign Operations – Eurocurrency markets – Instruments – Interest rate swaps – Currency swaps and its pricing – Depository receipts – GDR and ADR – Euro and its implications for India.

References:

1. Buckley, A., Multinational Finance, Prentice Hall
2. Levich. R.M., International Financial Markets: Prices and Policies, Tata McGraw Hill.

STRATEGIC COST ACCOUNTING & MANAGEMENT CONTROL (SCC) MBA 656

Costing Concepts, costing methods, techniques analysis, Behavior of cost and their impact in business; Cost ascertainment-Cost allocation, cost analysis, cost control; standard costing; process costing; revenues management; Costing information for decision making-Pricing decisions and cost management; Concepts used in costing - Target Costing - activity based costing & activity based management; Balanced score cards. Budgets and budgetary control; Capacity analysis. Capital budgeting and cost analysis- management control and transfer pricing; performance measurement.

References:

1. Cost Management strategic Emphasis, Edward Blocher, Kung H.Chen, Thomas W.Lin, Tata McGraw Hill/Irwin.
2. Management Control Systems: Principles and practices, Subhash Chandra Das, PHI

HUMAN RESOURCE MANAGEMENT

EMPLOYMENT AND COMPENSATION MANAGEMENT (ECM) MBA 661

Performance appraisal system, Competency mapping, 360 degree feedback and its variants, Concept of wages and salary. Monetary wages and real wages, Payment system, Wage policy, Labour Market Structure, Compensation Management: Theories of wages, Methods of wage determination in India, Wage Boards, The minimum wages Act, The Pay Commission, Methods of payment, Payment of Wages Act & Payment of Bonus Act.

References:

1. Milkvich & Newman : Compensation - TMH
2. Henderson – Compensation Management in knowledge based world, Pearson.

INDUSTRIAL RELATIONS (INR) MBA 662

Overview of Industrial Relations (IR), Approaches to IR, ILO Trade Unions Act, Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, National commission on Labour, Workers participation in Management, Employee Grievance, Collective Bargaining, Bargaining strategies, Bargaining Impasse, mediation and strike.

References:

1. Monappa: Industrial Relations and Labour Laws, Tata McGraw-Hill Education
2. Sharma, R.C., Industrial Relations and Labour Legislations, PHI Publications

ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT (ODCM) MBA 663

OD practitioner values and ethics, Process of organization Development, Entering and contracting, Diagnosing Organization, Diagnosis Groups & Jobs. Collecting and analyzing diagnostic information, feeding back diagnostic information Designing intervention, Leading and managing change, Evaluating and institutionalizing organization development, Techno structural and strategic change Intervention, work design, socio technical approach system, Strategic intervention- transformational change, continuous change, and trans organizational change, Special application of OD. OD in global Setting, OD in Non Industrial setting

Reference Books

1. Thomas G. Cummings, Christopher G. Worli Theory of Organization Development and change CENAGE Learning 9th Edition.
2. Kavita Singh, Organization Change and Development, Paperback, 2nd edition

Strategic Human Resource Planning and Management (SHM) MBA 664

SHM, business and corporate strategies, Traditional Vs strategic HR, ,Linkages between HRM and Strategic management process ,Role of HRM in Strategy formulation ,HR Policies ,functions ,roles, Human resource management Model, Cross training and flexible work assignment-world teams-non unionization ,strategies for employee

shortages ,strategies for employee surpluses ,strategies for performance and development .Typology of performance types, global HR strategies ,Developing HR as a value added function.

References:

1. Strategic HRM-Jeffery Mello,Thomson publication,New Delhi
2. Strategic HRM –Charles Greer,Pearson education Asia,New Delhi.

International Human Resource Management (IHM) MBA 665

Concept, Approaches Strategies of International human resource management, Multiculturalism, Cross Border Mergers and Acquisitions, Human Resource Planning, Recruitment and Selection, International Staffing, Expatriate Cross cultural Training, Compensation Management and administration, performance management, international IR, Repatriation.

References:

1. Aswathappa, K. (2007). International HRM. Tata McGraw Hill Education Private Limited.
2. Brewster, C., Sparrow, P., Vernon, G., &Houldsworth, E. (2017).International Human Resource Management, 3rd edition.Chartered Institute of Personnel and Development.

Labour Laws (LAL) MBA 666

The Factories Act: 1948, Minimum Wages Act: 1948, Payment of Wages Act: 1936, Payment of Bonus Act: 1965, Payment of Gratuity Act, Workmen's Compensation Act: 1923 Employees' Provident Fund: 1952, Employees State Insurance Act, 1976: The Maternity Benefit Act, 1961.

