



Master of Business Administration

SEMESTER I

1. Management Concepts & Theories
2. Organizational Behaviour
3. Business Environment
4. Managerial Communication
5. Managerial Accounting
6. Managerial Economics
7. Statistics for Management

Management Concepts & Theories

1. Management : definitions , nature and scope of management, functions and process of management, evolution of management theory from Taylor , Fayol , Drucker to the present. Growth of professional management in India. Ethics in management.

2. Managerial Planning : planning process, types of plans, strategic vs. operational plans, models of strategy formulation , linking strategy to structure.

3. Decision Making : managerial decision-making process and models, steps in rational decision -making, creativity and group decision -making.

4. Organizations : organizational theories and design , various forms of organization structures, span of management principles of coordination, authority, power, delegation and decentralization.

5. Managerial Control: relationship between planning and control -limitations of control , types of control systems and techniques – management by exception, budgetary control , functional and dysfunctional aspects of budgetary control , internal control systems , internal audit and management audit.

Suggested Readings :

1. Principles of Management- G. Murugesan, Laxmi Publications.
2. Essential of Management - Koontz and O ' Donnell, TMH.
3. Introduction to Management - Fred Luthans - Mc Graw
4. The Practice of Managemnt- Peter . F. Drucker
5. Management- S toner, Freeman and Gi lbert
6. Management- Griffin
7. Management- Holt
8. Management- Tasks and Responsibilities - Peter . F. Drucker
9. Professional management- Theo Haimann
10. Organization Theory and Design – Richard L. Draft
11. Management - Richard L. Draft
12. People and Pe rformance by Peter F . Drucker

Organizational Behavior

1. Fundamentals of Organizational Behavior: evolution of organizational behavior, individuals and Organizations, forces affecting organizational behavior, Changing work force and employment relations, impact of globalization and information technology on organizational behavior.

2. Individual Dimensions in Organizational Behavior: individual differences – perceptions, interests, aptitude, attitude, learning, personality, creativity.

3. Group Dynamics : group behavior, team development, group cohesiveness – group decision making process, Effective teams, organizational conflicts & conflict resolution, interpersonal skills, Johari Window and transactional analysis.

4. Motivation: theories and models of motivation, Leadership, theories of leadership & leadership styles.

5. Management of Change : resistance to change, change models, change agents. Organizational effectiveness. Organizational climate and culture, learning organizations.

Suggested Readings:

1. Organizational Behavior – PK Ghosh, Laxmi Publications
2. Organizational Behavior – Robbins .
3. Organizational Behavior - Fred Luthans
4. Human Behavior at Work - Keith Davis
5. Organizational Theory and Design – Daf t
6. The Fifth Discipline - Peter Senge
7. The Seven Habits of highly Effective People - Stephen Covey
8. Understanding Organizational Behaviour – Uday Parekh
9. The Five Minds - Howard Gardner
10. All the books by Edward De Bono
11. Work in the 21 st Century – Landy and Jeffrey

Business Environment

1. Business as a social system : internal and external environment, stakeholder map of business, role of government in economic activity and its impact on business in India. Business Ethics and Corporate Social responsibility. Issues in corporate governance.

2. Economic Structure of India : economic planning in India, transition from mixed economy to a market economy, outlines of Public and Private sectors. Characteristics of industrial, service and agricultural sectors. Regional and sectoral imbalances, Dualism, Trends in GDP.

3. Monetary and Fiscal System of India: overview of India's monetary policy, fiscal policy, role of RBI, the banking sector, Indian financial system, money market and capital markets, stock exchanges and stock market reforms in India. Industrial finance in India – role of development financial Institutions and commercial banks, N B F C ' s . Financing of exports and imports , EXIM and ECGC . Issues in taxation and government expenditure – FRBM Act, the problem of fiscal deficit.

4. Indian Society , Culture and Politics: social problems of India, Impact of modernization on Indian society, demography, gender , environmental issues.

5. International Business Environment: India as a player in the International market place – its position and prospects, the role of multi -national companies in India . FDI & FI I ' s in India .

Suggested Readings:

1. Business Environment- Dr. Francis Cherunilam, HPH.
2. Business Environment – C.A.Francis
3. Business, Government & Society – Arthur Gold Smith.
4. Ethical choices - shekar
5. India Development Reports
6. India in Transition – Jagdish Bhagwathi
7. India's Economic policy – Bimal Jalan
8. Is there a Indian way of thinking – A.K. Ramanujam
9. A Million Mutinies- V.S. Naipual
10. International Business Environment by Daniels & Radbaugh
11. India in the Era of Economic Reforms – Sachs, Jaffrey, Varshney ,
12. Ashutosh and Rajpai , Nirupam , New Delhi , Oxford , 1999 .
13. Fiscal Policy , Public Policy and Governance – Shome , Parthasarathi
14. Eight Lectures on India's Economic Reforms – Srinivasan.T.N
15. Fiscal Policy Developments in India 1950 - 2000 – Sury
16. India's Economic Performance and Reforms : A Perspective for the New Millenium – Swamy , Subramanian
17. Imagining in India – Nandan Nilekani

Managerial Communication

1. Introduction: nature of managerial communication, the communication process. Effective communication and barriers to communication, communication skills; writing, reading, logic, analysis and listening .

2. Communication for Problem Solving: problem solving– communication model for case analysis and reporting in detail. Group discussion, in -class or work shop exercises and assignments.

3. Writing Skills : exercises in drafting letters, memos, e-mail, proposals, resume writing, reports and executive summaries. The structure and process of creating business messages .

4. Oral Communication : exercises in speaking , discussing , listening and negotiating , body language and kinesics , business etiquettes .

5. Business Presentations : hands– on with excel and office power point .

Suggested Readings:

1. Business and Managerial Communication- Sengupta, Sailesh, PHI.
2. Better Business Communication – Denish Murphy
3. Written Executive Communication - Shurter
4. Model Business Letters - Gartis ide.
5. Business Communication – Lesikar – Pettit - Flatery .
6. MLA' s Handbook.
7. Business Research Methods- Cooper and Schneider
8. Business Research Methods - Zikmund

Managerial Accounting

1. Introduction to Accounting : meaning, accounting concepts and conventions –Financial Accounting V/ s Management Accounting– Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary , merchandizing manufacturig and service businesses using Excel .

2. Company Final Accounts in India : requirements of Companies Act of 1956 with respect to preparation of Final Accounts of Companies - Annual Reports an ditscontents.

3. Financial statement Analysis : techniques of financial statement analysis: Horizontal analysis ,Vertical analysi s, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital market ratios), preparation of fund flow & cash flow statement using Excel .

4. Excel applications : preparation and Analysis of Income Statement, Balance Sheet, Cash Flow Statement, Ratios and Projections using excel.

5. Cost accounting : elements of Costs, Classification of costs,Preparation of Cost Sheet, Cost accounting systems: Job costing ,process costing , contract costing and service costing , Marginal costing and use of break - even analysis in decision - making – Relevant costs for marketing and production decisions- Cost Drivers and Activity Based Costing.

Suggested Readings:

1. Business Accounting and Financial Management- Subhash Chandra, PHI.
2. Financial Accounting : A Managerial perspective – R .Narayan swamy.
3. Introduction of Management Accounting- Horngren , Sundem, Stratton.
4. Cost and Managerial Account ing - Duncan Willamson
5. Cost accounting for Business Managers-Asish K Bhattacharayya.
6. Management and Cost Accounting- Colin Drury
7. Management Accounting – Hensen Mowen
8. Financial Analysis and Modelling – Chandan Sen Guptha

Managerial Economics

1. Managerial Economics : introduction, basic concepts, application in business decision – making. Demand and Supply Analysis, determinants, equilibrium, elasticity, demand forecasting and estimating methods.

