

MBA C 201
MANAGEMENT: HUMAN RESOURCES

UNIT I

Introduction to Human Resource Management: Introduction, Concept , Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management, Role of HR Executives. HRM in India: Introduction, Changing Role of Human Resource in India, Globalization, Its Impact on HR.

UNIT II

Human Resource Planning: Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning. Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction.

UNIT III

Training and Management Development: Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, Evaluation of Training and Management Development. Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning.

UNIT IV

Performance Appraisal: Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, 360 degree appraisal, Benefits. Compensation Management: Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organisations. Job Evaluation: Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Introduction to Competency.

UNIT V

Job Analysis and Design: Concept, Process & Methods of Job Analysis, Concept of Job Design. Grievance and Grievance Procedure: Concept, Causes, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure. Emerging Trends in HRM: Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement.

References:

1. Human Resource Management, Dr. P. Subba Rao, 2009
2. Human Resource Management, Dr. G.B.S. Prasad, 2009
3. Human Resource Management - A Competitive Advantage - Concepts, Strategies, Challenges, S.K. Bhatia, 2006
4. Human Resource Management at Work - People Management and Development, Prof. Mick Marchington & Prof. Adrian Wilkinson, 3rd edition, Indian reprint 2007

MBA C 202
MANAGEMENT: MARKETING

UNIT I INTRODUCTION

Marketing –Definitions - Conceptual frame work –Marketing environment : Internal and External - Marketing interface with other functional areas –Production, Finance, Human Relations Management, Information System. Marketing in global environment –Prospects and Challenges

UNIT II MARKETING STRATEGY

Marketing strategy formulations –Key Drivers of Marketing Strategies - Strategies for Industrial Marketing –Consumer Marketing —Services marketing –Competitor analysis - Analysis of consumer and industrial markets –Strategic Marketing Mix components.

UNIT III MARKETING MIX DECISIONS

Product planning and development –Product life cycle –New product Development and Management –Market Segmentation –Targeting and Positioning –Channel Management –Advertising and sales promotions –Pricing Objectives, Policies and methods.

UNIT IV BUYER BEHAVIOUR

Understanding industrial and individual buyer behavior - Influencing factors –Buyer Behaviour Models –Online buyer behaviour - Building and measuring customer satisfaction Customer relationships management –Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

Marketing Information System –Research Process –Concepts and applications : Product –Advertising –Promotion –Consumer Behaviour –Retail research –Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

TEXT BOOKS

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. Chandrashekar, -Text—Marketing and Cases, management-Tata Vijaynicole, First edition, 2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2011.
4. Lamb, Hair, Sharma, Mc Daniel—Marketing –An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning 2012

MBA C 203
MANAGEMENT: FINANCIAL

UNIT I

Introduction - Concept of business finance, finance function, scope, Responsibilities of finance executive, Goals & objectives of financial management, Sources of financing - LONG TERM: shares, debentures, term loans, lease & hire purchase, retained earnings, public deposits, bonds (Types, features & utility); SHORT TERM: bank finance, commercial paper & trade credit & bills discounting.

UNIT II

Capital structure - Concept, meaning, principles & importance. Introduction to Trading on equity, Capital gearing & leveraging, Cost of capital, Cost of different sources of finance, Weighted average cost of capital, Over capitalization – Concept, Symptoms, causes, Consequences & remedies, Under capitalisation - Concept, causes, Consequences & remedies, Watered Stock, Watered stock Vs Over capitalization

UNIT III

Capital budgeting - Concept of time value of money, Compounding & discounting; Future value of single amount & annuity, present value of single amount & annuity; Practical application of time value technique. Nature and significance & techniques of capital budgeting –Pay Back Method, Accounting rate of return, Net Present Value, IRR and profitability index.

UNIT IV

Working capital - Concept, significance, types. Adequacy of working capital, Factors affecting working capital needs, Financing approaches for working capital, Methods of forecasting working capital requirements. Estimate of working Capital requirement, Working capital finance from banks

UNIT V

Dividend policies - Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-Miller models Stability of dividends – concept and significance.

NB: Numerical shall be based on Unit II, Unit III, Unit IV, Unit V only.

Suggested Readings:

1. Financial Management by Ravi Kishore, Taxmann's.
2. Financial Management by S. M. Inamdar, Everest Publishing house, 12th Edition 2004.
3. Financial Management by Sharma & Gupta , Kalyani Publishers.