References:

1. Shrivastava, S.C. : Social Security and Labour Laws Vikas Publications
2. PiyliGhosh, Industrial Relations and Labour Laws, Tata McGraw-Hill Education

INFORMATION TECHNOLOGY

DATA WAREHOUSING & DATA MINING (DWM) MBA671

Evolution of DW and architecture & components. Process of ETL, Aggregation, Meta data and its architecture, Granularity, Dimensional data modeling. Vertical and Horizontal Partitioning, Capacity planning, back-up strategies. data mining. Knowledge (KDD process, Virtuous, query tools, Application of data mining in management decision making. K-nearest neighbor, neural networks, decision trees, CRM and fraud detection, Web mining and text mining, contemporary practices and case studies

References:

1. "Data warehousing Fundamentals" by Paulraj Ponniah, Wiley Publications.
2. "Modern Data Warehousing, Mining and Visualization" by George M. Marakas, Pearson Publications.

STRATEGY FOR INFORMATION SYSTEMS (SIS) MBA672

Strategic Importance of Information Systems (IS), IS to achieve business transformation planning for IS, IS economics, IS strategic plan. IS Operational and Security issues, Threats and vulnerability, Dealing with security threats, Role of auditing in IS security, Ethical issues, IS portfolio and risk management, Information system and organisations, change management, end- user computing and training issues, managing expectations, Social responsibility. Extending enterprises.

References:

1. Implementing World Class IT Strategy: How IT Can Drive Organizational Innovation: Peter A. High, Willey publication, 2015.
2. Corporate Information Strategy and Management: Text and Cases Hardcover Import, Lynda Applegate F. Warren McFarlan (Author), McGraw-Hill; 2008.

TECHNOLOGY & INNOVATION MANAGEMENT (TIM) MBA673

Concept & Classification of Technology and its management, Critical Parameters in managing Technology. technology life cycle, innovation & Technology, Process of Technological & Non Technological Innovation, types of innovation, condition for idea generation and innovation fertilization. Research & development (R&D), Management Innovation and firm capability, Technology Transfer & Legal frame/IPR/ Patents/copy rights/cyber law etc. Competitiveness of Firm/ industry, a Nation Technology.

References:

1. Lifelong Creativity: An Unending Quest, Pradip N Khandwalla (English), McGraw Hill Education (India) Private Limited, 2013.
2. Management of Technology: The Key to Competitiveness and Wealth Creation (English), McGraw Hill Education (India) Private Limited , 2nd Edition, 2014

BUSINESS ANALYTICS (BUA) MBA674

Categorisation of analytical methods and models, Big data, financial analytics, HR analytics, Marketing analytics, Health care analytics, supply chain analytics, analytics for government organisation. Sports analytics, web analytics. Modifying data in excel, crating distribution form data, measures of location , measures of variability, analysing distribution, Data visualisation advanced data visualization, data dash boards, Linear regression, models, categorisation of independent variables, Time series analysis, and data mining applications. Decision analysis

References:

1. Jeffrey D. Camm ; Essentials of Business Analytics, cengage learning, 2015.
2. Jesper Thorlund Gert: Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, willey publications, 2013.

Enterprise Resource Planning (ERP) MBA 675

Integration of business activities, dependent Vs independent items, Different planning horizons viz strategic, tactical and operational, MRP process, Evolution of ERP, Benefits of. ERP, Reengineering- need and challenges, BPR to build business Model for ERP Basic constituent of ERP, Selection criteria for ERP Packages. Procurement process for ERP Package, ERP packages SAP R/3, PEOPLE SOFT, BAAN IV, MFG/PRO, ORACLE-FINANCIAL. ERP Implementation- issues, Role of Consultants, Vendors, Users, Need for training, customization. ERP implementation methodology and post, implementation issues ERP and cases.

References:

1. Alexis, Leon (1st Edition, 2000). ERP Demystified. Tata McGraw Hill.
2. Garg, V.K. and Venket, Krishna, N.K., (1st edition, 1997). ERP Concepts and Practices. PHIPublications.

SOFTWARE PROJECT MANAGEMENT (SPM) MBA676

Concept Software project Management, SDLC, and process models, requirement analysis. Quality and testing issues, Process and project metrics. Triple constraints, framework for project management. Project Integration Management, Project Scope Management, creep, scope planning, WBS. Activity sequencing, CPM, PERT, Project Time Management processes. cost estimation, budgeting, Control, Earned Value Management Project Quality Management: Quality, waste, six sigma, and other project quality management processes. Risk and Change Management. HR issues of Software project management,

References:

1. Kathy Schwalbe, "IT Project Management", Cengage Learning
2. Jack Meredith & Samuel J Mantel Jr, "Project Management: A Managerial Approach," John Wiley & Sons.

MARKETING MANAGEMENT

INTEGRATED MARKETING COMMUNICATIONS (IMC) MBA 681

Concept and Process of (IMC): Elements of IMC, Advertising; Ad. Agency, campaigns, Sales Promotion, Publicity, Personal Selling, Direct marketing, Event Management, E-Commerce, Corporate Communication, Public Relations, Media relation, Industrial relations and, Government relations, Employee relations, Trade Fairs and Exhibitions. IMC Message Design: creative idea Visualization, Media Management, Suppliers in IMC Evaluating Marketing Communication Programs.