2. Theory of consumer behavior : consumer preferences, indifference curves, budget constraint, utility maximization and the derivation of the consumer demand curve .

3. Production and Cost Analysis : production functions – cost functions and profit functions, total , average and marginal costs, returns to factors and scale, short run v/s long run decisions, derivation of the supply curve.

4. Market Analysis : market forms, perfect, competition, monopoly, monopolistic, oligopoly. Output and price determination. Cartels and collusion, mergers and acquisitions and government regulations in the form of price directives, taxes, subsidies, anti -trust action and competition policies.

5. National Income Accounting : concepts of GDP , NI , percapita income , PPP National income accounting in India . Business cycles and business forecasting. Measuring business cycles using trend analysis, macro economic indicators in business cycle measurement , Coping strategies for business .

Suggested Readings:

1. Essentials of Business Economics- D N Dwivedi, Vikas Publications.
2. Managerial Economics - Dominick Salvatore .
3. Managerial Economics - Gupta and Mote
4. Economics - Samuelson & Nordhaus
5. Managerial Economics by Peterson and Lewis
6. Micro Economics – Dominick Salvatore
7. Macro Economics – Palmer and others
8. Macro Economics - Koutinyas

Statistics for Management

1. Quantitative data interpretation in managerial decision making: collection– classification–tabulation– frequency distribution– charts using excel, measures of central tendencies and dispersion– using visual explorations in MS excel .

2. Correlation and regression : multiple correlation – basic probability concepts – conditional probability – Bayes theorem – use MS excel PH STAT 2 .

3. Probability distributions : binominal Poisson and normal distributions using excel – estimation – point and interval – using Excel .

4. Statistical Decision Theory : hypothesis testing for means and proportions and for difference of means and proportions – analysis of variance.

5. Sampling : sampling techniques, random sampling, random numbers table, Monte Carlo simulation , Chi – square tests , time series forecasting, hands-on with MS excel .

Suggested Readings:

1. Golden Statistics- N.P. Bali, Laxmi Publications.
2. Statistics for Managers – using Microsoft excel – Levine, Stephan & others
3. Statistics for Management – Richard Levin and Rubin [excel version]
4. Statistics – Murray Spiegel , Schaum Series
5. Probability and Statistics – Murray Spiegel I, Schaum Series
6. Quantitative Business Analysis – Text & Cases – Samul Bodiley & others
7. Business Statistics – Kazmier , Schaum Series
8. Basic Business Statistics – Bereuram and Levine
9. Quantitative Methods – Anderson , Sweeny & William



Master of Business Administration

SEMESTER II

1. Marketing Management
2. Human Resource Management
3. Corporate Finance
4. Quantitative Methods
5. Legal aspects of Business
6. Operations Management
7. Management Information Systems

Marketing Management

1. Introduction to Marketing Management : nature of marketing management, Types of products/ services. Marketing concepts: Product, Production, Selling, Marketing and Societal, Concepts Marketing environment, elements of Marketing Mix. Classification of goods & services.

2. Consumer Behavior : consumer & buyer behavior process, models of consumer behavior. Market research and market intelligence. Marketing information system .

3. Market Segmentation and Targeting : concept of segmentation and targeting, basis for segmentation. Segmentation for consumer and industrial products, Product positioning .

4. Product & Price: product Mix and Product Line, levels of product, new product development, product life cycle strategies. Branding, types of brands, brand building, measuring brand equity. Packaging and labeling. Pricing : General pricing approaches, new product pricing strategies, Public policy and pricing.

5. Promotion and Place Mix: elements of promotion mix, Marketing communication process, Publicity, Advertising and public relations. Personal selling and sales promotion. Direct marketing and online marketing. Distribution channels and logistics management, Channel design and administration, Public policy and distribution decisions .

Suggested Readings:

1. Fundamentals of Marketing- Vikas Saraf, Pawan Thakur, Laxmi Publication
2. Marketing Management – Philip Kotler , Prentice Hall India , (New edition)
3. Basic Marketing – Perault
4. Fundamentals of Marketing – William Stanton
5. Principles of Marketing – Philip Kotler and Garry Armstrong
6. Marketing Management – Rajan Saxena
7. Marketing Management – Zickmund
8. Marketing – Ramesh Kumar

Human Resource Management

1. Perspectives in HRM : role of HR managers, sub - systems of HRM, HR functions and policies Organization for HRM, Development of HRM in India, Recent trends in HRM, Impact of globalization on HRM.

2. HR Planning, Recruitment and Selection: scope of HR planning, Job analysis, job design Job description and job evaluation, methods of recruitment. Testing for selection of employees, use of psychological test, selection process, interviews errors in selection .

3. Training and Development: induction and Orientation, methods of training, training manual, training under ISO and QS Certification. Supervisory, Executive and Management development programmes. Career development .

4. Performance Management: KRA and KPAs, Traditional vs Modern method of performance management . Potential appraisal, Feed back systems. Job evaluation.

5. Compensation Planning : wages and salary , Administration perks, Fringe benefits, Bonus, Incentives. Compensation surveys. Productivity, Performance linked, Pay structure. Compensation review and structuring .

Suggested Readings:

1. A Textbook of Human Resource Management- R S Dwivedi, Vikas Publications.
2. HR and Personnel Management – Keith Davis
3. Personnel Management – Flippo
4. Human Resource Management – T .V.Rao
5. Human Resource Management – Pattanaik
6. Human Resource Management – Micheal Arms trong
7. Human Resource Management – Gary Desseler

Corporate Finance

1. Goal of the Firm : profit maximization vs wealth maximization, Value creation, Agency problems, Social responsibility, Role of financial management, Time value of money, Valuation of securities– stocks and bonds. Concept of risk and returns of securities, using probability distribution to measure risk, risk and return in portfolio context (using excel) .

2. Capital Budgeting : estimating cash flows – initial , intermediate and terminal Cash flows on incremental basis, Capital budgeting decision rules, Payback, ARR, DCF techniques – NPV, IRR, P I, using excel .

3. Cost of Capital : cost of debt, preferred stock, equity, computing WACC, The CAPM approach, Adjusting WACC for risk. Long–term financing, Public issue of debt , Preferred stock and Common stock ,Term loans.

4. Capital Structure Theories : traditional view vs MM hypothesis, MM position I & II , Capital structure designing in practice – EBIT – EPS analysis the pecking order theory. Dividend decisions, Relevance vs irrelevance of dividends.

5 . Working Capital Management and Finance : cash management, Receivables management and Inventory management. Working capital finance in India.

Suggested Readings:

1. Business Accounting and Financial Management- Subhash Chandra, PHI
2. Fundamentals of Financial Management – Van Horne and Wachowitz
3. Financial Policy and Management – Van Horne , 12th edition .
4. Financial Management – Prasanna Chandra
5. Corporate Finance – Brigham and Erhardt
6. Corporate Finance – Ross, Wetfield & Jaffer

Quantitative Methods

1. Scientific methods: induction, deduction, theory, concepts, constructs, definitions, variables, models, laws, hypothesis, syllogism, levels of abstraction. Fallacies of reasoning. The nature of research in Management, Exercises in writing a research proposal .

2. Principles of research design: types of basic research methods and secondary research methods, sampling design, measurement and measurement scales. Data collection methods, observational studies, experimentation. Qualitative methods of research.

3 . Analysis and presentation of Data: use of statistical techniques, style manuals. Exercises in writing management reports.

