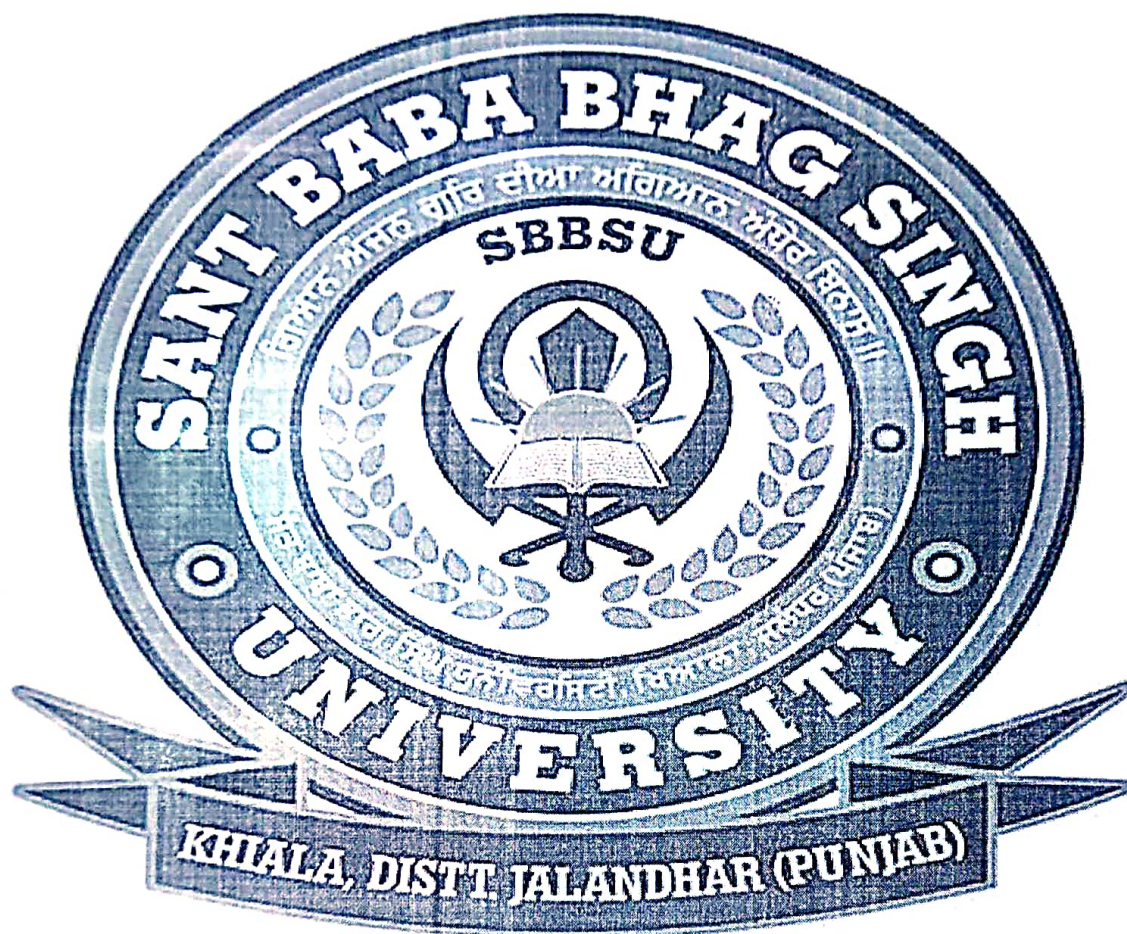


SCHEME & SYLLABUS

CHOICE BASED CREDIT SYSTEM MASTER OF BUSINESS ADMINISTRATION



Department of Management

University Institute of Commerce and Management

(UICM)

Sant Baba Bhag Singh University

2017

Index

S.No	Subject Scheme	Subject Code	Page No	Semester
			1-5	1-4
1	Principles & Practices of Management	MGT501	6-7	1
2	Organization Behavior	MGT503	8-9	1
3	Managerial Economics	COM501	10	1
4	Accounting for Managers	MGT507	11	1
5	Quantitative Techniques in Management	MAT521	12-13	1
6	Professional Communication Skills-I	ENG507	14	1
7	Computer Applications in Business	CSA561	15-16	1
8	Viva Voce	MGT509		1
10	Business Environment in Indian Scenario	MGT502	17	2
11	Marketing Management	MGT504	18	2
12	Financial Management	MGT506	19	2
13	Production & Operations Management	ME526	20-21	2
14	Advanced Human Resource Management	MGT508	22	2
15	Corporate Legal Environment	COM504	23	2
16	Research Methodology	MAT524	24	2

19	Operation Research	MAT611	25	3
20	Project Management	MGT601	26	3
21	Specializations** (2Major + 2Minor)		27-39	3
22	Summer Training Report (Presentation cum Viva)	MGT615		3
23	Viva Voce	MGT617		3
24	Strategic Management & Business Policy	MGT602	40	4
25	Corporate Governance and Business Ethics	MGT604	41	4
26	Specialization*** (3Major)		42-64	4
27	Major Research Project	MGT624		4
28	Comprehensive Viva Voce	MGT626		4

1. After 2nd semester the student will go for 6 weeks Industrial Training and will have to submit a project report of the same along with Power Point Presentation.
2. During the 4th semester the students of MBA undergo a final project report/ dissertation.

****Specialization (2Major+2Minor) Area:**

Semester III (Specialization)

Marketing

- | | |
|-------------------------------------|--------|
| 1. Consumer Behavior | MGT603 |
| 2. Advertising and Sales Promotions | MGT605 |

Finance

- | | |
|-------------------------------------|--------|
| 1. Management of Financial Services | MGT607 |
| 2. Banking & Insurance Operations | MGT609 |

Human Resource Management

- | | |
|---------------------------------------|--------|
| 1. Social Security and Labour Welfare | MGT611 |
| 2. Training and Development | MGT613 |

Information Technology

- | | |
|--|--------|
| 1. Relational Database management System | CSA502 |
| 2. Data Communication & Networks | CSA504 |

Operations Management

- | | |
|--------------------------|-------|
| 1. Total Quality Control | ME627 |
| 2. Materials Management | ME629 |

*****Semester (4) (Specialization Compulsory)**

Marketing (Compulsory)

- | | |
|----------------------------|--------|
| 1. International Marketing | MGT606 |
| 2. Retail Marketing | MGT608 |
| 3. Services Marketing | MGT610 |

Finance (Compulsory)

- | | |
|---|--------|
| 1. International Finance | MGT612 |
| 2. Security Analysis and Portfolio Management | COM606 |
| 3. Management Control Systems | MGT616 |

Human Resource Management (Compulsory)

- | | |
|--|--------|
| 1. International Human Resource Management | MGT618 |
| 2. Organization Development | MGT620 |
| 3. Applied Industrial Psychology | MGT622 |

Information Technology(Compulsory)

- | | |
|--|--------|
| 1. Concept of E-Commerce | CSA606 |
| 2. Programming Language Concept | CSA533 |
| 3. Software Engineering & Project Management | CSA510 |

Operations Management (Compulsory)

- | | |
|----------------------------|-------|
| 1. Technology Management | ME630 |
| 2. Supply Chain Management | ME628 |
| 3. Lean Manufacturing | ME632 |

MBA 1st Sem

S No.	Sub Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	MGT501	Principles & Practices of Management	4.0.0	4.0.0	4	4
2	MGT503	Organization Behavior	4.0.0	4.0.0	4	4
3	COM501	Managerial Economics	4.0.0	4.0.0	4	4
4	MGT507	Accounting for Managers	4.0.0	4.0.0	4	4
5	MAT521	Quantitative Techniques in Management	4.0.0	4.0.0	4	4
6	ENG507	Professional Communication Skills - I	3.0.0	3.0.0	3	3
7	CSA561	Computer Applications in Business	4.0.0	4.0.0	4	4
8	MGT509	Viva Voce	0.0.1	0.0.1	1	1
		Total Credit	27.0.1	27.0.1	28	28

Total Contact hrs: 28

Total Credit Hours: 28

MBA 2nd Sem

S No.	Sub Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	MGT502	Business Environment in Indian Scenario	4.0.0	4.0.0	4	4
2	MGT504	Marketing Management	4.0.0	4.0.0	4	4
3	MGT506	Financial Management	4.0.0	4.0.0	4	4
4	ME526	Production & Operations Management	4.0.0	4.0.0	4	4
5	MGT508	Advanced Human Resource Management	4.0.0	4.0.0	4	4
6	COM504	Corporate Legal Environment	4.0.0	4.0.0	4	4
7	MAT524	Research Methodology	4.0.0	4.0.0	4	4
8	MGT512	Viva Voce	0.0.1	0.0.1	1	1
		Total Credit	28.0.1	28.0.1	29	29

Total Contact hrs: 29
Total Credit Hours:29

MBA 3rd Sem

Sub Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
MAT611	Operation Research	4.0.0	4.0.0	4	4
MGT601	Project Management	4.0.0	4.0.0	4	4
	Specialization-I (Major)	4.0.0	4.0.0	4	4
	Specialization-II(Major)	4.0.0	4.0.0	4	4
	Specialization-III(Minor)	4.0.0	4.0.0	4	4
	Specialization-IV(Minor)	4.0.0	4.0.0	4	4
MGT615	Summer Training Report (Presentation cum Viva)	0.0.3	0.0.3	3	3
MGT617	Viva Voce	0.0.1	0.0.1	1	1
	Total Credit	24.0.4	24.0.4	28	28

Total Contact hrs: 28

Total Credit Hours: 28

MBA 4th Sem

S No.	Sub Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	MGT602	Strategic Management & Business Policy	4.0.0	4.0.0	4	4
2	MGT604	Corporate Governance and Business Ethics	4.0.0	4.0.0	4	4
3		Specialization-I(Compulsory)	4.0.0	4.0.0	4	4
4		Specialization-II(Compulsory)	4.0.0	4.0.0	4	4
5		Specialization-III(Compulsory)	4.0.0	4.0.0	4	4
6	MGT624	Major Research Project	0.0.3	0.0.3	3	3
7	MGT625	Comprehensive Viva Voce	0.0.1	0.0.1	1	1
		Total Credit	20.0.4	20.0.4	24	24

Total Contact hrs: 24
Total Credit Hours: 24

Course Scheme Summary MBA (2 Years)

Semester	L	T	P	Contact hrs/wk	Credits
1	27	0	3	30	28
2	28	0	3	31	29
3	24	0	4	28	28
4	20	0	4	24	24
Total	99	0	14	113	109



First Semester

Course Code	MGT501
Course Title	Principles and Practice of Management
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in organization.

Syllabus

Unit-I

Management: Definition, nature, purpose and scope, Functions of a manager Roles and Skills, Manager's job and Universality of management, Historical background of Management: Classical Approach; Scientific Management, General Administrative Theory. Quantitative Approach; Total Quality Management, Quantitative Approach, Behavioral Approach; Early Advocates of Organizational Behavior, the Behavioral Approach, the Contemporary Approach and the Hawthorne Studies.

Unit -II

Planning: Types of plans, process of planning, Management by Objectives, Nature and purpose of strategies and policies. Management by Objectives: Concept, Objectives Setting Process, Benefits and Weaknesses of MBO. Decision Making: Process, Types of Decisions and Decision Making Conditions, Decision Making Styles, Decision Making and Planning. Organizing: Concept of organization, process of organizing, basis of departmentation , Authority & Power, Line & Staff relationships .Delegation-authority, responsibility, accountability, Steps to make delegation effective Decentralization-purpose and types of decentralization, Span of Management.

Unit -III

Directing: Motivating and Leading People at work-basic concepts; Communication -nature, process, networks and barriers, Effective Communication. Leadership: Concept, Nature, Importance, Attributes of a leader, developing leaders across the organization Coordination: Need, factors which make coordination difficult, techniques to ensure effective coordination. Control: planning-control relationship, process and techniques of control, Human response to control, Types of Control- Feed forward control concurrent Control (Real Time Information & Control), and Feedback Control.

Unit -IV

International Management Practices: A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organizing, Directing, Staffing and Controlling; Recent developments in the field of Management in a global perspective. Business Ethics and Social Responsibility

Recommended Books:

Text- Books

S. No.	Author(s)	Title	Publisher
1	Essentials of Management	Koontz	Tata McGraw-Hill
2	Management	Freeman, Gilbert Jr	Pearson Education

Reference Books:

S. No.	Author(s)	Title	Publisher
1	Principles and Practices of Management	Shejwalkar and Ghanekar	Everest publishing. House
2	Principles of Management -	Robins	Pearson Learning

Course Code	MGT503
Course Title	ORGANISATION BEHAVIOUR
Type of Course	Core
L T P	4-0-0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any Organization.

Syllabus

Unit-I

Organizational Behavior: its Concepts, Features and Importance. Contributing disciplines to Organizational Behavior, Challenges and Opportunities for OB. Foundations of Individual Behavior. Learning: Concept, Theories and Principles of learning, Reinforcement Perception: - Concept, Perceptual Process, Factors in Interpersonal perception. Attitude: - Concept, Components, Attitude formation, Values & Beliefs. Communication: - Concept, Process, Types of Communication and Communication Barrier Leadership: Concept, Theories and Leadership Styles in Management.

Unit-II

Transaction Analysis: - Life positions, Levels of Self Awareness-Johari window Model, Ego States. Motivation: - Nature, importance, process, Theories of Motivation, Application of Motivation, Job Satisfaction. Controlling: - Concept, function, process, Essentials to make Effective Controlling. Personality: - Concept, Theories of Personality, Determinants of Personality, Personality attributes influencing ob. Group Dynamics: - Concept and nature of group formation, Group Structure, Models of Group formation, Theories of group formation. Group decision making techniques. Difference between group and team, Types of Teams,

Unit-III

Conflict Management: - Definition, sources of conflict, transitions in conflict thought, Levels of conflict, Conflict Management. Power & Politics: - Concept, Bases of power, Tactics to gain Power, Techniques of politics. Stress Management: - Meaning, Concept, Causes of Organization Stress, Stress Management. Organization Change: - Concept, Change Agents, Change Model,

Unit-IV

Organization Culture: - Concept, functions of Organization Culture, Development and implications of Organization Culture, Creating and sustaining Organization Culture. Organization Development: - Concept, Interventions of Organization Development. Organization Effectiveness: - Concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

Recommended Books:

Text- Books

S. No.	Author(s)	Title	Publisher
1	Organizational Behavior	Luthans, F	McGraw –Hill Inc.
2	Organizational Behavior - Human Behavior at Work	Newstrom, J.W. and Davis, K	The McGraw Hill Companies, Inc

Reference Books:

S. No.	Author(s)	Title	Publisher
3	Understanding Organizational Behaviour	Pareek, U	Oxford University Press, Delhi.
4	Organizational Behavior	Robbins, S.P Judge, T. and Sanghi, S.	