References:

1. Integrated Marketing Communications - Kenneth Clown & Donald Bach
2. Advertising Management - Rajeev Batra, John G. Myers & David A Aaker-PHI

PRODUCT AND BRAND MANAGEMENT (PBM) MBA682

Basic Concepts, Classification of Products, Consumer Adoption Process. New Product Planning process, opportunity identification and selection, product protocol. Product Designing, Product use Testing, Pricing and Budgeting strategic launch planning, Test Marketing strategic launching plans, market testing and launch management, Product Positioning, Branding, Brand repositioning and revitalization, Brand extension, Contemporary Issues in Product & Brand Management and Public Policy issues.

References:

1. Strategic Brand Management, by Kevin Keller, Prentice Hall 2016 Edition
2. New Product Management, by Merle Crawford & Anthony Di Benedetto Tata McGraw-Hill 9th Edition 2016

SALES DISTRIBUTION AND RETAIL MANAGEMENT (SDM) MBA 683

Sales Management, Objectives, functions, Theories of Selling, Sales force Design, Sales Force Management; Personnel management, Sales Administration. Distribution Management, Channel Intermediaries, channel structures, Channel designing & multi-channel marketing Legal aspects of channel management. Retailing: Indian Vs. Global

Scenario, Retail formats: Franchising, Retail Location, retail Strategies, Store Design, Store Administration, Merchandising, Retail Communication.

References:

1. Sales Management by Richard R. Still, Edward W. Cundiff & Norman A.P. Govoni.
2. Marketing Channels by Louis W. Stern, Adel I. El-Ansary & Anne T. Coughlan

CONSUMER BEHAVIOUR (COB) MBA 684

Consumer buying behaviour Vs organizational buying behaviour; Applications of Consumer Behaviour, Methods of consumer research, Segmentation, Consumer Decision making process, Evaluative criteria and decision rules. Models of consumer buying behaviour and organizational Buying behavior, Individual determinates of consumer Behaviour, Consumer Behaviour and Marketing decision, diffusion and innovation, organizational and industrial consumer behavior.

References:

1. Consumer Behavior, Schiffman, L.G. and Kanuk L.L., Prentice Hall, India
2. Consumer Behavior & Marketing Research Suja Nair (HPH)

MARKETING OF SERVICES (MOS) MBA 685

Introduction to services, service marketing ,Difference between Product and Services Marketing, Characteristics of Services, micro and macro environment for services, Classification of Services, Customer retention through CRM ,measuring service quality, service marketing models. Marketing mix in services marketing, Physical Evidence and Process. Understanding service market, services and consumer behavior.

References:

1. Thomas J DeLong & Asish Nanda: Managing Professional Services-Text and case, Tata Mcgraw Hill International
2. Christopher Lovelock: Services marketing people, technology, strategy, Pearson education, New Delhi

RURAL MARKETING & AGRIBUSINESS (RMA) (MBA 686)

Rural market environment, rural credit institutions, rural retail outlets and promotion mix, Rural market index, Problems in rural marketing, Rural Consumer behavior, Economic circumstances, Lifestyle, Personality and Brand Belief, Rise of Consumerism, Consumer Buying Process, Brand Loyalty. Rural market research, Diffusion of Innovation. Rural FMCG' Marketing of fertilizer industry; classification, Challenges, & marketing strategies. Indian Agrochemical Market; challenges, marketing strategies for agro chemicals. Distribution Strategy of agricultural produce.

References:

1. New Perspectives on Rural & Agricultural Marketing Ramkishen Y. Jaico Publishing House, 2002
2. Rural marketing, Pradeep Kashyap, Pearson 2nd edition

COMPULSORY PHD COURSEWORK – RESEARCH METHODOLOGY

BASIC RESEARCH METHODOLOGY (BRM) MBA 811

Types of research, research design, Identification of research problem, Primary & secondary sources, literature review, Identifying gap, Development of hypothesis, Sampling, Data Analysis, Univariate & Bivariate analysis, Research design, Development of Models, Developing a research plan.

Suggested Readings:

Donald R. Cooper and Pamela S. Schindler, Business Research Methods, Tata McGraw Hill, New Delhi

ADVANCED RESEARCH METHODOLOGY (ARM) MBA812

Correlation and regression, testing hypothesis, normal, poisson and binomial distributions, statistical quality control, factor analysis, cluster analysis and discriminate analysis, Experimental Design, Non-Parametric Procedures, spread-sheet applications, PC packages, Reporting and thesis writing.

Suggested Readings

James B Cunningham Using SPSS: An Interactive Hands-On Approach, Paperback (Sage)