4 . Linear programming: types of linear programming, simplex method, primal and dual, sensitivity analysis, resource allocation, production planning, product mix and capital budgeting decisions using softwares.

5. Transportation and assignment problem: sequencing problems, Decision making under risk and uncertainty, decision trees. MS excel solver for all the above models.

Suggested Readings:

1. Research Methodology & Operations Research- H. R. Ramnath, HPH.
2. Business Research Methods – Zikmund
3. Marketing Research – Malhotra N . K.
4. Business Research Methods – Donald R . Coopers and Schindler
5. Foundations of Behavioural Research – F.N . Kerlinger
6. MLA Handbook for Researchers – ML A Association
7. APA Manual
8. Social Research Methods – Bryan
9. Case Study Method of research – Robert K Yin
10. Designing Qualitative research – Marshall and Rossman
11. Research Design & Methods – Kennet G . Bordeaux & Others
12. Marketing Research with SPSS – Corl Mc . Daniel & Gates
13. Marketing Research – Churchil & Lacobucci

Legal Aspects of Business

- 1 . Outlines:** Industries Development and Regulation Act Competition Act (IDRA). Foreign exchange management act. (FEMA) ,
- 2. Outlines:** Company Law, provisions of Indian Companies Act 1956 relating to incorporation, management and administration. Filing of returns, Remedies against mismanagement and oppression. Powers of investigation by the Government, Issues relating to good corporate governance.
- 3. Outlines:** intellectual property rights, Patents and Trade marks Act, copyrights act, geographical appellation.
- 4. Outlines:** security Market Laws, Security and Exchange Board of India Act (SEBI), Securities contract act, Laws pertaining to stock exchanges, SARFESI Act.
- 5. Outlines :** consumer protection act and Information technology act .

Suggested Readings:

1. Business Law for Managers- P. K. Goel, Wiley.
2. A Manual of Business Laws – S.N. Maheshwari and S. K.Maheshwari
3. Business Law for Management – K.R.Bulchandani
4. Business Environment : Texts and Cases – Francis Cherunilam
5. Business and Corporate Laws – S.S.Gulshan and G.K .Kapoor
6. Bare Acts of respective legislations

Operations Management

1. Operations Management : product strategies – Product life cycle –Productive system types – Impact of technology and organization of the operations function – Requirements of forecasting for operations .

2. Plant Location and Types of Plant Layout : product planning and control– Inventory planning and control – Materials requirements planning – Planning production in aggregate terms.

3. Job Designing : work study and time study – Statistical quality control methods – Japanese manufacturing systems – Flexible manufacturing system – Operations systems of the future .

4. Total Quality Management: trends in quality management benchmarking and business process reengineering , Kaizen – Six Sigma Motorola systems – Quality criteria based on Deming prize –Malcolm Baldrige Award . Quality Management Systems , ISO Standards .

5. Supply Chain Management : concept of SCM. Operating model for supply chain . Managing the external and internal supply chain . Global SCM and sourcing .

Suggested Readings:

1. Operations Management and Productivity Techniques- Mukherjee, P. N. , Kachwala, T. T., PHI.
2. Modern Production Management– Buffa Elwood. S and Rakesh K. Saren, John Wiley and Sons, 2003.
3. Production and Operation Analysis – Steven Nahmas
4. Cases in Production / Operations Management – K.N . Krishnaswamy
5. The Benchmarking Management Guide – American Productivity and Quality Center, Productivity Press , USA , 1993 .
6. Total Quality Management – Dale H. esterfield and others – Pearson Education, New Delhi, 2003.
7. Total Quality Management – Pornima Choudhary – Pearson Education – New Delhi, 2002.
8. Total Quality Management – Sridhar Bhatt .
9. Supply chain Management theory and practices – Mohanty and Deshmukh, Biztantra 2005.

Management Information Systems

1. Information Systems : data vs Information, Strategic role of information in management , Organization as an information system. TPS, MIS ,DSS, ESS, OAS, Networking concepts, telecommunications networks.

2. Systems Development: the concept of systems development life cycle (SDLC), Types of SDLC, Use of flow charts.

3. Application Technologies: ERP concepts, Evolution of ERP , ERP packages, SAP , Baan , MFG -PRO, Oracle, ERP Evaluation, ERP and BPR , ERP Implementation , Extended ERP , Case studies.

4. Web Publishing : web publishing , Types of web sites , Web surfing , E -Commerce , B2B , B2C ,C 2 C , E – commerce security issues , Ethical issues

5. Practicals on ERP : . Functional modules in business.

Suggested Readings:

1. Management Information Systems- Dr. P. Mohan, HPH.
2. MIS – Kennett G . Lauden and Jane P . Lauden
3. MIS – James A. O’ Brien
4. MIS- C.S . V.Murthy
5. Computer Today – S.K. Basudev
6. ERP Concepts – V.K. Garg
7. Project Management for business, engineering & technology: principles & practice– Nicholas, John .M & Steynl , Hermann
8. Project Management– Harvey Maylor– 1999 , New Delhi, Macmillan pub
9. www.pmi.org



Master of Business Administration

Semester III

Project Management

Entrepreneurship

Project Work Diary

Summer Internship Report

Electives:

1. Advertising and Sales Promotion Management
2. Corporate Taxation
3. Financial Derivatives
4. Human Resource Development
5. International Financial Management
6. International Marketing
7. Organizational Change and Development
8. Portfolio Management
9. Brand Management
10. Services Marketing
11. Strategic Human Resource Management
12. Training and Development

Project Management

1. Project Management: concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy , effective project portfolio management system, project life cycle, feasibilities of projects-different forms of project contracting.
2. Project Scope Management: defining Project scope , creating work break down structure (WBS) , project roll up , process break down structure , responsibility matrix .
3. Project Scheduling: network models, PERT & CPM using softwares , measuring risk.
4. Project Risk Management : contingency resources, reducing project duration .
5. Project Team Management : building high -performance project teams, managing virtual project teams, project control process. Performance measurement and evaluation , project quality, planning, quality assurance, quality audit, project closure, post completion audit .

References:

1. Project Management by Clifford Gray and Larson.
2. The practice and theory of project management creating value through change – Newton, Richard – 2009, Hampshire, Palgrave Pub.
3. Effective project Management– Clements, James P & Gido Jack – 2006, New Delhi, Cengage Learning.
4. Project Management: Amanagerial approach – Meredith, Jack . R & Mantel Samuel.J – 2006 , New Delhi, John Wiley & Sons.

Entrepreneurship

1. Foundations of Entrepreneurship : nature of Entrepreneurship, social & cultural factors in nurturing entrepreneurship. Institutional support for promoting entrepreneurship in India, role of Universities & Colleges, CSIR labs . Case study of incubation.
2. Business Planning: from idea generation to preparation of detailed business plans. Exercises in preparation of business plans .
3. Venture Capital: valuing and financing adventure, stages of venture development and financing , venture capital firms (VC ' s) venture expansion strategies.
4. Rural & social entrepreneurship: potential for entrepreneurship in rural India, SHGs, micro credit etc. , Case studies of rural & social entrepreneurship in India .
5. Entrepreneurs in India: family entrepreneurs, women entrepreneurs.

References :

1. Entrepreneurship – Prof. T.V. Rao
2. Entrepreneurship – Hisrich & Peter
3. Entrepreneurship- Mathew J Manimala

Advertising and Sales Promotion Management

Unit 1-

Promotion Mix : elements of marketing promotion mix , Advertising ,Publicity, Personal selling ,Public relations and Sales promotion ,Determinants of promotion mix.

Unit 2-

Advertising : types of advertisement , advertise ability and advertising aids , Advertising planning and decision making .