Course Code	COM501
Course Title	Managerial Economics
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	A primary purpose of the course is to develop tools useful in other courses since economics is the foundation for much of what is taught in finance, marketing, business strategy and many other courses in the MBA program.

Syllabus

Unit-I

Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Basic economics concepts in decision-making Distinction between Micro and Macroeconomics. Demand analysis: Types, determinants, elasticity, demand function, demand forecasting, Bandwagon and Snob effects.

Unit-II

Cost Analysis: Concept of cost and its types, cost output relationship in short and long period, supply curve. Iso-quant curves, Indifferences curves. Pricing analysis: Market structures, price determination under different market situations, price discrimination, selling costs, products differentiation, various pricing methods, transfer pricing, break even analysis.

Unit-III

National income analysis: Techniques of social accounting. Theories of income, output and employment: Classical Keynesian. Theory of multiplier: Concepts of static and dynamic multiplier, balanced budget multiplier. Income generation process through multiplier

Unit-IV

Theory of trader cycle: Concepts and causes of trade cycles. Measures to control trade cycles. Macro economics policy: Monetary and fiscal. Theories of inflation: cause and control of inflation.

Text- Books

S. No.	Author(s)	Title	Publisher
1	Managerial Economics:	Thomas and Maurice	McGraw- Hill
2	Managerial Economics Theory and Applications	D.M.Mithani	Himalaya Publication

Reference Books:

S. No.	Author(s)	Title	Publisher
3	Managerial Economic	Peterson and Lewis	Prentice Hall of India
4	Managerial Economic	D.N.Dwivedi	Vikas Publications

Course Code	MGT507
Course Title	Accounting for Managers
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	A primary purpose of the course is to develop tools useful in other courses since economics is the foundation for much of what is taught in finance, marketing, business strategy and many other courses in the MBA program.

Syllabus

Unit-I

Basics of Accounting, concepts and Principles, Accounting Cycle, nature and purpose of accounting, Accounting records and system, Users of accounting information. Journal, Ledger, Trial Balance, Final Accounts with adjustments.

Unit-II

Understanding Financial Statements, Analysis of Financial Statement: Ratio Analysis and Cash Flow and Fund Flow Statement Analysis, Responsibility Accounting

Unit-III

Introduction to cost Accounting and Management Accounting, and their interrelationship with Financial Introduction to Cost Behavior, Cost Volume Relationships, Absorption and Marginal Costing, Budgets

Unit-IV

New development in Management Accounting: Activity-Based Costing, Life-Cycle Costing, Target Costing and Kaizen Costing. Human Resource accounting. Significance of Computerized Accounting System

Text Books:

S. No.	NAME	AUTHOR(S)	PUBLISHER
1	Financial Management: Text and Problems	M.Y. Khan & P.K Jain	Tata McGraw
2	Managerial accounting	Garrison	Tata Mc Graw

Reference Books:

S.No.	Author(s)	Title	Publisher
3	Accounting For Managers	J.Madegowda	Himalaya publishers
4	Financial Accounting for Management	Ramchandran	Tata McGraw

Course Code	MAT521
Course Title	Quantitative Techniques in Management
Type of course	Core
L T P	4 0 0
Credits	4
Course prerequisite	Graduation
Course Objective (CO)	This course is an introduction to a broad range of mathematical techniques for solving problems that arise in Science and Engineering. The goal is to provide a basic understanding of the concept of statistics analysis and use of these techniques along with a detailed understanding of Transforms in engineering applications

Syllabus

Unit -I

Measures of Central Tendency : Arithmetic Mean; Calculation of mean in individual, discrete and continuous series, Properties of arithmetic mean, combined mean **Median**; Calculation of median in individual, discrete and continuous series **Mode**; Calculation of mode in individual, discrete and continuous series, Comparison of mean, median and mode. Measures of Dispersion: Range, Quartile deviation, coefficients of range and quartile deviation **Mean Deviation**; Calculation of mean deviation in individual, discrete and continuous series• **Standard deviation**; Calculation of standard deviation in individual, discrete and continuous series, Combined standard deviation, **Variance**. Coefficient of variation

Unit-II

Correlation Analysis and Regression Analysis: Scatter Diagram, Karl Pearson's, Rank Correlation, **Regression Equations**-Deviation taken from Assumed mean and Arithmetic Mean, Least square method, Graphing **Regression Lines**. **Index Number:** Methods of constructing index Number- Laspeyres, Paasche, Bowley's, Fisher and Marshall- Edge worth method, Chain base Index Number. **Analysis of Time Series:** Method of Semi-average, Moving average, Simple average, Ratio to-trend method, Ratio-to-Moving average Method

Unit-III

Progression Series: Arithmetic Progression; Definition nth term of an A.P, sum of n terms **Arithmetic mean**, A.M. between two numbers Managerial application of A.P. series **Geometric Progression**; Definition, nth terms of G.P. series, sum of n terms Geometric mean between two numbers, managerial application of G.P.series. **Matrices:** Introduction to Matrix, Types of Matrix Difference of two matrix, Properties of addition of matrix, Product of two matrix Transpose of Matrix, Determinants of a matrix, Cofactors, Minors of a Matrix Adjoint of a matrix, Inverse of a Matrix, Solutions of equations by Crammer rule, Rank of a matrix.

Unit-IV

Probability- basic concepts and approaches, addition, multiplication and Bayes' theorem, probability distributions - meaning, types and applications, binomial, **Poisson and Normal distributions**. Statistical inference: Concept of sampling distribution, parameter and statistics, standard error. **Theory of estimation:** Point and interval estimation, construction and confidence limits for mean.

Tests of significance-parametric v/s non-parametric tests, hypothesis testing, large samples, small samples- chi-square test, z-test, t-test, binomial test, analysis of variance. Independence of Attributes, Goodness of Fit.

Recommended Books:

Text- Books

S. No.	Author(s)	Title	Publisher
1	Fundamentals of Statistics	Gupta, S C	New Delhi: Himalaya Publishing House, 2001. Print
2	Statistical Methods	Gupta, S P	New Delhi: Sultan Chand, 1979. Print

Reference Books:

S. No.	Author(s)	Title	Publisher
1	Basic Statistics for Business and Economics	. Kazmier, Leonard J.	New York: McGraw-Hill, 1979. Print
2	Statistics for Management	Levin, Richard I	Englewood Cliffs, N.J: Prentice-Hall, 1987. Print.

Course Code	ENG507
Course Title	Professional Communication Skills
Type of Course	Theory
L T P	3 0 0
Credits	3
Course pre-requisite	MBA/MCA/M.Sc IT/PGDCA/M.Com
Course Objectives	The objective of this course is To assist the students to acquire proficiency, both in spoken and written language. Student will be able to develop comprehension, improve writing skills, and correspond with others. This course will enhance skills in spoken English.

Syllabus

UNIT-I

Oral Communication Phonemes – English vowels and Consonants, Articulation of speech sound, Place of articulation, manner of articulation, Transcription.

Mannerism and Etiquettes: Basics of Telephonic Communication, Telephonic etiquette, Useful Expressions for handling business calls.

Table etiquettes, Basic etiquettes in day to day life, Professional etiquettes; Dress code.

UNIT II

Basics of official Correspondence Business Correspondence; elements of business letter, types of business letters, format of business letters, Notice, Agenda of meeting, Memorandum, Office Order, Report Writing, Resume Writing, Job application.

UNIT III

Creative Writing Dialogue writing, Idea developing, Role playing, Note making, Note Taking, Summarizing, Essay writing.

UNIT-IV

Discussions and Meeting Skills Group Discussions, Oral Presentations, Use of audio-visual aids, Meeting Skills; Characteristics of meetings, purpose of meetings, types of meeting, planning a meeting, Role of secretary, minutes of meeting, Record keeping.

Text- Books

S. No.	Author(s)	Title	Publisher
1.	Varinder Kumar and Bodh Raj	Business Communication	Kalyani Publishers
2.	R. Datta Roy and K.K. Dheer	Communications Skills	Vishal Publishing Company

Reference Books:

S. No.	Author(s)	Title	Publisher
1.	The Essence of Effective Communication	Ludlow and Panthon	Prentice Hall of India
2.	Essentials of Business Communication	Pal and Rorualling	S. Chand and Sons. New Delhi

Course Code	CSA561
Course Title	Computer Applications in Business
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation and Brief knowledge of computer and its components.
Course Objectives (CO)	To enable the students to acquire basic knowledge in the fundamentals of computers and its applications in the various areas of business.

SYLLABUS

Unit-I

Computer – definition - Computer users - Computer for individual users – Computer for organizations - Computer in society –Components of Computer - input unit - output unit- storage unit CPU- ALU - control unit - registers - computer hardware – System software - Application software.

Computer systems - Types of Computer systems- Micro, Mini, Mainframe and Super Computers - Analog, Digital and Hybrid Computers - Business and Scientific Computer systems - First, second, third and fourth generation Computers - Laptop and notebook Computers .

Unit-II

Computer data - Information – Data Processing -Data Storage and Data retrieval capabilities – storage devices - primary memory - RAM, ROM, PROM, EPROM, cache memory - secondary memory - magnetic tape, hard disk, Compact disks - Importance of computers in business - Computer applications in various areas of business- Computer related jobs in business Input devices – keyboard, mouse, scanner - output devices – monitor -VDU, LCD, CRT -printers - Commonly used printers, High-quality printers, Thermal-wax printers, Dye- sublimation printers, Plotters.

Unit-III

Operating Systems: DOS - Internal commands - External commands- Windows - UNIX - Windows NT - Windows98 – Windows XP - Types of operating Systems: Batch, Online and Real time system - Time sharing, Multiprogramming and Multiprocessing systems. Networking Basics - Sharing data anywhere, anytime - The uses of a network -Common types of networks - Hybrid networks – structure of network – Network topologies and protocols - Network media - Network hardware - Local and Wide Area Network – E-Commerce – Internet – Extranet - E-mail and its uses - World Wide Web.

Unit-IV

Definition of information - History of Information - Quality of Information -Information processing - Management decision making - IT support for management decision making - Data transformation and management - Decision Support Systems (DSS) - Characteristics and capabilities of DSS -Components and structures of DSS - Data and information analysis.

. Information and enterprises - Information systems to support business functions – Functional information systems - Management information systems - Transaction processing information systems - Integrated information systems - Enterprise Resource Planning (ERP) - Advantages of ERP - Benefits of an ERP system - Inter-Organizational information systems - Global information systems - Information as a competitive weapon. Accounting basis and terms -

branches of accounting- mode of accounting - manual accounting - computerized accounting fundamentals

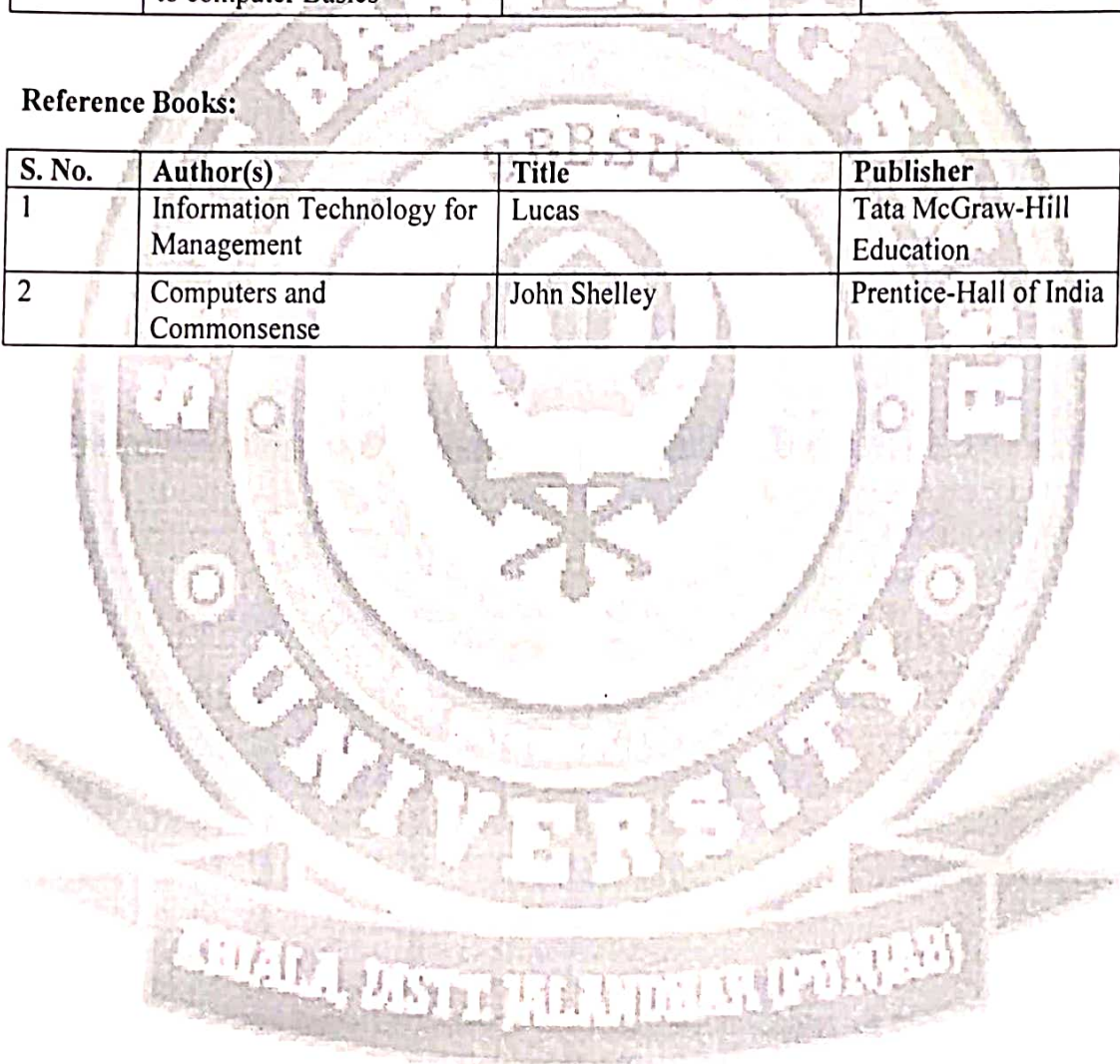
Recommended Books:

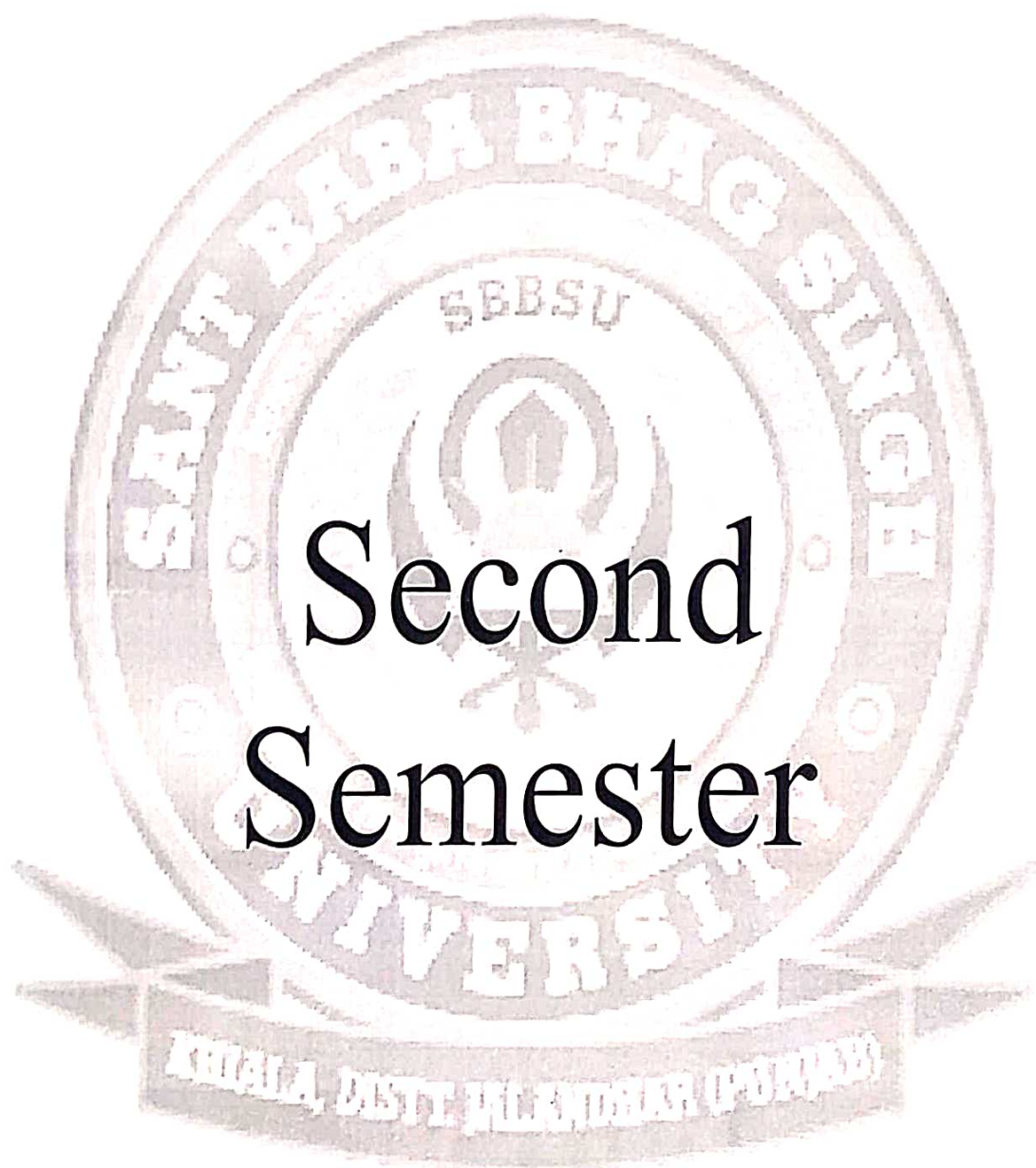
Text- Books

S. No.	Author(s)	Title	Publisher
1	Introduction to Computers	Alexis Leon, Mathews Leon	Sangam Books Limited
2	Absolute Beginner's guide to computer Basics	Michael Miller	Pearson Education

Reference Books:

S. No.	Author(s)	Title	Publisher
1	Information Technology for Management	Lucas	Tata McGraw-Hill Education
2	Computers and Commonsense	John Shelley	Prentice-Hall of India





Second Semester

Course Code	MGT502
Course Title	Business Environment in Indian Scenario
Type of Course	Common Subject
L T P	4.0.0
Credits	4
Course Prerequisites	Knowledge of business terminology & Current affairs
Course Objectives (CO)	The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students. To promote basic understanding on the concepts of business environment and to enable them to realize the impact of environment on business. The provide knowledge about the Indian and international business environment

SYLLABUS

UNIT-I

Business Environment in India, Elements of environment: Political, legal, Social- Cultural, Technological and economic. Environment Scanning. Techniques used for Scanning.

UNIT-II

Monetry and Fiscal Policies, Multinational corporations, Globalization, Social audit: Meaning and importance, sun-rise sectors of India Economy. Challenges of Indian economy, Economic Policy, Competition Law, RTI Act ,Consumer Protection Act.

UNIT-III

Recent World Trade and Foreign Investment trends; World financial Environments, Tariff and Non tariff barriers; Regional Blocks; international production; internationalization of service firms; operation management in International firms.

UNIT-IV

Challenges faced by international Business and investment opportunities for Indian industry, FDI – Meaning, FDI

Concepts and functions need for FDI in developing countries, factors influencing FDI, FDI operations in India, GATT and WTO.

Recommended Books

Text- Books

S. No.	Author(s)	Title	Publisher
1.	Business Environment	Francis, "chernilam"	Himalaya Publishing House
2.	Govt. and Business	D. Amar chand	Tata McGraw Hill

Reference Books:

S. No.	Author(s)	Title	Publisher
1.	International Business, Environment and Business	Bhalla, V.K., and S.Shivaramu	Anmol
2.	International Economy:	Bhalla, V.K.	Anmol

Course Code	MGT504
Course Title	Marketing Management
Type of Course	Core
L T P	4.0.0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	The basic objective of the course is to develop understanding and provide knowledge about marketing and its applications in decision making under various environmental constraints.

Syllabus

Unit-I

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning—an overview. Market Analysis and Selection: Marketing environment macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

Unit-II

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle –strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies.

Unit-III

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries. Promotion Decisions Communication Process; Promotion mix –advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Media selection; Advertising effectiveness; Sales promotion–tools and techniques

Unit-IV

Marketing Research: Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

Text- Books

S. No.	Author(s)	Title	Publisher
1	Marketing Management	Kotlar, Philip	Prentice Hall, New Delhi.
2	Fundamentals of Marketing	Stanton, Etzel, Walker	Tata-McGraw Hill, New Delhi.

Reference Books:

S. No.	Author(s)	Title	Publisher
1.	The Essence of Effective Communication	Ludlow and Panthon	Prentice Hall of India

Course Code	MGT506
Course Title	Financial Management
Type of Course	Common Subject
L T P	4.0.0
Credits	4
Course Prerequisites	Knowledge of business terminology & Current affairs
Course Objectives (CO)	The focus of this course is in the area of financial management. We will show managers how to interface with accounting and finance departments, help them to understand how firms meet their financial objectives utilizing financial decision-making

SYLLABUS

Unit-I

Financial-management: Meaning, scope, objectives and financial goals of financial management, Finance function.

Source of Long Term funds: Equity shares, Preference share, Debentures, public deposits, factors affecting long term funds requirements. Cost of Capital: Concept, objectives, Calculation of cost of capital.

Unit-II

Capital Budgeting: Capital Budgeting process, Project Selection. Capital Budgeting Techniques: Payback Period Methods, Average rate of return, Net Present Value methods, IRR, Benefit-Cost ratio, Capital rationing. Lease Financing: Concepts, types of leases

Unit-III

Capital Structure: Determinants of Capital Structure, Capital structure theories.

Leverage: Operating and Financial Leverage.

Management of Retained Earnings: Retained earnings & Dividend policy, Consideration in dividend policy, Forms of Dividends theories.

Unit-IV

Working Capital: Concept, factors affecting working capital requirements, operating cycle of working capital, Sources of working capital.

Inventory Management: Concept, Objectives, Inventory control techniques EOQ

Cash Management: Concept, Motives for holding cash, estimation of cash requirements

Recent Developments—Introduction to concepts CAPM.

Recommended Books:

Text- Books

S. No.	Author(s)	Title	Publisher
1	Financial Management	Khan & Jain	Tata McGraw Hill
2	Financial Management	I.M. Pandey	Vikas publishers
3	Financial Management (Theory & Practice)	Prasanna Chandra	Tata McGraw Hill

Course Code	ME526
Course Title	Production and Operations Management
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	This course is Production and Operations Management has been recognized as an important factor in a country's economic growth. Rapid changes in technology has posed numerous opportunities and challenges.

SYLLABUS

Unit-I

Operations management: concept, functions. transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, Operation Performance parameters (quality, speed, dependability, flexibility and cost), Product Design and development – Stages of Design and Development, Interactive design and its benefits, Process selection- Objectives, Process types- project, job, batch, mass and continuous types of production systems, Detailed Process design, Facility Location - importance, factors in location analysis, location analysis techniques.

Unit-II

Facility Layout – Objectives, Advantages, Basic Types of Layouts-Fixed position, functional, cell and product (line) layout. Production Planning & Control (PPC): –Concepts, Objectives, and Functions, Planning and control activities- Loading, Scheduling, sequencing and Monitoring & control – Work Study: Method study; Work measurement. Capacity Management: Objectives, Planning and Controlling Capacity- Aggregate, medium and short term capacity, Factors affecting Capacity Planning.

Unit-III

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and services, Seven tools for Quality control, Total Quality Management and Quality Assurance, Concept of Six Sigma and its application, Control charts for variables - Averages and Ranges, Control Charts for Defectives - Fraction defective and number defective, Acceptance sampling.

Unit-IV

JIT and Lean Production systems: JIT approach, Implementation requirements, Services, Kanban system. Inventory Management: Concepts, Classifications, Objectives, Inventory Cost, Basic EOQ model, Re-order level, ABC analysis. Material Requirements Planning (MRP): Concept, Structure of MRP, Advantages, Bill of Materials, MRP in Services, MRP and JIT

Recommended Books:

Text- Books

S. No.	Author(s)	Title	Publisher
1	Operations Management	Nigel Slack, Alistair Brandon. Jones Robert Johnston	Pearson
2	Operations Management	Jay Heizer	Pearson
3	Production and Operations Management	S. Anil Kumar, N.Suresh	New Age International Publishers



Course Code	MGT508
Course Title	Advanced Human Resource Management
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions.

SYLLABUS

Unit-I

Human resource management: functions, scope and models, HRM environment and environmental scanning, Human Resource Planning (HRP): Concept, Need and Importance of HRP, Factors Affecting HRP, Process of HRP. Job Analysis: Meaning and Objective, Process, Methods of Collecting job data, Problems of Job Analysis. Recruitment & Selection, Induction and Placement, Training and Development.

Unit-II

Performance Appraisal: methods & techniques, Potential Management, fringe benefits and incentives: compensation management, Career planning and development: managing promotion, demotion, transfer, quality of work life. Job Evaluation: Meaning, Process and Methods of Job evaluation.

Unit-III

Team management, empowerment management, creativity and decision making management, organizational learning and knowledge management, culture management, change management, managing ethical issues in human resource management. Values, principles, policies and procedure of MNC's.

Unit-IV

Labor relations and employee security Industrial relation and collective bargaining: Trade unions - future of trade unionism. HRD & implications for HRD, contemporary issues in human resource management, global HR practices. HRD audit.

Recommended Books:

Text- Books

S. No.	Author(s)	Title	Publisher
1	Human Resource Management	Aswathappa, K	Tata McGraw-Hill.
2	Human Resource Management	Bratton, J. and Gold, J.	Theory and Practice,

Course Code	COM504
Course Title	Corporate Legal Environment
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	The objective of the course is to familiarize the students with the nature of legal regulatory environment of corporate enterprises in India.

Syllabus

Unit-I

Law of Contract: Definition and nature of contract, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Contingent Contracts, Performance and Discharge of Contract, Quasi Contract, Remedies for Breach of Contract.

Unit-II

Introduction to the concept of agent and different types of mercantile agents Bailment and Pledge, Indemnity and Guarantee. Definition and nature of partnership, Contract of Sale of Goods Act: Meaning, Formation of contract, Meaning of condition and warranties.

Unit-III

Transfer of ownership, Performance of the contract, Negotiable Instruments, Bills of Exchange, Promissory Note, Cheques, and Parties to negotiable instruments. Dishonor of negotiable instrument cheques and liability of banker and drawer. Law of Insurance: Fundamentals Elements of Insurance.

Unit-IV

Company Law: Definition and nature of a company, kind of companies, Incorporation of companies, Memorandum of Association and Articles of Association Membership of a company Prospectus, Share capital, Meetings and resolutions, Accounts and Audits, Amalgamation, reconstructions, arrangements and compromises, winding up and dissolution of Companies.

Text- Books

S. No.	Author(s)	Title	Publisher
1.	Varinder Kumar and Bodh Raj	Business Communication	Kalyani Publishers
2.	R.Datta Roy and KKD heer	Communications Skills	Vishal Publishing

Reference Books:

S. No.	Author(s)	Title	Publisher
1.	The Essence of Effective Communication	Ludlow and Panthon	Prentice Hall of India

Course Code	MAT524
Course Title	Research Methodology
Type of course	Core
L T P	4 0 0
Credits	4
Course prerequisite	Basic of Research Methodology
Course Objective (CO)	The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Syllabus

Unit –I

An Introduction to Research: Meaning, Definition, Objectives and Process; Research Problem: Selection Of Problem, Understanding Problem, Necessity Of Defined Problem; Review Of Literature In Research. Research Design: Meaning, Types –Descriptive, Diagnostic, Exploratory, And Experimental.

Unit –II

Sources Of Data: Primary And Secondary; Data Collection Methods; Questionnaire Designing: Construction, Types And Developing A Good Questionnaire. Sampling Design and Techniques, Scaling Techniques, Meaning, Types, Data Processing Operations, Editing, Coding, Classification, Tabulation. Research Proposal/Synopsis Writing.

Unit –III

Statistics - Descriptive Statistics: Central Tendency and Dispersion, Correlation: Linear, Partial and Multiple, Simple and Multiple Regression, Discriminant Analysis, Conjoint Analysis, Time Series and Business Forecasting. Applications of Index Numbers; Sampling Distribution; Tests Of Significance: Z-Test, T-Test, Chi-Square Test, F -Test, And ANOVA; Use Of SPSS For T-Test, Chi-Square Test and ANOVA.

Unit –IV

Multi Dimensional Scaling: Factor Analysis, Cluster Analysis, Interpretation of Data, Report Preparation and Presentation. Each Student has to prepare Mini Research Project on Topic / Area of their Choice and Make Presentation. The report should consist of application of tests and techniques mentioned in above units. Relevant Case Studies should be discussed in class.
Note: Practical-Use of SPSS / Systat and Excel.

Reference Books:

S. No.	Author(s)	Title	Publisher
1.	SPSS Explained	Hiolton, Brownlow McMurray, Cozens	1. Tata McGraw Hill
2.	Business Research Methods	William G. Zikmund	Thomson South- Western Learning

THIRD SEMESTER



Course Code	MAT611
Course Title	Operation research
Type of Course	Theory
L T P	4:0:0
Credits	4
Course Prerequisites	Basic knowledge of mathematics
Course objective(CO)	This course is an introduction to a broad range of mathematical techniques for solving problems that arise in Science and Engineering

Syllabus

Unit -I

Operation Research: Concept and significance of operations research; Evolution of operation research; Steps in designing operations research studies; Operations research models, Methodology Linear Programming and its Applications; Graphic method and simplex method. Duality problem.