Unit 3-

Advertising Campaign Planning : setting advertising goals and objectives, The DAGMAR Approach . Messages strategies and tactics ,Creative approaches, Copy writing and testing , Advertising copy design and communication strategy , Copy - visualization layout , Advertising appeals and themes , Classification of advertisement copies , Essentials of a good copy . Exercises in drafting advertisement copy .

Unit 4-

Advertising Media : types of media , media planning and scheduling ,Advertisement budgets,approaches to advertising ,budgeting.Measuring advertising effectiveness . Advertising strategies for rural markets.

Unit 5-

Advertising Agencies : profile of major advertising agencies in India and abroad , Rural advertising , social advertising , ethics in advertising ,advertising standards council of India (ASCI) .

Suggested Readings:

1. Advertisement and Promotion – Belch and Belch
2. Advertising – Aaker and Bathra
3. Advertising Management – Chuna walla
4. Advertising Management – Write and Ziegler
5. Contemporary Advertising – Williams Arens
6. Advertising Management – Rajeev Batra , John G .Myer , David Aker
7. Advertising Planning & Implementation – Sangeeta Sharma & Raghuvir Singh
8. Advertising Principles and Practice – Wells , Moriatry, Burnett
9. Advertising Management – Jaishri Jeth wanry , Shruthi Jain
10. Marketing Communication – Dahlen

Corporate Taxation

1. **Outline of Income Tax Act, 1961: basic Concepts and Definitions, Incidence of Tax, Heads of Income, Exemptions and deductions.**
2. **Computation of Business Income: definitions, Scope, Computation of Profits and Gains from Business or Profession, Deductions, Minimum Alternate Tax , Tax on Distributed Profits .**
3. **Computation of Capital Gains: capital Asset, Transfer, Short Term and Long Term Capital Gain, Cost Inflation Index, Exemptions.**
4. **Set off and Carry Forward: business Loss and Unabsorbed Depreciation, Return of Income, Assessment, Advance Payment of Tax, Tax Deduction or Collection at Source.**
5. **Tax Implications in Business Restructuring.**

Financial Derivatives

Unit 1-

Introduction to Derivatives: forwards , Futures, options, swaps , trading mechanisms, Exchanges, Clearing house (structure and operations, regulatory frame work) , Floor brokers, Initiating trade , Liquidating or Future position , Initial margins , Variation margins, Types and orders. future commission merchant .

Unit 2-

Forward and Future Contracts : forward contracts, futures contracts, Financial futures , Valuation of forward and future prices , Stock index futures, Valuation of stock index futures, Hedging using futures contracts, Hedging using stock index future contracts, Index futures, Adjusting BETA of a portfolio using stock . Interest rate futures and currency futures .

Unit 3-

Options Contracts and Trading Strategies : characteristics of options contracts, trading strategies.

Unit 4-

Valuation of options – graphic analysis of call and put values, characteristics of option values, Models of valuation; Binomial and Black and Scholes model . Option Greeks.

Unit 5-

Commodity future market : forward market commission ; exchanges trading mechanism.

Human Resource Development

Unit 1-

Human Resource Development: subsystems of HRD & OD, HRM and HRD, Emerging trends in HRD, HRD in IT industry, public sector, government organizations, and NGOs.

Unit 2-

Performance Management: traditional and modern techniques, Open Appraisal-Identification of Key Performance Areas and Key Result Areas – Managerial appraisal – Ethical issues in performance appraisal. Potential appraisal, Feed back mechanisms, Performance management and career development. Bi-directional performance management.

Unit 3-

Mentoring, Coaching & Employee Counseling Services: nature mentoring and coaching , Coaching to improve poor performance ,Effectiveness of coaching, Need for employee counseling programs,Components & Characteristics, Issues in employee counseling .

Unit 4-

Career Planning and Development: meaning and process –path , Career width and Length – Succession planning – Career Development.

Unit 5-

Learning and development in knowledge setting: learning in a knowledge environment , creating holistic develop mental approach ,developing social capital , developing knowledge leadership capabilities, project -based learning, working with technology , building a comprehensive knowledge development strategy, planning for individual development.

Suggester Readings-

1. Human Resource Development – Randy L . Desimone, Jon M. Werner & David M.Harris .
2. Designing and Managing Human Resource Systems – Pareek , Udai and Rao T.V.
3. Recent Experience in Human Resource Development – Rao T.V. and Pereira , D. H .
4. Performance Appraisal – Theory and Practice – Rao T .V .
5. Effective Human Resource Development – Neal E. Chalofsky, Carlene Reinhart.
6. Human Resource Management – Satyadian S. Mirza
7. Knowledge Management – Shelda Debowski – John Wiley , India

International Financial Management

Unit 1-

International Financial Management: Structure of foreign exchange market: the balance of payments , international monetary system –I.M.F, the nature of global capital flows – FDI, FII , Private equity and hedge funds.

Unit 2-

Exchange rate determination: structural models of exchange rate determination– IRP and PP Parity , exchange rate forecasting . Transfer pricing and netting.

Unit 3-

The foreign exchange market : structure, types of transactions, quotations and Arbitrage. Exchange rate regimes – foreign exchange market in India .

Unit 4-

Measurement of exposure and Risk: classification, transaction,translation and operating exposures. Management of exposures .Hedging , forwards , currency futures, options , swaps and hedging with money market.

Unit 5-

Management of interest rate exposure: FRA interest rate caps and floors. Financial swaps – types-motivation application of swaps . GDR ,ADR .

Suggested Readings-

1. Buckley, Adrian – Multinational Finance , New York , Prentice Hall Inc.m 1996
2. Kim, Sukand Kim, Seung – Global Corporate Finance : Text and Cases, 2nd ed. Miami Florida, Kolb, 1993.
3. Shapiro, Alan C – Multinational Financial Management, New Delhi, Prentice Hall of India1995.
4. International Financial Management by P.G . Apte , Mc Graw Hill.
5. International Financial Management by Jeff Madura.

International Marketing

Unit 1-

International Marketing: introduction and Importance– Basis of international trade, Theories of international trade, Trade barriers, India's foreign trade since independence.

Unit 2-

International Marketing Environment: economic, political, legal, social, socio-cultural and demographic environment. International Market entry strategies- MNC's, Global marketers etc.

Unit 3-

Organization for International Marketing: objectives of international marketing, Factors affecting international marketing, International marketing mix strategy. Distribution strategies and Types of intermediaries in international marketing.

Unit 4-

Export Planning: export finance, Letter of credit, Export licensing, Export houses, Export risk and insurance, Export promotion and Incentives by the Government of India and Institutional arrangement for export promotion in India. Import -Export policies of the Government of India – Export documentation procedures and formalities. Indian foreign trade since independence.

Unit 5-

International Economic Institutions and Forums: GATT, WTO, EFTA, LAFTA, EU, SAARC, World Bank, IMF and other trading blocks and common marketing for international business.

References :

1. International Marketing – Sak Onkvisit and John J. Shaw
2. International Marketing – Philip Cateora and John Graham
3. International Marketing – C .A . Francis

Organizational Change and Development

Unit 1-

Organizational Change: planned organizational change, Change agents, Dynamics of resistance to change, Planned change, Quality work life .

Unit 2-

Organization Development : history of Organization, Development Values – Assumptions – Beliefs in organization development .

Unit 3-

Theory and Management of Organization Development: foundations of organization development – Managing the organization development process – Action research and organization development .

Unit 4-

Organization Development Intervention : team intervention – Inter -group and third party peace making intervention – Comprehensive intervention – Structural interventions – Training experiences.

Unit 5-

Key Considerations and Issues : issues in consultant – Client relationships – System ramifications – Power , politics and organization development – Research in organization development

Suggested Readings:

1. Organization Development – Franch and Bell ;
2. Organization Behaviour – Fred Luthans
3. Human Behaviour at Work – Keith Davis ; Organizational Design for Excellence – Khandawalla
4. Organizational intelligence – Silber Kearny
5. The dance of change – Peter Senge and others
6. The fifth discipline – Peter Senge

Portfolio Management

Unit 1-

Market efficiency: random walk and the efficient market hypothesis, Empirical testing of Efficient Market Hypothesis (EMH). Portfolio Theory – Capital allocation between the risk free asset, Optimal risky portfolios - Markowitz model Vs Stochastic Dominance Analysis (SDA), Equilibrium in capital markets – Capital asset pricing model, Index models and Arbitrage pricing theory and multi factor models of risk and return .

Unit 2-

Fixed Income Securities : bond Prices and yield – Bond Characteristics and Types, Bond Pricing, Bond yield, Term Structure of Interest rate, Interest rate risk - interest rate sensitivity, duration, convexity and immunization.

Unit 3-

Fundamental Analysis : economic analysis, Industry analysis, Company analysis, Forecasting company earnings, Valuation of companies.

Unit 4-

Technical Analysis: market indicators, Forecasting individual stock performance, Techniques, Types of charts, Dow theory, Relative strength, Contrary opinion, Moving average, Conference index, Trading volume, Concept of depth, breadth and resilience of the market.

Unit 5-

Active Portfolio Management : portfolio performance evaluation –measuring investment return, conventional theory of performance evaluation, M^2 and T^2 , market timing, performance attribution procedures, style analysis and morning star's, risk adjusted rating. Active portfolio construction using Treynor – Black model.

Brand Management

Unit 1-

Introduction to Product Management: basic concepts of product; classification of product; product mix and line decisions; growth strategies for FMCG; organizing for product management. Product market strategies for leaders, challengers and followers.

Unit 2-

New Product Planning and Development: organizing for new product, new product development process, Launch strategy, Reasons for new product failures, consumer adoption process, product life cycle concepts.

Unit 3-

Marketing Planning: planning process, components of marketing plan– competition analysis, product category attractiveness analysis, customer analysis and competitor analysis. Segmenting – Targeting – Positioning (STP)– basis for segmentation, differentiation and positioning, Techniques of good positioning, Pricing and channel management strategy .

Unit 4-

Brands and Brand Management: customer based brand equity- brand positioning and values- choosing brand elements to build brand equity.

Unit 5-

Designing Marketing programs to build brand equity: measuring sources of brand equity – design and implementing branding strategies – managing brand over time .

References :

1. Product Management – Donald R. Lehman, Russel S. Winner and
2. Strategic Brand Management- Kevin L. Keller
3. The Brand Management Checklist – Brab Vanauken and Managing Indian Brands – Ramesh Kumar
4. Application Exercises in Marketing – Ramesh Kumar

Services Marketing

Unit 1-

Introduction to Services Marketing : definition of services , Reasons for emergence of services marketing, Characteristic features of services marketing, Service marketing mix , Recent trends in services marketing .Sectoral view of service industry .

Unit 2-

Consumer Behaviour in Services : gap analysis for under standing consumer behaviour. Customer expectations – Customer perception ,Factors influencing customer expectations . Serviced development and design , Stages in new service development , Service blue printing.Customer defined service standards. Physical evidence service scape.

Unit 3-

Delivering and Performing Services : employees role in service delivery – Boundary - spanning roles , Strategies for closing gaps . Customer roles in service delivery , Delivering services through intermedia ries and electronic channels.

Unit 4-

Managing Demand and Capacity: managing service promises, Integrated service marketing communications, Pricing of services, The integrated gap models for service quality .

Unit 5-

Marketing of Services: health care, Hospitality services, Transport services, Telecommunication services, Consultation services , Financial services.

Suggested Readings:

1. Services Marketing – Integrated Customer Focus Across The Firm–Valarie A Zeitham l and M.J.Bitner
2. Services Marketing – People , Technology and Strategy – Lovelock
3. Services Marketing – Ravishankar
4. Marketing of Services – Jha
5. Marketing of Services – G.S . Bhatia
6. Marketing of Services – Sahu and Sinha

Strategic Human Resource Management

Unit 1-

Context of Strategic HRM : investment perspective of HRM , factors influencing investment oriented organizations , Impact of changes in technology, Work forced emographics & diversity on HRM .

Unit 2-

Strategic Role & Planning : strategic HRVs Traditional HR, Barriers to strategic HR , Strategic HR planning ; aggregate & succession planning.

Unit 3-

Strategic Perspectives on Recruitment, Training & Development: Temporary Vs Permanent employees, Internal Vs External recruiting; Interviewing, testing , references; International Assignment, Diversity, Strategizing training & development, need assessment, design & delivery.

Unit 4-

Strategic Perspectives on Performance Management, Feed back & Compensation : use of System , who , what & how to evaluate , measures of evaluation , Internal equity, external equity , and Individual equity .

Unit 5-

Employee Separation : reduction in force, turnover, retirement, International Vs Domestic HRM ,Strategic HR Issues in International Assignment.

References :

1. Strategic HRM – Jeffery Mello, Thompson Publication, New Delhi
2. Luis R. Gomez- Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI
3. S.K. Bhatia – Strategic Human resources Management, Deep & Deep Publication Pvt Ltd.
4. Charles R, Greer, Strategic Human Resource Management , Pearson Education.

Training and Development

Unit 1-

Training: introduction, Importance of training, Advantages of training, Training challenges, Changing work place and work force, Training as a sub system of HRD, Learning environment, Instructional design, Learning outcomes, Feedback, Conditions of transfer, Converting training objectives to training plan .

Unit 2-

Training Needs Assessment (TNA: methods of TNA , O rganizational support for TNA, Organizational analysis – Specifying goals, Identifying constraints, Resource Analysis, Learning Principles, Training enhancement, Trainee characteristics.

Unit 3-

Training Delivery: traditional vs modern methods, SDLP, Simulated work settings, DLP , CD ROM, Interactive Multimedia, Web – based instructions , Intelligent Training System (ITS), Virtual Reality Training (VR T) .

Unit 4-

Training Evaluation: criteria, Evaluation of criteria, Dimensions of criteria, Use of experimental designs, Quasi experimental designs, Utility conservations, Individual difference models, Content validity model, Statistical method.

Unit 5-

Training Interventions: learning Experience and Building Organization Capability, Employee capability, Apprenticeship, Vestibule, Embedded training, Team building, cross and Inter- positional training, Leadership training .

References:

1. Training in Organization- Irwin L. Goldstein, J. Kevin Ford.
2. Effective Training: System Strategies and Practices- P Nick Blanchard James W Thacker.
3. Training for Organizational Transformation- Rolf P Lynton Udai Pareek.



Master of Business Administration

Semester IV

Strategic Management

Project Report

Electives:

1. Decision Models and Optimization
2. Managing Human Resources in Projects
3. Operations Research
4. Production Planning and Control
5. Project Finance
6. Project Planning and Scheduling
7. Retail Management
8. Service and Retail Management
9. Supply Chain Management
10. Technology, Innovation and New Product Management
11. Total Quality Management

Strategic Management

Unit 1-

Overview of strategic management: origin of strategy, strategy vs structure, elements of business strategies, Strategic Management process.

Unit 2-

Environmental Analysis: Strategically relevant components of internal and external environment, Industry and competitive analysis, analysis of resources and competitive capabilities, environmental scanning techniques.