Unit-II

Replacement problem : Introduction- Replacement of Equipment/Asset that deteriorates gradually-Replacement Policy when value of money does not change with time. Case 1: when t is a continuous variable. Case 2: when t is a discrete variable- Replacement Policy when value of money changes with time and its Corollary- Selection of the best equipment amongst two- Replacement of equipment that fails suddenly- Reliability and System Failure Rates- Definition of Reliability- Failure Rates- Bath-tub-shaped Failure Rate-Instantaneous Failure Rate- Mean Time Between Failure (MTBF)- Estimation of Reliability-Reliability Improvement.

UNIT-III

Inventory and Queuing Management: Concepts of inventory management; Inventory models – classical EOQ, EOQ with price breaks, EOQ model for production runs, planned shortage model-deciding optimum safety stock and reorder level, probabilistic model; Techniques of selective control. Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates-single server and infinite and finite population; Cost behavior analysis.

Unit-IV

Project Scheduling: Concepts of PERT & CPM techniques and their applications; Network analysis-scheduling activities, determining critical path, calculation of floats; Time-cost trade-off; Resource allocation and resource levelling. Introduction to Other Types of Programming: Goal programming; Integer programming; Dynamic programming Non-linear programming (introductory only)

Recommended books:-

S. No.	Author(s)	Title	Publisher
1	Principles of Operations Research	HM Wagner	Prentice Hall
2	Operations Research	PK Gupta and DS Hira	., S. Chand & Co.

Reference Books:

S. No.	Author(s)	Title	Publisher
1	Introduction to Operation Research	F.S. Hiller and G.I. Libermann	Holden Ray

Course Code	MGT601
Course Title	Project Management
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing the understanding of project activities and relevant skills.

SYLLABUS

Unit-I

Objectives of a Project, Need for Project Management, Project Life cycle, Project Management Framework, Steps in Project Planning, Managing Risk, and Components of Risk Management.

Unit-II

Project appraisal Techniques: Market and Demand Analysis. Technical Analysis. Financial Analysis, Local Cost Benefit Analysis, Developing an Effective Business Plan.

Unit-III

Project Selection, Preparing a Request for Proposal, Soliciting Proposals, Project organization, the project as part of the functional organization, pure project organization, the matrix organization, mixed organizational systems, Scheduling techniques: PERT & CPM, LOB.

Unit-IV

Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor, Responsibilities of the Project Manager.

Recommended books:-

S. No.	Author(s)	Title	Publisher
1.	Project Management- Strategic Financial Planning Evaluation and Control	M. Patel	Vikas Publishing
2.	Projects - Planning , Analysis, Selection, Implementation and Review	Prasama Chandra	Tata McGraw Hill

Course Code	MGT605
Course Title	Advertising and Sales Management
Type of Course	Specialization
L T P	Lectures -4, Tutorial-0, Practical- 0
Credits	4.0.0
Course Prerequisites	Basics of Marketing
Course Objectives (CO)	The objective of this course is to help students understanding about the marketing communication tools and implement them in designing advertisement strategies.

Syllabus

Unit-I

Meaning, nature, scope and classification, Key players in advertising, role of advertising and its importance, surrogate advertising, puffery in advertising. Advertising's role in Marketing Mix, Integrated marketing communication, AIDA Model, Laipdye – Stenier Model of communication, Setting goals and advertising objectives, concept of DAGMAR in setting objectives, Role of advertising in India's economic development, Ethics in advertising, Social, Economic and Legal aspects of advertising.

Unit-II

Managing an Advertising Program: Message Structure – Appeals, Copy, Layout; Advertising Media – Media Planning, Media Selection and Scheduling; Measuring Advertising Effectiveness – Pre-testing and Post-testing copy; Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method; Advertising Agencies – Types, Role and Functions; Social and Cultural Consequences of Advertising – Advertising and Stereotyping

Unit-III

Nature and scope of sales Management, Motivating sales Personnel, Carving territories, Routing, Quota sales Call Planning, Sales forecasting, Selection and Training of sales personnel, Supervision and appraisal of sales Personnel

Unit-IV

Sales organization, Sales Functions and its relationship with other marketing functions, External relationship of the Sales Department e.g. with distributors, Government and Public, Functions and qualities of a Sales Executive, Environment Routing and Scheduling, International Sales Management.

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Advertising Management	Rajeev Batra, John G.Myers, David A. Aaker	Pearson Education
2	Advertising-Planning and Implementation	Raghuvir Singh	Prentice Hall India

Course Code	MGT603
Course Title	Consumer Behavior
Type of Course	Marketing
L T P	Lectures -4, Tutorial-0, Practical- 0
Credits	4.0.0
Course Prerequisites	Graduation
Course Objectives (CO)	The objective of this course is to help students understanding the various factors effecting consumer behavior and to understand the process of consumer buying. Based on the understanding of Consumer behavior, the students are expected to design the strategy

Syllabus

Unit-I

Introduction to Consumer Behavior: Nature, Scope and Importance. Consumer Motivation: Nature of Motivation; Types of Consumer Needs and Motives; Dynamics of Motivation; Need Conflict; Need Hierarchy Theory of Motivation and its Applications; Measurement of Motives.

Unit-II

External Influences on Consumer Behaviour: Group behaviour: Meaning and types of group, Influence of Reference Groups, group appeals, Family: Functions of family, Family decision making, Family Life Cycle, Culture: Values and Norms, Characteristics and Affect on Consumer Behaviour, Types of sub culture, Cross cultural consumer, Social Class: Categories, Measurement and Applications of Social Class, Consumer behavior in adapting new products, participants in buying decisions

Unit-III

Personality and Consumer Behavior: Definition of Personality; Theories of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics. Consumer Perception: Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.

Unit-IV

Consumer Buying behavior, Buying process, Types of consumer decisions, strategies to change consumer behavior, Types of consumer decisions- making models. Post purchase behavior, diffusion process

Recommended Books

S. No.	Author(s)	Title	Publisher
1.	Consumer Behaviour	Schiffman, I. G. and Kanuk, L. L.	Pearson Eductaion
2.	Consumer Behaviour	. Blackwell, Roger D., Miniard, Paul W., and Engel James F.	Cengage

Reference Books:

S. No.	Author(s)	Title	Publisher
1.	Consumer Behaviour	Solomon, Michael R.	Pearson Education

Course Code	MGT607
Course Title	Management of Financial Services
Type of Course	Finance
L T P	4 0 0
Credits	4
Course Prerequisites	Basic knowledge of financial services
Course Objectives (CO)	The objective of the course is to acquaint the students with the various Financial Services and Techniques to manage them.

Syllabus

Unit-I

Financial Services: Introduction of Financial Intermediaries and Financial Services, Organization of the Financial Service Industry, Various Financial Intermediaries, Recent Development in Financial Services, Financial Services in India.

Dematerialization and Rematerialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.

Unit-II

Broking: Broking Services and Trading in Equity Broking and Trading in Debt.

Mutual Funds: Concept of Mutual Funds, Types of Mutual Funds, Advantages, Structure of Mutual Funds and tax treatment, SEBI and Mutual Funds Regulations. Insurance Services: Introduction, Types of Insurance, Life Products, Non-Life Products

Unit-III

Credit rating - the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects

Leasing: Definition, Types of Leases, Advantages, Disadvantages, Leasing and Commercial Banking Sector,

Risk in Leasing, Lease Proposal Analysis, Comparison Between Lease and Hire Purchase

Unit-IV

Merchant Banking - Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers.

Factoring: Meaning, Forms, Functions, Legal Aspects and Evaluation.

Plastic Money - Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India.

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Indian Financial Services	M.Y. Khan	Tata McGraw Hill
2	Marketing of Financial Services	V. A. Avdhani	Himalaya Publishing House

Course Code	MGT609
Course Title	Banking and Insurance Operations
Type of Course	Specialization
L T P	4 0 0
Credits	4
Course Prerequisites	Basics of Banking and Insurance services
Course Objectives (CO)	To familiarize students with the briefs of the applications of banking and insurance operations in the business.

Syllabus

Unit-I

Banking in India, Types of Banks, Roles of Banks (viz. Intermediation, Payment system, Financial services), Banking Regulations. Banking Products – Fee based and fund based.

Unit-II

Types of relationship between banker and customer, Bankers obligations to customers, Right of lien, set off, appropriation, Provisions of Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters Customers' accounts with banks, Opening- operation, KYC norms and operation, Types of accounts and customers

Unit-III

Core banking solutions, Debit, Credit, and Smart cards, EFD, RTGS International banking, Exchange rates, Documentary letter of credit, financing exporters and importers, ECGC Policies and guarantees

Unit-IV

Types of Insurance: Life Insurance, General Insurance, Health & Medical Insurance, Property related Insurance, Liability Insurance, Reinsurance. Principles governing marketing of insurance products. Insurance Regulation and Role of IRDA.

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Financial Institutions & Markets	L M Bhole	Tata McGraw- Hill
2	Banking Theory, Law and practice	Sunderaram and Varshney	Sultan Chand & Sons, New Delhi.

Course Code	MGT611
Course Title	Social security and labour welfare
Type of Course	Specialization
L T P	4-0-0
Credits	4
Course Prerequisites	Graduation and basics of HRM
Course Objectives (CO)	To familiarize the students with the understanding and provisions of industrial and labour related social security laws.

Syllabus

Unit-I

The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the act – Employees' provident fund scheme, Employees' pension scheme, 1995, Employees' deposit linked insurance scheme; Minimum Wages Act, 1948; Payment of Bonus Act, 1965, Maternity Benefit Act, 1961.

Unit-II

Employees State Insurance Act, 1948: Objectives and applicability of the scheme; personal injury, factory, manufacturing process, wages, medical benefit council; contributions; adjudication of dispute and claims, benefits, Factories Act, 1948: Definitions; Authorities under the factories Act; Working hours of adults; Employment of young persons; Annual leave with wages; Penalties and procedure.

Unit-III

Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Payment of gratuity; Recovery of gratuity; Penalties. Employee's Compensation Act, 1923: Definitions: Dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; Contracting; Commissioner, Equal remuneration act, 1976.

Unit-IV

I.L.O and social Security: The concept of Labour welfare: definition, Scope and Objectives, welfare work and social work . Evolution of labour welfare, classification of welfare work, agencies for welfare work. Labour administration; agencies for administering labour welfare laws in India.

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Industrial Relations & Labour Laws	Srivastava, S.C	Vikas Publishing House (P) Ltd
2	Simplified Approach to Labour Laws	Sharma, J.P	Bharat Law House (P) Ltd., New Delhi.

Course Code	MGT613
Course Title	Training and Development
Type of Course	Specialization
L T P	4-0-0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	To create understanding among students for need, importance and implementation of training so as to achieve employee development.

Syllabus

Unit-I

Introduction To Training Concept: Definition, Meaning, Need For Training, Importance Of Training, Objectives Of Training, Training And Development, Overview Of Training Functions, Types Of Training. Process Of Training: Steps In Training, Identification Of Job Competencies, Criteria For Identifying Training Needs, Assessment Of Training Needs

Unit-II

Methods And Process Of Needs Assessment. Training & Development Centers, Role of External Agency in Training and Development, Training for change, Resistance in Training. Learning: Principles Of Learning, Theories Of Learning, Reinforcement Theory, Social Learning Theory, Resistance To Training

Unit-III

Designing And Implementing A Training Program: Trainer Identification, Methods And Techniques Of Training, Designing A Training Module (Cross Cultural, 69 Leadership, Training The Trainer, Change), Management Development Program, Budgeting Of Training.

Unit-IV

Evaluation Of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training. Emerging issues in Training and Development in India. Evolving Training Policy.

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Hand book of Training Evaluation and Measurement Methods	Jack J. Phillips	Routledge.
2	Manpower Training in organizations	Dayal, I	Prentice Hall of India, New Delhi

Course Code	ME627
Course Title	Total Quality Control
Type of Course	Theory
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	The course is designed to develop a sound understanding of how the application of TQC assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQC and business excellence.

Syllabus

Unit-I

Introduction to TQC: History, aims, objectives, benefits, gurus and their principles, TQC reasons for use of TQC, proven examples and benefits, methods to assist the progress of TQC, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagrams.

Unit-II

Customer focus: External and internal customers, Measuring customer satisfaction, Continuous improvement process, Role of TQC's control and improvement process, designing for quality, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, Benchmarking, JIT

Unit-III

TQC for Marketing Function: Quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change management, Quality in after sales services. Organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture.

Unit-IV

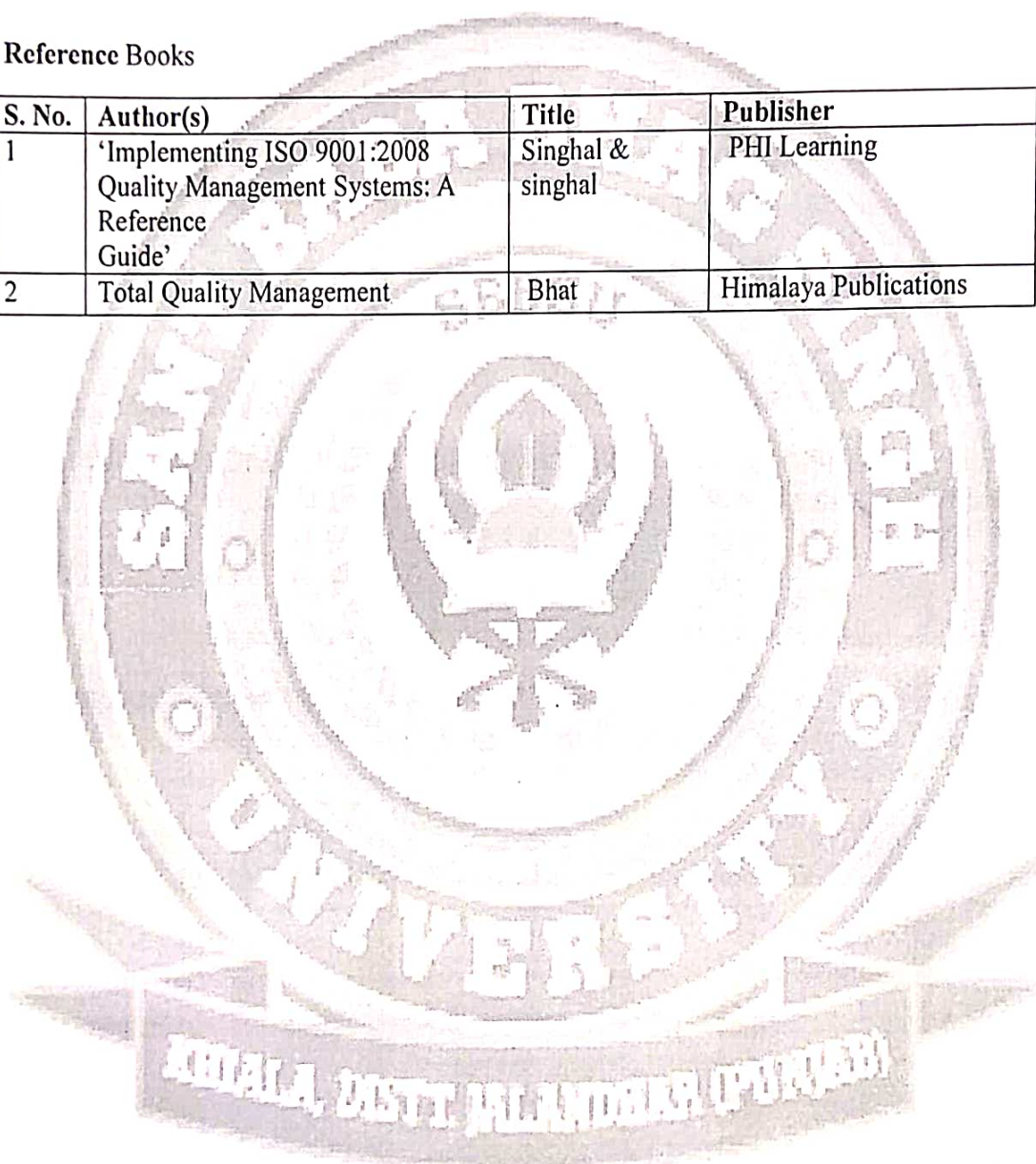
Total employee involvement: Awareness of quality, recognition and rewards, empowerment and self development, Education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, benefits of costs of quality control, supporting technologies: overview of supplier quality assurance system, TQC implementations & barriers to implementation, Six sigma, Introduction to ISO 9000, ISO 9001: 2000 series of standards.