Unit 3-

Establishing organizational direction– developing strategic vision, mission and setting objectives. Strategic intent and the concept of strategic pyramid, corporate ethics and social responsibility.

Unit 4-

Generic competitive strategies– stability, expansion, retrenchment, conglomerate and their variants. Strategic and competitive advantage, new business models for global and internet economy, Strategy clusters and models relating to portfolio analysis .

Unit 5-

Strategy implementation– building core competencies and competitive capabilities, developing policies and procedures for implementation. Designing and installing supporting and rewarding systems. Evaluating and monitoring implementation.

Suggested Readings-

1. Strategy and Structure – Alfred C .Chandler
2. Strategic Management – Alex Miller and Irwin
3. Competitive Advantages: Creating and Sustaining, Superior Performance– Michael E .Porter
4. Competing for the future – Prahalad and Hammel
5. The Future of Competition– Prahalad and Venkataraman
6. Crafting and executing Strategy – Aurthor A . Thompson and others
7. The Art of Strategy– Avinash K. Dixit and Barry J. Nalebuff

Decision Models and Optimization

Unit 1-

Model building for business problems. Linear programming model formulation and graphical solution. Analysis of special linear programming solutions

Unit 2-

Linear programming applications and their computer solution

Unit 3-

The Simplex method for solving linear programming

Unit 4-

Duality and sensitivity analysis in linear programming, including graphical sensitivity analysis, simplex-based sensitivity analysis, and computer sensitivity analysis

Unit 5-

Goal programming and integer programming

Unit 6-

Shortest path problems (also briefly covering dynamic programming framework and principles)

Unit 7-

Decision analysis and decision tree

Suggested Readings-

1. Quantitative Techniques, C.R. Kothari.

Master of Business Administration

Managing Human Resources in Projects

Unit 1- Overview

Introduction- Understanding Project management, defining project success, The project manager line success, Defining project Manager's role, Defining the functional manager's role, Defining the functional employee's role, working with executives, The project manager as a planning agent, Project champions, The downside of Project management, Project driven versus non Project driven organizations, Marketing in Project-driven organization, classifications of Projects, location of project manager, differing views of project management, concurrent engineering.

Unit 2- Project Management Growth: Concepts and Definitions

Introduction, General Systems Management, Project Management, Resistance to change, systems, program and Projects, Product versus Project management, Maturity and excellence, Informal Project management, The many faces of success and failure, The stage gate Process, Project Life Cycles, Gate review Meetings, Project Management Methodologies, Organizational Change Management and corporate Cultures, Project Management Intellectual Property, system Thinking.

Unit 3- Organizational structures

Introductions, Organizational Work Flow, Traditional organization, Developing Work Integration Positions, Line-staff Organization, Pure Product Organization, Matrix Organizational form, Modification of matrix structures, The strong, weak balanced matrix, centre for Management expertise, matrix layering, select the organizational form, structuring the small company, SBU project management, Transitional Management.

Unit 4- Organizing and staffing the Project office and team

Introduction, the staffing environment, selecting the Project Manager, Skills requirement for Project and Program Mangers, special cases in Project manager selection, selecting the wrong Project manager, next Generation project managers, duties and job descriptions, The organizational staffing Process, the project office, The functional Team, The project organizational Chart, selecting the Project Implementation teams.

Unit 5- Management Functions

Introduction , controlling, directing, Project authority, Interpersonal Authority, Interpersonal Influences, Barriers to Project Team Development, Team building, dysfunction of a team, leadership in a project environment, life cycle leadership, organizational impact, employee-manager problems, Management Pitfalls, communications, Project Review meetings, Project Management Bottlenecks, Communication Traps, Proverbs and laws, Human Behavior Education, management Policies and Procedure.

Unit 6- Management of Time and Stress

Introduction, Understanding Time management, Time Robbers, Time management forms, effective Time management, stress and burnout.

Unit 7- Conflicts

Introductions, Objectives, The conflicts environment, Conflicts Resolution, Understanding superior, subordinate, and functional conflicts, The management conflicts, conflict resolution modes, Predicting Project success, Project management effectiveness, Expectations, Lessons learned, understanding Best practices.

Unit 8- Working with Executives

Introduction, The Project sponsor, Handling Disagreement with the sponsor, The collective belief, The exit Champion, The in-house representatives.

Suggested Reading-

1. Project Management by Harold Kernezer.

Operations Research

Unit 1-

Model Building in OR : linear programming , Formulation, Graphical solutions – Simplex method Big – M method , Duality and sensitivity analysis.

Unit 2-

Transportation and Assignment Problem : traveling sales men problems , Solving the sequencing problems, brand switching problems.

Unit 3-

Queuing Models: deterministic and probabilistic models, Single server and multiple server model– Infinite population .

Unit 4-

Network Analysis : PERT & CPM , Determination of floats, Time - cost -Trade-off and Crashing of networks. Theory of games – Two persons Zero – sum game

Unit 5-

Decision Theory : Decision making under risk and uncertainty , decision trees. Use MS Excel solver for the above models .

Suggested Readings :

1. Quantitative Techniques in Management – N.D . Vohra
2. Operations Research – Wagner

Production Planning and Control

Unit - I

Introduction : Definition - Objectives of Production Planning and Control – Functions of production planning and control - Elements of production control - Types of production - Organization of production planning and control department – Internal organization of department.

Unit - II

Forecasting - Importance of forecasting - Types of forecasting, their uses – General principles of forecasting - Forecasting techniques - qualitative methods and quantitative methods.

Unit - III

Inventory management - Functions of inventories - relevant inventory costs – ABC analysis - VED analysis - EOQ model - Inventory control systems – P-Systems and Q-Systems -

Unit - IV

Introduction to MRP & ERP, LOB (Line of Balance), JIT inventory, and Japanese concepts.

Unit - V

Routing - Definition - Routing procedure -Route sheets - Bill of material – Factors affecting routing procedure. Schedule -definition - Difference with loading

Unit – VI

Scheduling Policies - Techniques, Standard scheduling methods,

Unit - VII

Line Balancing, Aggregate planning, Chase planning, Expediting, controlling aspects.

UNIT - VIII

Dispatching - Activities of dispatcher - Dispatching procedure - followup – definition - Reason for existence of functions - types of followup, applications of computer in production planning and control.

References :

1. Elements of Production Planning and Control / Samuel Eilon.
2. Modern Production / Operations Management / Baffa & Rakesh Sarin.
3. Operations Management - S.N. Chary.
4. Inventory Control Theory and Practice / Martin K. Starr and David W. Miller.
5. Reliability Engineering & Quality Engineering by Dr. C. Nadha Muni Reddy and Dr. K. Vijaya Kumar Reddy, Galgotia Publications, Pvt., Limited.
6. Production Control A Quantitative Approach / John E. Biegel.
7. Production Control / Moore.
8. Operations Management / Joseph Monks.

Master of Business Administration

Project Finance

Unit 1-

Market and demand Analysis- Situational Analysis and specifications of objectives, collection of secondary Information, conduct of market survey, characteristics of Market, Demand forecasting, Uncertainties in Demand Forecasting, Marketing Plan.

Unit 2-

Technical Analysis- Manufacturing Process/Technology, Technical Arrangements, Material inputs and utilities, Product Mix, Plant capacity, Location and site, Machineries and equipments, structures and civil work, environmental aspects, Project charts and layouts, Schedule Of Project Implementations, Need for considering alternatives.

Unit 3-

Financial Estimates and Projections- Cost of Project, Means of Finance, Estimates of sales and promotions, cost of Production, Working capital requirement and its financing, Profitability Projection, Projected cash flow, Projected balance sheet, multiyear Projections, financial Modeling using spreadsheet.

Unit 4-

Investment Criteria- Time value of money, Time Lines and Notation, Future value of a single amount, Present value of a single amount, future value of an annuity, Present value of annuity, Intra year compounding and discounting, Net Present value, Benefit cost ratio, internal rate of return urgency, Payback Period, accounting rate of return, Assessments of various Methods, Investment Evaluation in Practice.

Unit 5-

Project Cash Flow- Elements of the cash Flow stream, Basic Principles of cash flow estimation, Cash Flow illustration, Cash Flows for a replacement Project, Viewing a Project from other Perspectives, Biases In cash flow estimations.

Unit 6-

The cost of Capital- Some Preliminaries, cost of Debt and Preference, Cost Of equity: The CAPM Approach, Cost of Equity: The other approaches, Determining The proportions, WACC, WMCC, Determining The optimal Capital Budget, Flootation Coat and cost of capital, Factors Affecting the WACC, Misconceptions around cost of capital, How Financial Institutions Calculate cost of capital, Project Rate of Return, Pros and Cons of Multiple Costs of capital, Divisional WACC and Project Specific WACC.

Unit 7-

Multiple Projects and Constraints- Choice Between Mutually Exclusive Projects and Unequal life, Optimal Timing, Determination Of economic Life, Interrelationship Between Investment and Financing Aspects, Inflation and capital budgeting, International capital Budgeting, Investment in capabilities, Constraints, Method of Ranking, Mathematical Programming approach, Linear Programming Model, Integer Linear Programming Model and Goal Programming Model.

Unit 8-

Financing Of Projects- Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capital, Debentures, Methods Of Offering, Term Loans, Working capital advances, Miscellaneous Sources, Raising Venture Capital, Raising capital in international markets, Project Financing structures, Financial closure, Financial Institutions, credit risk rating.

Unit 9-

Financing Infrastructure Projects- Typical Project Configuration, key project parties, Project contracts, Financial Structures and corporate Governance, Financing a power project, Financing a telecommunication Projects, managing Risk in Private Infrastructure Projects, Public private partnership, Recommendations of the committee on infrastructure financing.

Unit 10-

Venture Capital and Private Equity- VC Investors, What is a VC Investment, what makes a VC investment Different, The VC investment appraisal Process and Management, VC And PE- a comparison, The Indian VC and PE Industry, Regulation Of VC Industry in India, Current Concerns of the Indian VC and PE Industry, How to approach a VC Fund.

Master of Business Administration

Project Planning and Scheduling

Unit 1-

Planning- Introduction, validating and assumptions, General Planning, life-cycle Phases, Proposal Preparation, Kick-off meetings, Understanding Participants Role, Project Planning, The statement of work, Project specifications, Milestone schedules, Work breakdown structures, WBS Decomposition Problems, role of executive In project selection, role of executive in Planning, The planning Cycle, Work planning authorization, why do plans fail, stopping Projects, Handling product phase out and Transfers, detailed Schedules and charts, Master Production scheduling, Project Plan, Total Project planning, the Project charter, Management control, Fast-tracking.

Unit 2-

Network Scheduling Techniques- Introduction, Network Fundamentals, GERT, dependencies, Slack time, network Re-planning, Estimating Activity Time, Estimating total Project time, Total PERT/CPM Models, Precedence Networks, lag, Scheduling Problems, The Myths Of Schedule compression, Understanding Project management software, software classification, critical Chain.

Unit 3-

Project Graphics- Introductions, Customer Reporting, Bar (GANTT) Chart, Other conventional Presentation Techniques, Logic Diagrams/networks.

Unit 4-

Risk Management- Introduction, Definition of Risk, Tolerance of Risk, Definition of risk management, certainty, risk and uncertainty, risk management Process, Plan risk Management, Risk Identification, risk analysis, qualitative and quantitative, Probability distributions and Monte Carlo Process, Plan risk Response, Monitoring and control risk.

Unit 5-

Learning Curves- Introduction , General Theory, The concept, Graphic Representation, The cumulative average Curve, sources of experience, developing slope measures, unit cost and use of mid-points, selection of learning curves, Follow-up orders, manufacturing Breaks, learning curve limitations, Prices and experience, Competitive weapon.

Unit 6-

Contract Management- Introduction, procurement, plan procurement, Conducting and Procurement, types of contracts, incentive contracts, contract type versus risk, contract administration Cycle, Contract Closure.

Unit 7-

Quality Management- Introductions, Definitions of quality, the quality Movement, comparison of the quality Pioneers, The Taguchi approach, Quality management Concepts, The cost of quality, The seven Quality Control Tools, Process Capability, Acceptance sampling, Implementing six sigma, DMAIC, quality leadership, responsibility for quality, quality Circles, JIT, TQM.

Unit 8-

Modern Development Project Management- Introduction, PMMM, Development of effective Procedural documentation, Project Management Methodologies, Continuous Improvement, capacity Planning, Competency Models, Managing Multiple Projects end of phase review meetings.

Unit 9-

The Project Office- Introduction, Present-day Project office, Implementation Risks, Types Of Project Office, Networking Project management offices, Project MIS, dissemination of Information, mentoring, Benchmarking, Business case development, Customized training, Managing stakeholders, continuous Improvement, Capacity Planning.

Unit 10-

Managing Crisis Projects- Introduction, Understanding Crisis Management, case studies-Ford v/s Firestone, The Russian submarine, life cycle phases, Project Management Implications.

Suggested Readings-

1. Project Management by Harold Kerzner.

Retail Management

Unit 1-

Introduction to Retailing - Size, economic importance and competitive structure ; Common retail formats;The retail marketing mix; The role of the retail buyer and the work of the buying office /merchandise department ; Organisational structures and the organisation of retail buying.

Unit 2-

Inventory Management - Key performance ratios, - margin returns ,gross margin , stock turn, forward cover , mark down , gross margin return on inventory (GMROI) ; Stock taking methods, The causes of mark down , strategies to limit mark downs; The implications for effective management of GMROI on the financial health of the business ; Merchandise management for maximum GMROI .

Unit 3-

Merchandising - Product assortment strategies related to retail format ;Branding and retailers' own brand development ; Range assortment planning and budgeting , model stock , never – out lists, open - to - buy ;Forecasting and modeling techniques.

Unit 4-

Visual Merchandising - Space management , its importance financially and the different techniques used to manage space; The customer decision making process and its affect on store layout and product; Generic store lay out sand their advantages and disadvantages ; Direct Product Profit (DPP) , ABC analysis and implications for visual merchandising .

Unit 5-

Buying and Supplying - Key operational objectives : speed , cost ,quality , dependability , flexibility ; Supplier selection and evaluation ,order qualifiers and order winners, customer satisfaction indices and service level agreements as applied by retailers; Partnerships for competitive advantage , Quick Response (Q R) , Efficient Customer Response (ECR) and Vendor Managed Inventory (VMI).

Suggested Readings:

1. Retailing Management , 5th Ed . Michael Leviand Barton A. Weitz .
2. Irwin Mc Graw- Hill , New York , NY . 2004 .
3. Berman and Evans, Retail Management , Prentice Hall 2004
4. Levy and Weitz, Retailing Management, Irwin 2004
5. Dunne , Lusch and Gable , Retailing , South - Western 2002
6. Davis and Ward, Managing Retail Consumption, John Wiley & Sons 2002
7. Robert Spect or and Patrick DMc Carthy , The Nordstrom Way : The Inside Story of America's # 1 Customer Service Company , John Wiley & Sons, Inc.1995
8. Judi Bevan, The Rise and Fall of Marks & Spencer, Profile Books Ltd 2001
9. Cases: \Sport Obermeyer Ltd ." (HBS case #695022) and \Wal- Mart Stores in 2003 " (HBS case # 9704430)

Service and Retail Management

Unit 1-

Service: concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services Categorization . Industrial Services.Segmentation target Marketing and positioning, Customer expectations and perceptions of services.