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Managing Total Quality	Hurbert K. Rampersad	Tata McGraw Hill Publishing Company Ltd.,
2	Total Quality Management	Mukherjee	PHI Learning

Reference Books

S. No.	Author(s)	Title	Publisher
1	'Implementing ISO 9001:2008 Quality Management Systems: A Reference Guide'	Singhal & singhal	PHI Learning
2	Total Quality Management	Bhat	Himalaya Publications



Course Code	ME629
Course Title	Materials Management
type of Course	Theory
L T P	4 0 0
Credits	4
Course Prerequisites	Store management techniques and purchasing and budgeting
Course Objectives (CO)	The aim is to create understanding and importance of managing materials through purchasing, inventory control, pricing and negotiation

Syllabus

Unit-I

Introduction to materials management, importance, scope. Systems approach to Materials Management. Importance of forecasting in Material management, handling materials, vendor development and management. Materials Planning

Unit-II

Purchasing – Purchasing in Materials Management – System Concept – Purchasing and Procurement activities under Materials management – Value Analysis and Value Engineering – Purchasing and Quality Assurance. Pricing theory, pricing practices and contracts.

Unit-III

Incoming Material Quality Control – Statistical Quality Control – Purchasing capital equipment, plant and machinery – International Buying and Import purchasing – Governmental purchasing practices and procedures. Negotiation skills.

Unit-IV

Inventory Management and Control Systems – Stores Management and Operation – Material Accounting, Flow of Costs and Inventory Valuation, Physical Verification, Security and Materials Audit. Stores management and waste management.

Course Code	CSA502
Course Title	Relational Database Management Systems
Type of Course	Core
L T P	3 1 0
Credits	3.5
Course Prerequisites	Information Systems Analysis of Organizational System
Course Outcome (CO)	The purpose if this course is to equip the participants with the relevant quantitative tools and techniques for application in solving managerial problems. The focus of this course will be on applications of quantitative methods in business situations

Syllabus

UNIT I

Basic DBMS terminology; Architecture of a DBMS: Data Independence - Physical and Logical Independence, Degree of Data Abstraction, Initial Study of the Database, Database Design, Implementation and Loading, Testing and Evaluation, Operation, Maintenance and Evaluation. Conceptual Model: Entity Relationship Model, Importance of ERD, Symbols (Entity: Types of Entities, weak Entity, Composite Entity, Strong Entity, Attribute: Types of Attribute, Relationship: Type of relationship, Connectivity, Cardinality). Database Models and Normalization: Comparison of Network, Hierarchical and Relational Models, Object Oriented Database, Normalization and its various forms, Functional Dependencies, Multi-valued Dependencies, Database Integrity: Domain, Entity, Referential Integrity Constraints.

UNIT II

Transaction Management and Concurrency Control: Client/ Server Architecture and implementation issues, Transaction: Properties, Transaction Management with SQL, Concurrency; Concurrency Control: Locking Methods: (Lock Granularity, Lock Types, Two Phase Locking, Deadlocks), Time Stamping Method, Optimistic Method, Database Recovery Management.

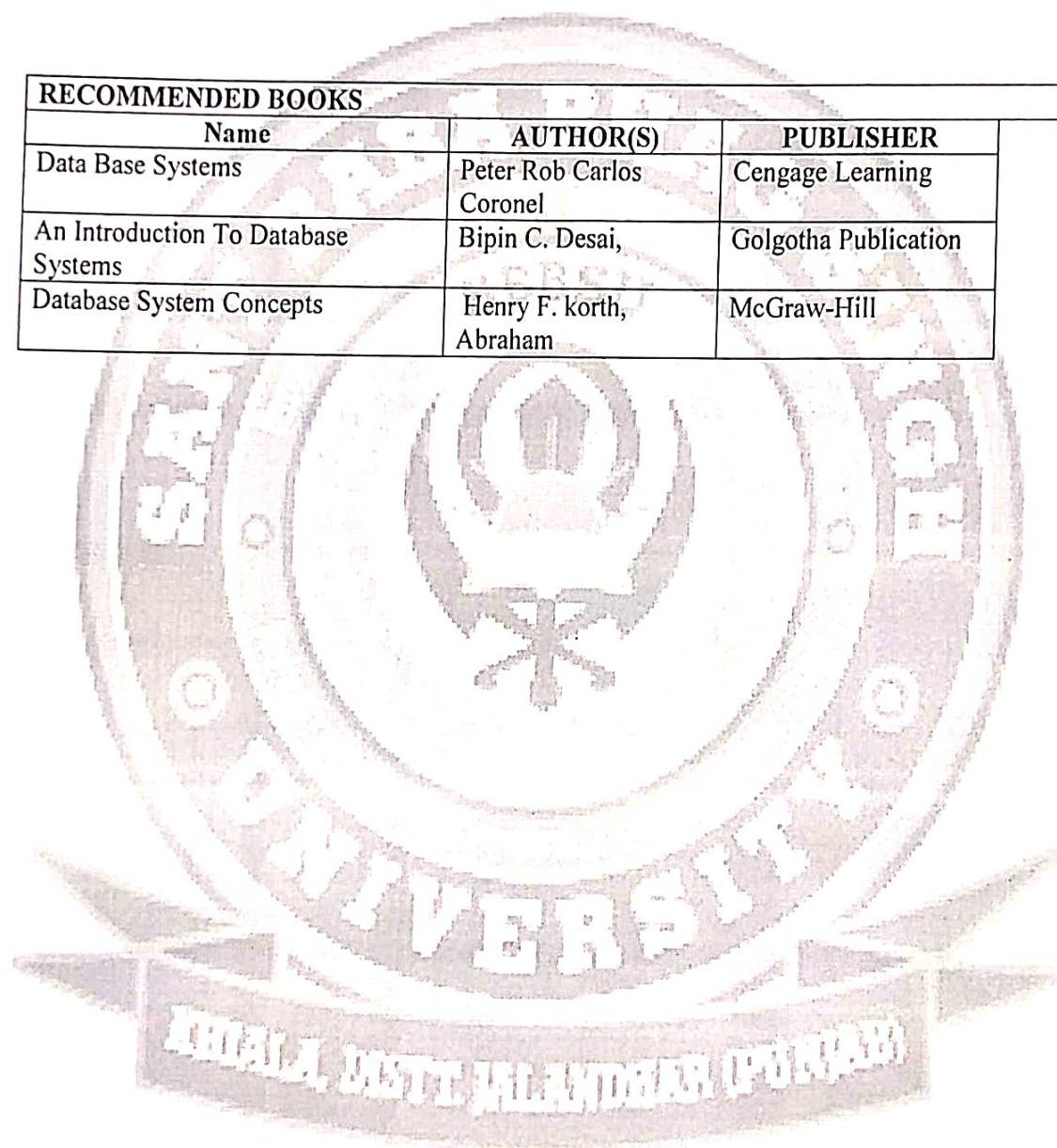
UNIT III

Distributed Databases: Centralized Verses Decentralized Design; Distributed Database Management Systems (DDBMS): Advantage and Disadvantages; Characteristics, Distributed Database Structure, Components, Distributed Database Design. Levels of Data and Process Distribution: SPSD (Single-Site Processing, Single-Site Data), MPSD (Multiple-Site Processing, Single Site Data), MPMD (Multiple -Site Processing, Multiple-Site Data), Distributed Database Transaction Features, Transaction Transparency, Client/ Server Vs DDBMS.

UNIT IV

The need for Data Analysis, Business Intelligence, Operational Data vs. Decision Support Data, DSS Database properties and importance, DSS Database Requirements.

RECOMMENDED BOOKS		
Name	AUTHOR(S)	PUBLISHER
Data Base Systems	Peter Rob Carlos Coronel	Cengage Learning
An Introduction To Database Systems	Bipin C. Desai,	Golgotha Publication
Database System Concepts	Henry F. korth, Abraham	McGraw-Hill



Course Code	CSA504
Course Title	Data Communication and Networks
Type of Course	Core
L T P	4 1 0
Credits	4.5
Course Prerequisites	Basic understanding about networking hardware knowledge
Course Outcome (CO)	This course on Data Communication and Networks provides an introduction to the fundamental concepts on data communication and the design, deployment, and management of computer networks.

Syllabus

UNIT I

Introduction to Data Communication: Components of Data Communication, Data Representation, Transmission Impairments, Switching, Multiplexing, Review of Network Hardware: LAN, MAN, WAN, Wireless networks, Internetworks. Review of Network Software: Layer, Protocols, Interfaces and Services. Review of Reference Models: OSI, TCP/IP and their comparison.

UNIT II

Physical Layer

Transmission Media: Twisted pair, Coaxial cable, and Fiber optics, Wireless transmission (Radio, Microwave, and Infrared). Data Link Layer Services provided by DLL: FRAMING, ERROR CONTROL, FLOW CONTROL, MEDIUM ACCESS.

UNIT III

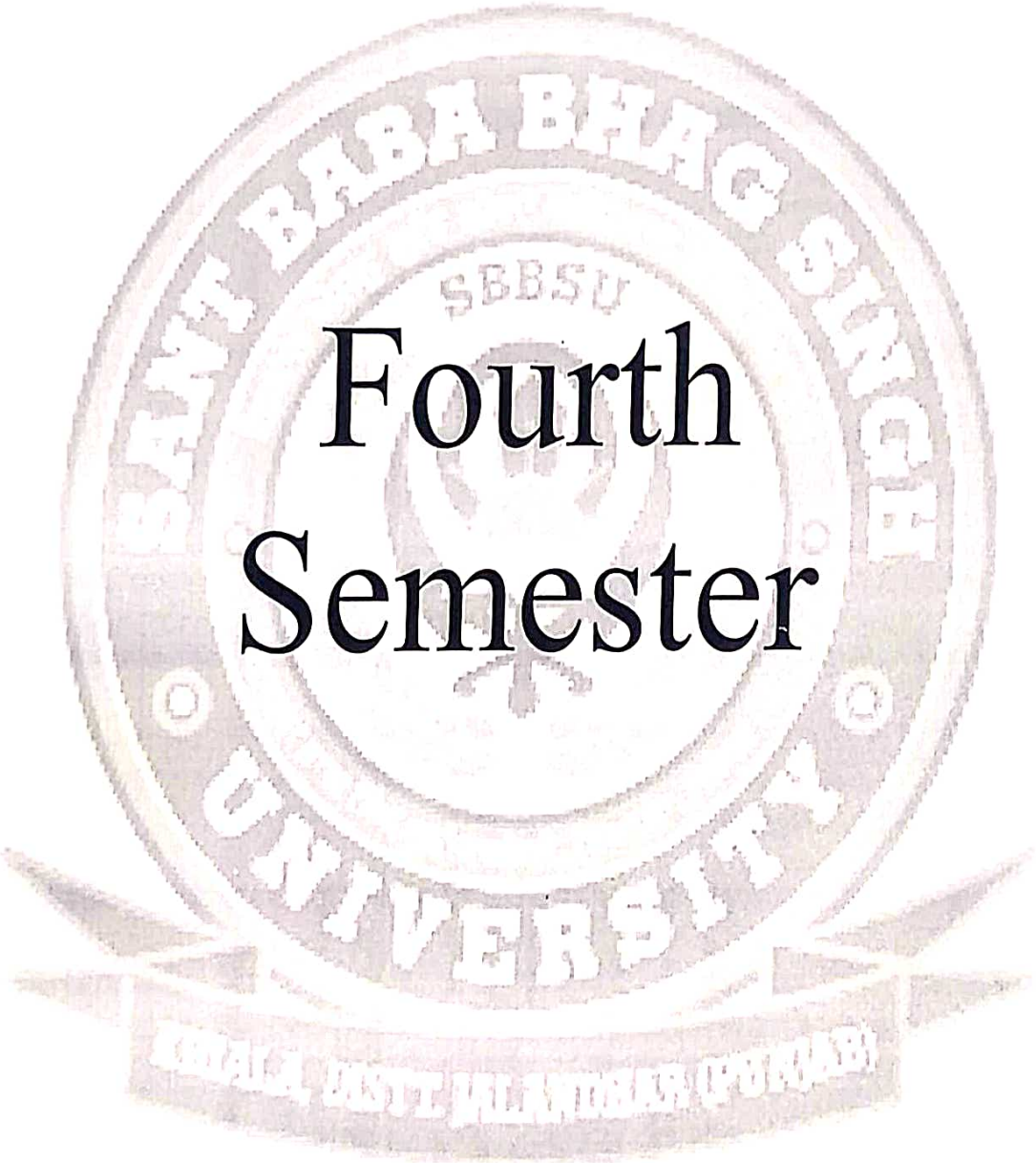
Medium Access Sub layer Channel Allocation, MAC protocols – ALOHA, CSMA protocols, Collision free protocols, Limited Contention Protocols, Wireless LAN protocols, IEEE 802.3, 802.4, 802.5 standards and their comparison Network Layer Design Issues, Routing Algorithms (Shortest Path, Flooding, Distance Vector, Hierarchical, Broadcast, Multicast), Congestion Control Algorithms (Leaky bucket, Token bucket, Load shedding), Internetworking, IP Protocol, ARP, RARP, IPv4 and IPv6

UNIT IV

Transport Layer Addressing, Establishing and Releasing Connection, Flow Control, Buffering, Internet Transport Protocol (TCP and UDP). Application Layer Domain name system, E-mail, File transfer protocol, HTTP, HTTPS, World Wide Web.

RECOMMENDED BOOKS			
Sr. no.	Name	AUTHOR(S)	PUBLISHER
1	Computer Networks	Tanenbaum, Andrew S	PHI
2	Data Communications and Networking	Forouzan, B. A	Tata McGraw-Hill.
3	Internetworking with TCP/IP	Douglas E. Comer	CPE
4	Data and Computer Communications	Stallings, William	PHI
5	Introduction to Networking	Nance, Bary,	PHI



The logo of Saint Baba Bhag Singh University is a circular emblem. The outer ring contains the text "SAINT BABA BHAG SINGH UNIVERSITY" in a serif font. Inside this ring, the acronym "SBBSU" is visible at the top. The center of the emblem features a stylized sun or starburst design. Below the circular emblem, a banner displays the motto "KHALE JIST MILINDAS PUNABI" in a serif font.

Fourth Semester

Course Code	MGT602
Course Title	Strategic Management and Business Policy
Type of Course	Core
L T P	4-0-0
Credits	4
Course Prerequisites	Knowledge of Basic Management
Course Objectives (CO)	To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies.

Syllabus

Unit-I

Understanding Strategy and Strategic Management: Strategic Management Process, Strategic Decision Making, Levels of Strategy, The Secret of Success of Successful Companies (McKinsey's 7 model) Defining Strategic Intent: Vision, Mission Goals and Objectives. Characteristics of a Good Mission Statement. Designing and Evaluating a Mission Statement.

Unit-II

External Environment Analysis: Strategically Relevant Components of External Environment. Industry Analysis – Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors. External Factor Evaluation Matrix. Internal Environment Analysis - Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency. Internal Factor Evaluation Matrix.

Unit-III

Environmental Scanning Techniques – ETOP and SWOT Analysis Business Level Strategies – Porter's Framework of Competitive Strategies: Cost Leadership, Differentiation and Focused Strategies. Corporate Level Strategies – Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification International Entry Options; Harvesting and Retrenchment Strategies

Unit-IV

Portfolio Strategies – BCG Model, G E Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle Matrix. Strategy Implementation– Strategy- Structure Fit: Developing and Modifying Organizational Structure. Leadership and Organization Culture. Corporate Governance and Social Responsibilities of Business. Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategy Evaluation Framework; The Balanced Score Card.

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Concepts in Strategic Management and Business Policy	Wheelen, Thomas Hunger	Pearson Education, India
2	Strategic Management- Concepts and Cases	David, R Fred	Pearson Education

Course Code	MGT604
Course Title	Corporate Governance and Business Ethics
Type of Course	Theory
L T P	Lectures -4, Tutorial-0, Practical- 0
Credits	4.0.0
Course Prerequisites	Graduation
Course Objectives (CO)	This course is designed to understand the need of values and business ethics in the competitive environment. In the recent years, the regulators and legislators have intensified their focus on how businesses are being run.

Syllabus

Unit-I

Introduction to Ethics and Values and their importance in Business, Sources of Value Systems, Types, Loyalty and Ethical Behavior, Values across Cultures; Business Ethics – Nature, Characteristics and Needs, Ethical Practices in Management.

Unit-II

Ethical and social systems: The social responsibility of Business, Ethical conflicts, Whistle blowing. Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics.

Unit-III

Law and Ethics – Relationship between Law and Ethics, Impact of Laws on Business Ethics; Fair Trade Practices, Consumer protection Act. Broader ethical issues in society-- corruption, ecological concerns, discrimination on the basis of gender, caste or race; ethics and information technology, impact of Govt. policies and laws on ethics, resolving ethical dilemmas.

Unit-IV

Corporate Governance: Issues, need, reasons of stress, transparency & disclosure in corporate world, role of auditors, board of directors and share holders; Global issues of governance, corporate scams, committees in India and abroad, corporate social responsibility

Recommended Books

S. No.	Author(s)	Title	Publisher
1.	Ethical Choices in Business	Sekhar, R.C.	Response Books
2.	Managerial Transformation by Values	S.K.Chakraborty	Sage Publications

Reference Books

S. No.	Author(s)	Title	Publisher
1	Ethical Organization	Kitson Alan	Palgrave

Course Code:	MGT606
Course Title	International Marketing
Type of Course	Specialization
L T P	4 0 0
Credits	4
Course Prerequisites	Basic Knowledge of Marketing
Course Objectives (CO)	To familiarize the students with the concept and issues of international marketing and enable them to be able to analyze the foreign market environment and develop international marketing strategies for a business firm.

Syllabus

Unit-I

Introduction: Nature, importance, and scope of international marketing; International market-orientation and involvement; International marketing management process -an overview, International marketing information system. International Marketing Environment: Influence of physical, economic, socio-cultural, political and legal environments on international marketing decisions; Global trading environment and developments. International Market Segmentation

Unit-II

International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting-up of wholly owned subsidiaries abroad. International Product Planning and Pricing decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Managing product line; International trade product life cycle; New product development

Unit-III

Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Pricing in the context of counter trade.

Unit-IV

International Promotion Strategies: Communications across countries-complexities and issues; Country-of-origin effect; International promotion tools and planning; Advertising, personal selling, publicity, and sales promotion; International public relations, Developing international promotion campaign

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Global Marketing	Keegan, Warran J. and Mark C. Green	Pearson.
2	International Marketing	Cateora, Phillip R. ;Grahm, John L. and Prashant Salwan	Tata McGraw Hill.

Course Code	MGT610
Course Title	Services Marketing
Type of Course	Specialization
L T P	Lectures -4, Tutorial-0, Practical- 0
Credits	4.0.0
Course Prerequisites	Graduation
Course Objectives (CO)	This course aims at creating understanding among the students to apply service marketing concepts and strategies to the create customer value in today's highly competitive environment

Syllabus

Unit-I

Introduction to Services, Growth of service sector economy, Service characteristics, Service classification, Service marketing mix, service blue print

Unit-II

Service consumer behavior, Decision making perspective, Element of risk in services buying, Service decision process, Service strategy; Anatomy of a service exchange - encounter types, customer and staff, customer and system, customer and environment, customer and customer

Unit-III

Consumer behavior in services: customer expectation of service, customer perceptions of service, Customer Satisfaction and Service Quality, e-Service Quality Dimensions for Influencing Customer Perceptions.

Unit-IV

Managing productivity and differentiation in services organizations, Demand supply management, Advertising, Branding and packaging of services, Service Recovery management, application of services marketing and case studies

Recommended Books

S. No.	Author(s)	Title	Publisher
1.	The Essence of Services Marketing	Adrian Paye	Prentice Hall India
2.	Services Marketing	Sanjay P. Palankar	Himalaya Publishing House

Course Code	MGT608
Course Title	Retail Marketing
Type of Course	Specialization
L T P	Lectures -4, Tutorial-0, Practical- 0
Credits	4.0.0
Course Prerequisites	Graduation
Course Objectives (CO)	The prime objective of the subject to give in-depth understanding of all aspects of retail business. This course will also provide an understanding of Retailing as an Economic and Social process

Syllabus

Unit-I

Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages. Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area. Retail Merchandising: Concept of Merchandising; Planning Merchandising Assortments

Unit-II

Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy; Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising. Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration

Unit-III

Supply chain management & vendor relation's role in Retail; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path; Store operations- size & place allocation, Store Maintenance, Inventory Management; FDI in Retailing

Unit-IV

Retailing Strategy: Retail strategy, Target market and retail planning process, financial strategy. Retail Locations and Site Selection, location opportunities, factors affecting the site selection, estimating demand for a new location. Human Resource Management in Retailing: Gaining competitive advantage through HRM, Designing retail organization structure, Motivating retail employees.

Recommended Books

S. No.	Author(s)	Title	Publisher
1.	Retail Management	Berman & Evans	Practice Hall
2.	Retailing Management	Levy & Wertz	Irwin

Course Code	MGT612
Course Title	International Finance
Type of Course	Specialization
L T P	4 0 0
Credits	4
Course Prerequisites	Basic Knowledge of Finance
Course Objectives (CO)	The objective of this course is to highlight opportunities and challenges of financial management in open economies characterized by large volumes of international trade and high international mobility of factors of production.

Syllabus

Unit-I

Foundations of International Finance: Concept, Goals of International Finance; and role of International Finance Manager in an MNC; Globalization of World Economy; Recent trends. Evolution of International Monetary System: Classical gold standard, Bretton woods system, Current Exchange Rate arrangements European Monetary System. Balance of Payments (BOP) Accounting, the Current Account, the Capital Account, Official Reserve Account. Foreign Direct Investment (FDI) and Multinational Corporations, Regional Economic Integration; SAARC, ASEAN, EC, NAFTA.

Unit-II

Currency Country Risk Analysis: Country Risk Analysis, Measuring & Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of economic & Political Factors Posing Risk, Country Risk Analysis in International Banking. Measuring & Managing Various Exposures: Alternative measures of foreign exchange exposure, Risk Hedging-An Introduction; Measuring & Managing Transaction Exposure, Measuring & Managing Operating Exposure; Measuring & Managing Translation Exposure

Unit-III

Currency Forecasting: Interest Rate Parity Theory, The Relationship between Forward and future Spot Rate ,Foreign Exchange Instruments, Recent Developments in Derivatives Markets in India; Currency Futures & Options Market; Interest Rate & Currency Swaps; Interest Rate Forwards & Futures

Unit-IV

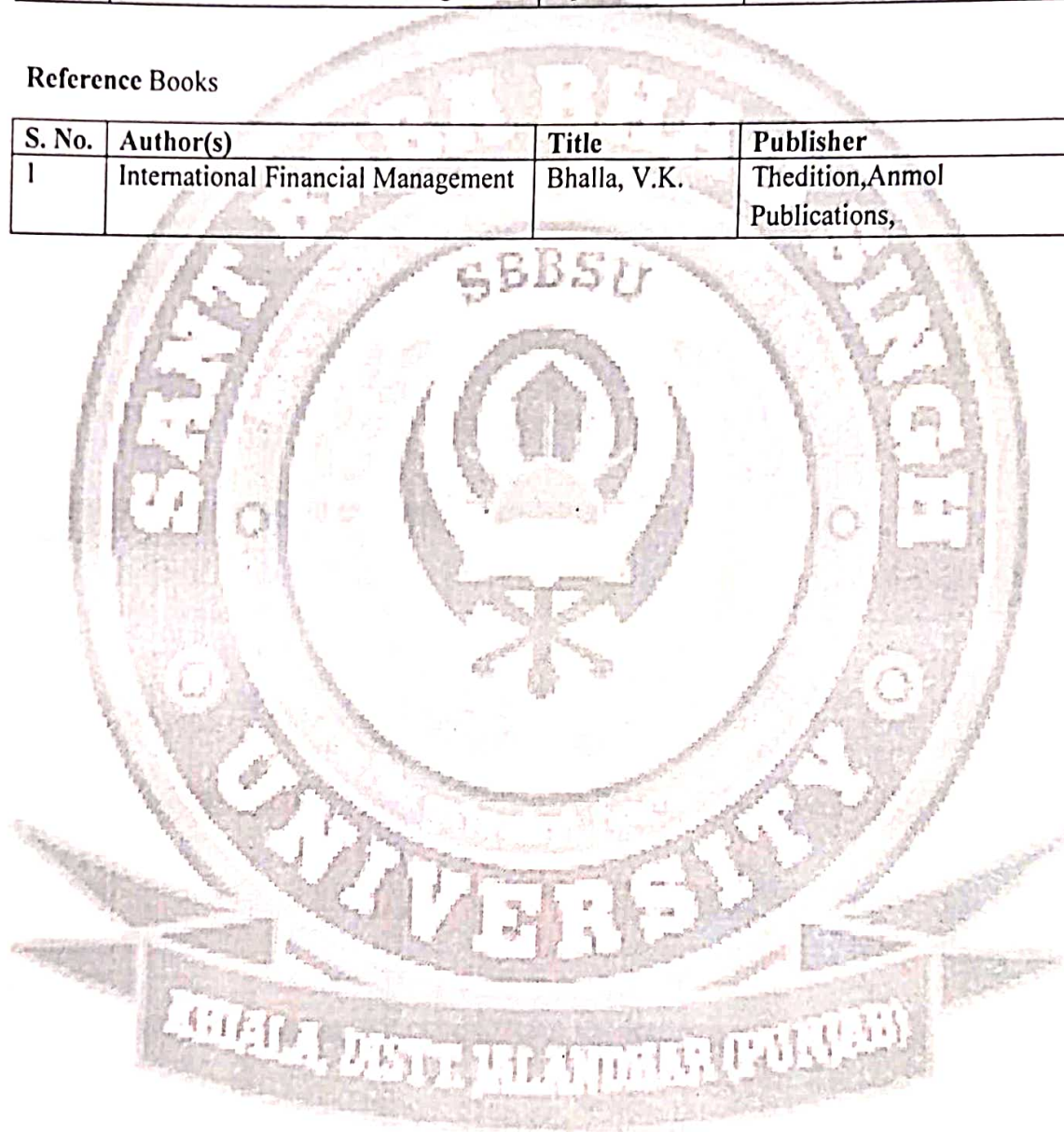
Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management; exports and imports; International tax environment; corporate governance around the world

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Multinational Financial Management	Shapiro Allan C	Wiley and Sons, Singapore.
2	International Financial Management	Apte P.G.	Tata McGraw Hill, India

Reference Books

S. No.	Author(s)	Title	Publisher
1	International Financial Management	Bhalla, V.K.	The edition, Anmol Publications,



Course Code	COM606
Course Title	Security Analysis and Portfolio Management
Type of Course	Specialization
L T P	4 0 0
Credits	4
Course Prerequisites	Basic Knowledge of International Trade
Course Objectives (CO)	This course aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management and equipping them with advanced tools and techniques for making profitable investment decisions.

Syllabus

Unit-I

Meaning of investment – speculation and Gambling – Investment avenues - Types of investors – Investment objectives – The investment process – Security Analysis – Meaning of security – Types of securities – Meaning of security analysis, Risk and Return – Computation of return – Meaning and definition of risk – Types: (Systematic risk- Market risk, Purchasing power risk, Interest rate risk, Unsystematic risk- Business risk (Internal, External), Financial risk) – Minimizing risk exposure, Risk measurement

Unit-II

Stock Exchanges; Mechanism of Trading, Evaluation of Securities: Bonds, Debentures, Preference Shares and Equity Shares.