Unit 2-

Service marketing Mix : product, Pricing, Place, Promotion , People, Physical evidence and process . Dimensions of Service Quality ,Measuring service Quality .

Unit 3-

Strategies for Marketing: overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability . Building customer Relationship through Segmentation and retention strategies.Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing .

Unit 4-

Introduction to Retailing : types, Franchising in retail , Technology in retail , Factors affecting retail , Retailing process. Retailing in India and emerging trends and Policy imperatives.

Unit 5-

Merchandise Management : sources of merchandise, Logistic Management, Category Management , Store Layout , Design and Visual Merchandising , Retailing Strategy and Customer Service .

Suggested Readings:

1. Hoffman, 2007, "Services Marketing ", Thomson .
2. Lovelock , Chatterjee , 2006 , Services Marketing People , Technology Strategy , 5th edition, Pearson Education .
3. David Gilbert, 2003, Retail Marketing Management, 2nd edition, Pearson Education .
4. Zeithaml Valorie A .and Bitner Mary , 2000, Services Marketing T MH.
5. Rampal M. K. and Gupta S. L, 2000, Service Marketing, Concepts,application and cases ,
6. Galgotia Publishing Company, New Delhi.
7. Levy & Weitz, 2005, Retailing, TMH
8. AJ Lamba, 2006, The Art of Retailing, T MH
9. Patrick M.Dunne and Robert F. Lusch , 2005 , Retailing , Thoms on Learning
10. Fernie & Sparks , 2005 , Logistics & Retail Management , Viva Books
11. Gilmore , 2005, Services market ing and Management, Res ponse Books
12. Gronroos, 2005, Serv ices Management & Marketing, John Wiley
- 13 .Cullen & Newman, 2007, "Retailing, environment and operations",Thomson.

Supply Chain Management

Unit 1-

Introduction to Supply Chain Management: concept, Objectives and function of SCM , conceptual frame work of SCM, supply chain strategy , operating model for supply chain . Managing the External and internal supply chain .

Unit 2-

Global Supply Chain Management: EDI , Problems of complexity confronting supply chain Management Reverse Supply Chain . Value chain and value delivery systems for SCM . Organization Design and Management of supply chain .

Unit 3-

Sourcing : sourcing of material , Global sourcing - issues , Problems .Group Purchasing, Inventory Management in Supply chain : Role and importance of inventory in SC , Inventory policies, JIT , VMI . Role of Stores management in SC , inventory as an element of customer service .

Unit 4-

Strategic Issues in Supply Chains : lean Manufacturing , Strategic Partnerships,Alliances, and Collaborative advantage. Strategic relationships in – logistics, Handling systems and equipment , Stores management. Best practice and Benchmarking, Re -engineering of supply chain .

Unit 5-

Retailing and supply chain Interface : retail supply chain management ,Transportation and inventory in retail SC, Channel design and management , Role of Packaging and Repackaging in Retail business, Customer led business, Customer focus in Supply Chain , Complaint Handling , developing customer service strategy , RFID and Barcoding .

Suggested Readings :

1. Mohanty, R. P and Deshmukh, S.G , 2005,. Supply Chain Management
2. Theory and practices, Biztantra .
3. Sunil Chopra & Meindl Peter , 2003, Supply Chain Management strategy , planning and operation , 3rd Edition , Pearson Education/PHI .
4. Altekar , V. Rahul , 2005, Supply Chain Management , PHI .

Technology, Innovation and New Product Management.

Unit 1-

Introduction– Importance of Technological Innovation, Sources of Innovation, Types and Patterns of Innovation

Unit 2-

Standard Battles and Design Dominance, Timing of Entry.

Unit 3-

Defining The Organization's Strategic Direction

Unit 4-

Choosing Innovation Projects, Collaboration Strategies

Unit 5-

Protecting Innovation, Organizing for Innovation.

Unit 6-

Managing New Product Development Teams, Crafting a Deployment Strategy.

Suggested Readings-

1. Strategic Management of Technological Innovation 2nd Edition, TMH

Total Quality Management

Unit 1-

Introduction to Total Quality Management- Defining Total Quality Management, Basic Approaches of Total Quality Management, Gurus of Total Quality Management, TQM Framework, Awareness about the Improved Quality, Historical Review, Obstacles in Implementing TQM, Benefits of TQM.

Unit 2-

Leadership and Total Quality Management- Defining Leadership, Characteristics of Quality Leaders, Leadership Concepts, The Seven Habits of Highly Effective People, Ethics and Quality, Deming Philosophy, Role of Leaders in TQM, Implementation, Quality Control, Core Values, Concepts and Framework, Strategic Planning and Communication, Decision Making.

Unit 3-

Customer Satisfaction and Employee Involvement- Overview of Customer Satisfaction, Defining Customer, Customer Perception of Quality and Feedback from Customer, Effectively using Customer Complaints, Service Quality, Transforming Needs into Requirement of Customers and Importance of Customer Retention, Motivational Theories, Empowerment, Teams and their Effectiveness, Rewards, Recognition and Performance Appraisal, Union and Employee Involvement, Benefits of Employee Involvement.

Unit 4-

Continuous Process Improvement and Performance Measures- Perfection through Continuous Improving Process, Process, The Juran Approach to Continuous Improvement Process, Improvement Strategies, Types of Problems, Problem Solving Method, Objectives of Performance Measures, Appropriate Strategy, Presentation of Performance Measures, Quality Costs, Malcolm Baldrige National Quality Award.

Unit 5-

Benchmarking- Concept of Benchmarking, Importance of Benchmarking, Definition of Benchmarking, Important Reasons of Benchmarking, Process of Benchmarking, Deciding What to Benchmark, Benchmark Planning, Actions to Close the Gap between Benchmark, Pitfalls and Criticisms of Benchmarking.

Unit 6-

Quality Management System- ISO, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001 Requirements, Implementation of Quality Management System (ISO), Documentation, Internal Audits, Registration.

Unit 7-

Environmental Management System- Introduction to Environmental Management Standards, ISO 14000 Series Standards, Concept of ISO 14001, Requirements of ISO 14001, Benefits of Environmental Management Standard, Integrating ISO 14000 with ISO 9000, Relationship of Standards with Health and Safety.

Unit 8-

Quality Function Deployment and Quality by Design- Concept of Quality Function Deployment, Role of Team in Quality Function Deployment, Benefits of Quality Function Deployment, Voice of the Customer, Process of Information by Organization, House of Quality, Building a House of Quality, Quality Function Deployment Process, Concept of Quality by Design, Rationale of Implementing Quality by Design, Benefits of Quality by Design, Communication Models, Implementation of Quality by Design, Tools Used for Implementing Quality by Design.

Unit 9-

Management Tools and Statistical Process Control- Introduction of Management Tools and their Importance, Forced Field Analysis, Nominal Group Technique, Affinity Diagram, Tree Diagram, Matrix Diagram, Process Design Program Chart, Activity Network Diagram, Just in Time and Just in Case, Concept of Statistical Process Control, Pareto Diagram, Process Flow Diagram, Cause and Effect Diagram, Check Sheets, Histogram, Control Charts, Scatter Diagram.

Suggested Readings:

1. Total Quality Management by Dale H. Besterfield, Carol Besterfield- Michna.