Fundamental Analysis : Concept & significance of economic analysis, industry analysis : introduction, need for industry analysis : alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries, Technical Analysis: Different techniques of analysis, DOW theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

Unit-III

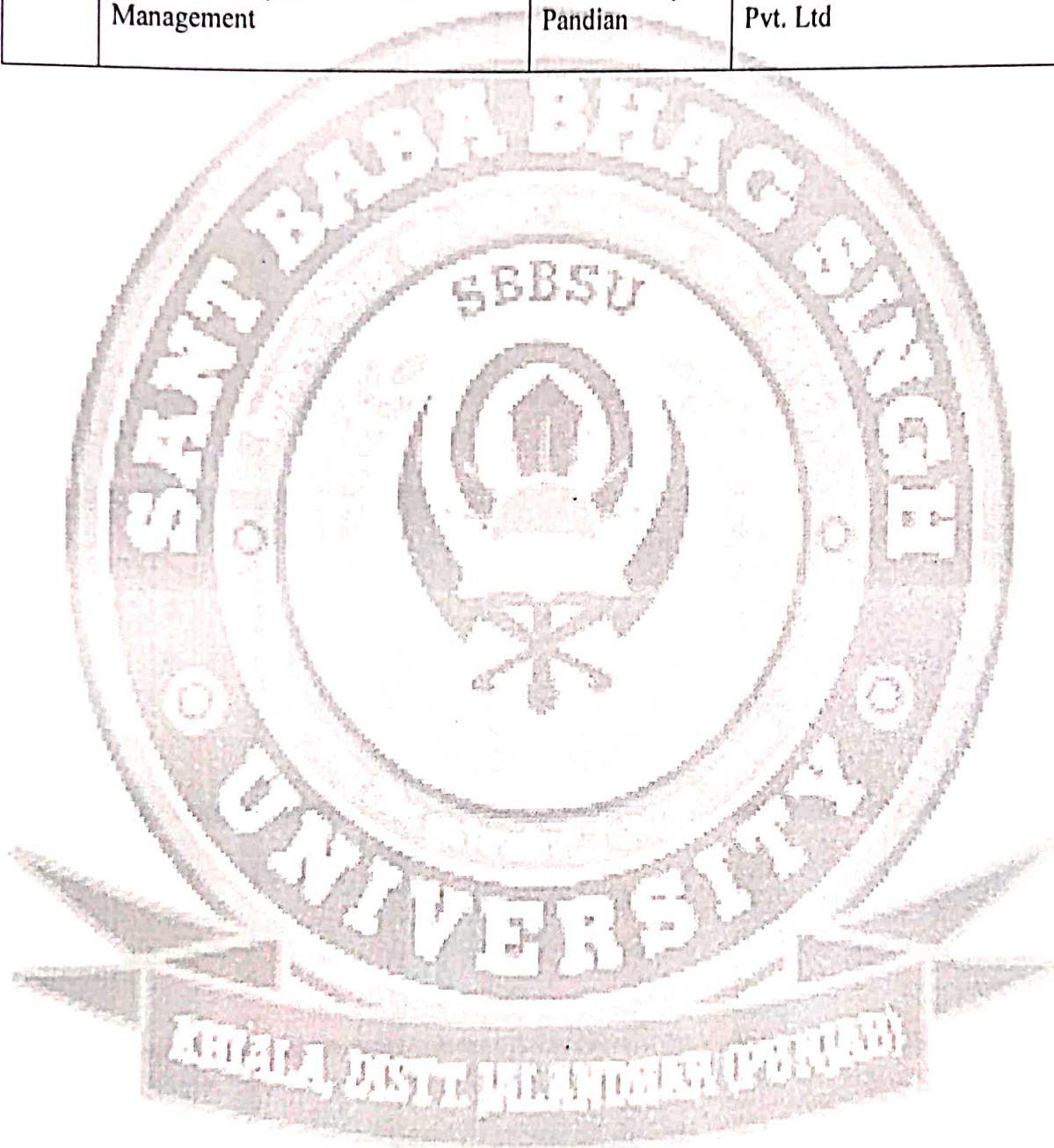
Capital Market Theory – CAPM theory: Assumptions – CAPM Model – Capital Market Line (CML) – Security Market Line (SML) – Evaluation of securities – Present validity of CAPM – Arbitrage Pricing Theory (APT) – Assumptions – APT model – AP equation – Factors affecting return – APT and CAPM

Unit-IV

Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital; international capital budgeting; multinational working capital policy and cash management; exports and imports; International tax environment; corporate governance around the world.

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Security Analysis and Portfolio Management	Fischer & Jordan	Prentice Hall India
2	Security Analysis and Portfolio Management	Punithavathy Pandian	Vikas Publishing House Pvt. Ltd



Course Code	MGT616
Course Title	Management Control System
Type of Course	Specialization
L T P	4 0 0
Credits	4
Course Prerequisites	Basic knowledge of control centers
Course Objectives (CO)	Orienting students with the various concepts in Finance, Financial Tools & Techniques so as to make them aware of Managerial Control System.

Syllabus

Unit-I

Characteristics of Management Control System – Evolution of control systems in an organization – Relating the system to organizational objectives - Strategic Planning, Management Control and Operational Control

Unit-II

Concept of Transfer Pricing (Market based and Cost Based) – Return on Investment, Economic Value Added as a tool to management performance measurement – Introduction to Activity Based Costing

Unit-III

Budgeting: Budget preparation, Types of budgets, Behavioral aspects of budgets. Variance analysis and reporting

Unit-IV

Performance analysis and measurement, Impact on management compensation. Modern control methods: JIT, TQM and DSS.

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Management Control Systems	Anthony and Govindarajan	Tata McGraw-Hill Education
2	Management Control Systems	P. K. Sinha	Excel Books India

Course Code	MGT618
Course Title	International Human Resource Management
Type of Course	Specialization
L T P	4-0-0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	The objective of this course is to give students a complete exposure to all aspects of International HRM.

Syllabus

Unit-I

International HRM: Concept, Relevance and importance of IHRM. Differences between domestic and international HRM Issues in global organizations, Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of the Corporate HR function. Recruiting and selecting staff for international assignments: issues in staff selection

Unit-II

Training and development: Role of expatriate training, effective pre-departure training programme, effectiveness of pre departure training, developing staff through international assignments. **Compensation:** Objectives of International compensation, Key components of international compensation programme, Approaches to international compensation

Unit-III

HRM in host country context: standardisation and adaptation of work practices, retaining, developing and retrenching staff. **Culture and IHRM:** Concept of Culture, Cross Cultural Studies, Hofstede's Model of National Culture. Re-entry and Career Issues: Human Resources Management in global organization: Ethics in international business, Western and Eastern management thoughts in the Indian context. Values, principles, policies and procedure of MNC's

Unit-IV

Cross Cultural Communication: Cultural Variables Affecting Communication, Managing Cross-Cultural Communication. IHRM Trends and future challenges: International business ethics and HRM, research issues and theoretical developments in international HRM. GHRM in Select Countries: America, Japan, China, Korea, Africa, Europe, India

Recommended Books

S. No.	Author(s)	Title	Publisher
1	International Human Resource Management	Monir H. Tayeb	Oxford University Press.
2	<i>International Human Resource Management,</i>	Peter J. Dowling and Denise E. Welch	Thomson Publishers, New Delhi.

Course Code	MGT620
Course Title	Organization Development
Type of Course	Specialization
L T P	4-0-0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	This course helps to understand how to improve organizations and people in them through the use of theory and practice of Planned Change. It throws light on how to improve team functioning and intergroup relations in organizations.

Syllabus

Unit-1

Introduction: Organisation development- Concept and Process; Assumptions and values underlying Organization development; Organisation Change: Nature and levels of Change, forces in change, Resistance to change, Planned change process, Change Agents. Foundations of Organisation Development: Models and theories of planned change, Systems Theory, Teamwork, Parallel learning Structures, Strategies for Change. Managing OD Process: Diagnosis, The Six-Box Model, Third Wave Consulting, Action Component and Program management component.

Unit-2

Action Research: Action Research as a process and an approach, Varieties and Examples of action research in OD. OD Interventions: Overview of Interventions, factors determining choice of Interventions, Classification of Interventions. Team Interventions: Teams and Work Groups, team building Interventions, Techniques and Exercises in Team Building.

Unit-3

Intergroup and Third Party Interventions: Intergroup team building intervention, Third Party Peacemaking Intervention, Organisation Mirror Intervention, Partnering. Comprehensive Interventions: Future Search Conferences, The Confrontation Meeting, Strategic Management Activities, Survey Feedback, Grid Organization Development, Schein's Cultural Analysis. Structural interventions- Sociotechnical System, Work redesign, Management by objectives (MBO) Quality of worklife (QWL), Quality circles (QC), Total Quality Management (TQM), Reengineering.

Unit-4

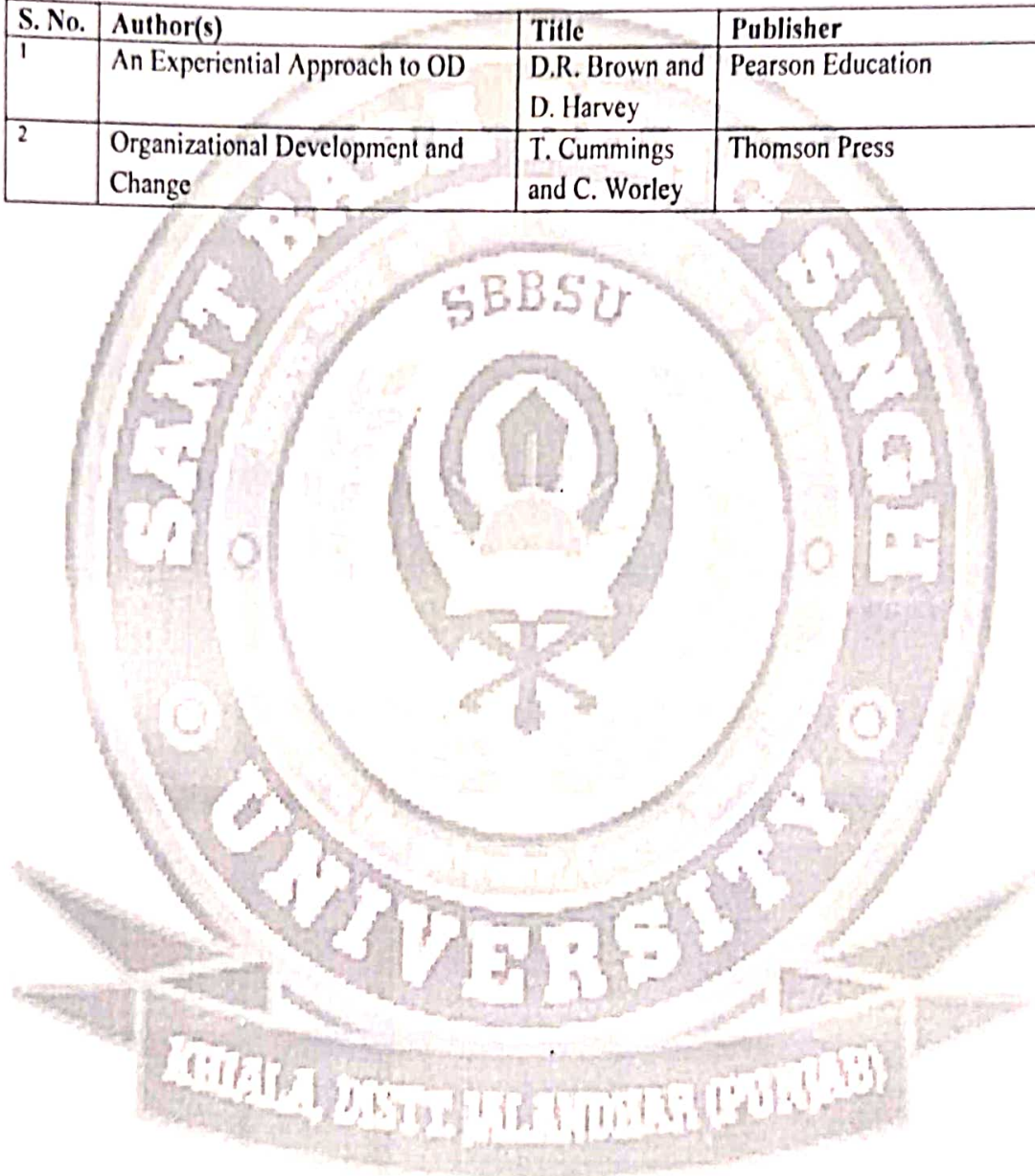
Issues in Consultant-Client Relationships-Areas in Consultant-Client Relationship, Ethical Standards in OD. Power, Politics and OD: Concept, Faces of Power, Sources of Social Power, Tactics used in Politics, Role of Power and Politics in OD. Future and OD: Trends in OD and Challenges and Future of OD in India.

S. No.	Author(s)	Title	Publisher
1	Organisational development	Wendell.L.French and Cecil	Prentice-Hall of India

		H.Bell,Jr.	
2	<i>An experiential approach to OD</i>	Brown, D.R and Harvey, D.,	Pearson Education Inc

Reference Books

S. No.	Author(s)	Title	Publisher
1	An Experiential Approach to OD	D.R. Brown and D. Harvey	Pearson Education
2	Organizational Development and Change	T. Cummings and C. Worley	Thomson Press



Course Code	MGT622
Course Title	Applied Industrial Psychology
Type of Course	Specialization
L T P	4-0-0
Credits	4
Course Prerequisites	Graduation
Course Objectives (CO)	To make the student understand the basics of industrial behavior, work force diversity.

Syllabus

Unit-I

Introduction to Industrial Psychology: Definitions & Scope. Brief history of industrial and organizational psychology. Individual differences and their evaluation, Role of heredity and environment, Types of individual differences. Major influences on Industrial Psychology-Scientific management and human relations schools Hawthorne Experiments

Unit-II

Psychological testing: Utility, Reliability, and Validity. Attitudes: Meaning, Characteristics, Work Environment Psychology: Job and Job Analysis, Human factors in Job Design, Job Enlargement, Job Evaluation, Working Conditions, Accidents and Safety Fatigue, Boredom, Time and Motion studies, Workspace design. Methods of measuring attitudes, Implication for organization.

Unit-III

Staffing: Recruitment process, Realistic Job Preview, Selection process, Method of selection, Assessment Centers. Training, learning and performance: Training need analysis, Learning process in training, Contents and methods of training, evaluating training programs, specialized training programs, cross-cultural training.

Unit-IV

Stress and worker Well-Being: Work place Stress, Consequences of stress, theories of Stress, reducing and managing stress, Violence at work, Work Motivation theories, quality of work life, turnover, absenteeism, job involvement and commitment, Equal Employment Opportunity

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Human Resource Management (5th edition)	Aswathappa, K.	New Delhi: Tata McGraw Hill.
2	Industrial Psychology'	Ghosh, P. K. & Ghorpade, M.B	Himalaya Publications

Course Code	ME632
Course Title	Lean Management
type of Course	PC
L T P	4 0 0
Credits	4
Course Prerequisites	Management concepts like Kaizen, 6 sigma and JIT
Course Objectives (CO)	This course will give integrated perspective of lean thinking started by Toyota and adopted by other manufacturing companies across the globe. The scope of lean manufacturing and its techniques are not only limited to manufacturing, in today's scenario it has been adopted by service industries also. Students will learn various quality control techniques that are important for providing quality products and services to customers

Syllabus

Unit-I

INTRODUCTION, Mass production system, Craft Production, Origin of Lean production system, Why Lean production, Lean revolution in Toyota, Systems and systems thinking, Basic image of lean production, Customer focus, Waste Management

Unit-II

JUST IN TIME, Why JIT, Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production leveling, Three types of Pull systems, Value stream mapping, JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

Unit-III

KAIZEN, Six – Sigma philosophy and Methodologies, QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system, Standards in the lean system, 5S system, Total Productive Maintenance, Why Standardized work, Elements of standardized work, Chartsto define standardized work, Kaizen and Standardized work, Common layouts

Unit-IV

Involvement, Hoshin Planning & Lean Culture, Involvement, Activities supporting involvement Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How does lean culture feel

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System, (Second edition),	Pascal Dennis,	Productivity Press, New York
2	Lean Six SIGMA: Combining Six SIGMA Quality with Lean Production	Michael L. GeorgeSpeed	McGraw Hill

Reference Books

S. No.	Author(s)	Title	Publisher
1	Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA,	Mike Rother and John Shook	Lean Enterprise Institute
2	Toyota Production System: Beyond Large-Scale Production	Taiichi Ohno	Taylor & Francis, Inc.

Course Code	ME628
Course Title	Supply Chain Management
Type of Course	PG
L T P	4 0 0
Credits	4
Course Prerequisites	Operations Management
Course Objectives (CO)	Organizations need strong supply chain capabilities to profitably compete in the marketplace.

Syllabus

Unit-I

Introduction to supply chain management, Objectives, Importance , Supply chain drivers, Obstacles, Decision phases in supply chain, Supply chain networks and Models, Supply chain planning: Strategic, operational and tactical, Supply chain strategies, Achieving strategic fit, value chain, Strategic Alliances and Outsourcing Introduction to Supply Chain Inventory Management, Inventory theory models: Economic Order Quantity Models, Reorder Point Models and Multi echelon Inventory Systems, Relevant deterministic and stochastic inventory models.

Unit-II

Distribution Management: Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure, Facilities decisions in a supply chain. Supply chain facility layout and capacity planning. Designing the supply chain network, designing the distribution network ,role of distribution, factors influencing distribution, design options, network design in the supply chain , factors affecting the network design decisions

Unit-III

Coordination in a Supply Chain, Lack of supply chain coordination and the Bullwhip effect, obstacle to coordination, managerial levers, building partnerships and trust , vendor-managed inventories, continuous replenishment collaborative planning, forecasting and replenishment. Measurement of Supply chain performance: The balanced score card approach, Performance Metrics. Demand forecasting in supply chain, aggregate planning in supply chain, Predictable Variability

Unit-IV

Strategic Cost Management in Supply Chain, The financial impacts, Volume leveraging and cross docking, Target pricing, Measuring service levels in supply chains, Customer Satisfaction/Value/Profitability/Differential Advantage. Information Technology in the Supply Chain, IT Framework, customer relationship management, internal supply chain management, supplier relationship management, impact of e-business in supply chain, transaction management, future of SCM

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Supply Chain Management: Strategy, Planning, and Operation,	Sunil Chopra and Peter Meindel	Prentice Hall of India
2	The management of Business Logistics – A supply Chain Perspective	Coyle, Bardi, Longley	Thomson Press

Reference Books

S. No.	Author(s)	Title	Publisher
1	Supply Chain Management	Jahat Shah	Pearson Publication
2	Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies	David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi	McGraw-Hill/Irwin, New York



Course Code	ME630
Course Title	Technology Management
Type of Course	PC
L T P	4 0 0
Credits	4
Course Prerequisites	Operations Management
Course Objectives (CO)	To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.

Syllabus

Unit-I

Management of technology: Various aspects and issues, strategic considerations, technological change and innovation, impact of technological change on employment and productivity, social consequences

Unit-II

Technology forecasting, technology development, technology acquisition and transfer. Technology absorption and diffusion, evaluation/assessment of competing technologies, foreign diffusion, collaboration and strategic technological alliances.

Unit-III

Law regarding protection of trade intellectual property rights, patents, trademarks, TRIPS and W.T.O. - It's impact on Indian economy.

Unit-IV

Technological environment in India - Technology policy, role of various government organisations such as DST, CSIR in development and dissemination of technology, technology development at organization level, role of information system, quality systems and market feedback.

Recommended Books

S. No.	Author(s)	Title	Publisher
1	Managing Technology	Fredruck Betz	Prentice Hall of India
2	Technology Strategy and the Firm	MaukDudgson	Longman Publications.

Reference Books

S. No.	Author(s)	Title	Publisher
1	Managing Engineering and Technology	Morse and Babcock,	PHI

Course Code	CSA606
Course Title	Concepts of E-Commerce
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	To understanding the basic HTML Tag
Course Outcome (CO)	The objective of this course is to help students to understand E-commerce issues for providing a secure and effective method of conducting a business and the use of e-commerce in competing markets

Syllabus

Unit-I

Introduction to Electronic Commerce, Potential benefits & limitations of E-Commerce, Traditional Commerce vs. E-Commerce vs M-Commerce, Different E-Commerce Models (B2B, B2C, C2C, P2P), E-Commerce applications, Social Networks, Auctions & Portals, Legal and Ethical issues in E-Commerce.

Unit-II

Introduction to Electronic Data Interchange, Types of EDI, Benefits of EDI Overview of Electronic Payment system, Types of Electronic payment schemes (Credit cards, Debit cards, Smart cards, Internet banking), Issues in Electronic payment systems Web Based Marketing and Communications: Online Advertising, E-Mail Marketing, Online Catalogs, Social Marketing and Targeted Marketing, Techniques and Strategies

Unit-III

WWW concepts, Client/Server Computing, Web Servers and Clients, Web Browsers, Protocols and Ports, IP Address, Domains & DNS, URL, A Systematic approach to Website creation, Creating interactive and dynamic web pages, Factors in E-Commerce Website design, Web and Database integration, Website Optimization strategies E-Commerce security, threats, managing security issues through internet security protocols and standards, and Firewall.

Unit-IV

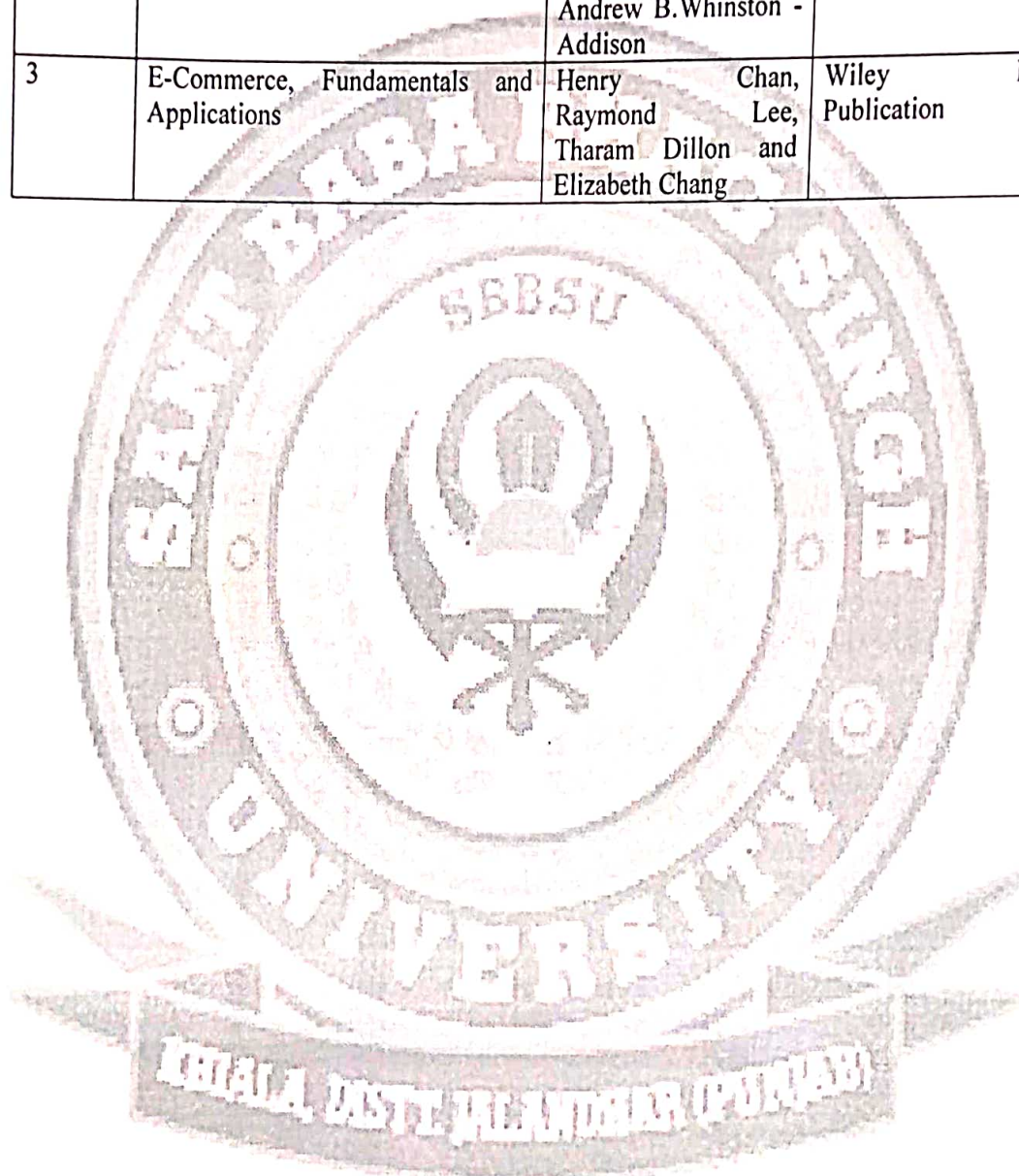
Review of HTML, HTML tags; text formatting; text styles; lists: ordered, unordered and definition lists; layouts; adding graphics; tables; linking documents; images as hyperlinks; frames and layers; data collection using forms.

CSS: Introduction, consistent web designing using CSS

Java Script: Introduction, DOM, documents, forms, statements, functions, objects, client side interactive web page design, input validation, event handling

PHP: Introduction, server side dynamic programming, MYSQL database access.

RECOMMENDED BOOKS			
Sr. no.	Name	AUTHOR(S)	PUBLISHER
1	E-Commerce Essentials	Kenneth Laudon and Carol Traver	Pearson
2	Frontiers of Electronic Commerce	Ravi Kalakota, Andrew B. Whinston - Addison	Wesley Publication
3	E-Commerce, Fundamentals and Applications	Henry Chan, Raymond Lee, Tharam Dillon and Elizabeth Chang	Wiley Publication India



Course Code	CSA533
Course Title	Programming Language Concepts
Type of Course	Core
L T P	4 1 0
Credits	4.5
Course Prerequisites	Data Structures and an introductory course in Computer Architecture.
Course Outcome (CO)	By the end of this course, students are expected to understand different programming paradigms and be able to construct programs in several programming languages.

Syllabus

Unit-I

Introduction to Problem Solver Flow charts, tracing flow charts, Problem solving methods, Need for computer Languages. Language preliminaries: character set, Identifiers and keywords, Data types, Declarations, Expressions, statements and symbolic constants Operators and expressions: Arithmetic, unary, logical, bit-wise, assignment and conditional operators

Unit-II

Control Statements While, do-while, for statements, nested loops, if else, switch, break, Continue, and goto statements, comma operators Functions: Defining and accessing, passing arguments, Function prototypes, Recursion, Library functions, Static functions Arrays: Defining and processing, Passing arrays to a function, Multi dimensional arrays

Unit-III

Strings & Pointers:

Defining and operations on strings. Pointers: Declarations, Passing pointers to a function, Operations on pointers, Pointer Arithmetic, Pointers and arrays, Arrays of pointers function pointers. Structures: Defining and processing, Passing to a function, Unions, typedef, array of structure, and pointer to structure

Unit-IV

File Structure Definitions, concept of record, file operations: Storing, creating, retrieving, updating Sequential, relative, indexed and random access mode, Files with binary mode (Low level) File Handling

File operation: creation, copy, delete, update, text file, binary file . Storage Types Automatic, external, register and static variables

RECOMMENDED BOOKS		
Name	AUTHOR(S)	PUBLISHER
Essentials of Programming Languages.,	Friedman, Wand and Haynes	Prentice-Hall International (PHI)
Principles of Programming Languages.	Tennant.	Prentice-Hall International (PHI)
Complete reference with C	E.Balagurusamy	Tata McGraw Hill



Course Code	CSA510
Course Title	Software Engineering & Project Management
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Knowledge about System Analysis Design
Course Outcome (CO)	This course aims at apprising the students with the concepts and techniques used in the process of project conception, feasibility study, evaluation, implementation and control and thereby develop necessary skill for project planning and management.

SYLLABUS

UNIT I

Software Engineering: The software problem, Evolution of Software Engineering, Principles of software engineering, Software Development vs. Software Engineering.

Software Process: Software Process, Selection of appropriate process model, Software Process Models- Waterfall, Spiral, Prototyping, Agile Methodology- Scrum and XP.

UNIT II

Advanced Requirement Analysis & Design: Analysis Principles, SRS, Requirement Elicitation Techniques- FAST and QFD, Design Principles, Design Concepts, Data Design, Architectural Design-Architectural Styles, Procedural Design.

UNIT III

Software Project Management: The Management Spectrum, Software Project Planning and its characteristics, Types of metrics, Effort Estimation- FP, LOC, FP vs. LOC, Schedule & Cost Estimation Models- Activity Networks- PERT/CPM, COCOMO-I, COCOMO-II, Risk Assessment- Probability Matrix, Risk Management.

Software Testing: Testing Fundamentals- Error/Fault/Failure, Testing Principles, Test Cases, Testing Techniques-White Box & Black Box, Unit Testing, Integration Testing, System Testing, Verification and Validation Testing, Acceptance Testing.

UNIT IV

Software Quality Management: S/W Quality, Importance of S/W Quality, Quality Metrics, Quality Standards- ISO 9126, Change Control, Change Control Process.

Advanced S/W Engineering: CASE Tools, Reverse Engineering, Re-engineering, Web Engineering.

RECOMMENDED BOOKS			
S. no.	Name	AUTHOR(S)	PUBLISHER
1	Software Engineering: A Practitioner's Approach	R.S. Pressman	McGraw- Hill
2	An Integrated Approach to Software Engineering	P. Jalote	Narosa Publishing House
3	Software Engineering	K.K. Aggarwal and Y. Singh	New Age International Publishers,
4	Software Engineering	Sommerville, Ian	Wesley Publishing