4. Financial Management by R.M. Srivastav, Kalyani Publishers.
5. Financial Accounting for Management by P. Shah- Pub, by Oxford
6. Financial Management by Dr. R. P. Rustagi.
7. Financial Management by Kapil, Pearson Publication

MBA C 204
MANAGEMENT: PRODUCTION & OPERATIONS

UNIT I

Introduction - Nature, Scope, Importance and Functions Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems –quality – mass customization. Contribution of Henry Ford, Deming, Crosby, Taguchi, Break even analysis - Break even analysis in terms of physical units, sales value, and percentage of full capacity.

UNIT II

Facilities Location & Layout – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

UNIT III

Importance and Functions of Production Planning & Control - Introduction to PERT / CPM - Network Crashing (Numerical expected for PERT/CPM), Capacity Planning : Concept and overview of aggregation demand and capacity options and strategies in production and services, capacity and value, financial impact of capacity decisions, aggregate planning types and procedure, capacity requirement planning, concepts of yields (productivity) and its impact on capacity.

UNIT IV

Materials Management - Role of Materials Management- materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing. Roles and responsibilities of purchase professionals. Inventory Management: Concepts of inventory, types, Classification, selective inventory management, ABC analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts. Storetypes, functions, roles responsibilities, Inventory records.

UNIT V

Quality Management - Basic concepts of quality of products and services, dimensions of quality. Relationships between quality, productivity, costs, cycle time and value. Quality Function Deployment and its benefits. Quality Systems – Need, benefits, linkage with generic strategies, ISO 9000 – 2000 clauses, coverage, linkages with functional domains like production, marketing, six sigma concepts, kaizen, organizing for continuous improvement, Excellence models, awards and standards awards Quality.

Suggested Readings:

1. Operations Management Theory and Practice, B. Mahadevan, Pearson education, Second impression 2007
2. Operations Management, William J. Stevenson 8th 2005 edition,
3. Operations Management, Richard B Chase 11th edition TMH,
4. Production & Operations Management – Chary
5. Manufacturing & Operations Management - L.C. Jhamb

MBA C 205
MANAGEMENT: INFORMATION TECHNOLOGY

UNIT I

INTRODUCTION - Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

UNIT II

SYSTEM ANALYSIS AND DESIGN - Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

UNIT III

DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.

UNIT IV

SECURITY, CONTROL AND REPORTING - Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

UNIT V

NEW IT INITIATIVES - Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXTBOOKS

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

REFERENCES

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
4. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.
5. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.

MBA E 206 A
INDIA'S FOREIGN TRADE & POLICY

UNIT I

International Trade – Need and importance of international trade – Recent trends in world trade – leading players in the world – Major items traded. Introduction to Legal Environment – National and International law – Legal frame work for foreign trade in India -Code and common laws and their implications to business.

UNIT II

India's Foreign Trade – Commodity composition and destination – India's position in the world merchandise trade and services- Balance of Payments of India. Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign Investments; Setting up offices and branches abroad.

UNIT III

India's Foreign Trade Policy – New initiatives – Export promotion – Import Policy and control – Foreign investment policy – policy framework for FDI in India. Export - Import Procedures & Documentations.

UNIT IV

India's Trade relationship with major Trade Blocs in the world – India's Trade agreements with various blocs. Institutional support to International Business, United Nations (UN) World Bank, International monetary Fund, UNCTAD, Asian Development Bank, WTO.

UNIT V

Role of Government in India's Foreign Trade – EOU – EPZ – SEZ in India. Environment protection and business obligations – Environmental legislation in India - environmental issues – Social issues - Business transaction and Cyber law.

References Books:

1. Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009.
2. Bhagvati J (ed), International Trade , Penguin Books , 2007.
3. India's Trade statistics, published by CMIE and DGCIS.
4. RBI Annual Reports
5. Annual Reports of Ministry of Commerce.

MBA E 206 B
BANKING, INSURANCE & RISK MANAGEMENT

UNIT I

Concept and Definition of Banking- Relationship between Banker and Customer —Evolution of Banking in India — Functions of Commercial Banks — Types of Banks —Role of Banks in Economic Development Recent Trends in Banking: Branch Expansion — Banking Liquidation, Amalgamations and Mergers Rural Banking - Priority Sector Lending — Social Banking — Bank Assurance -Community Banking — Telebanking — e-Banking.

UNIT II

Definition and sources of Insurance Law– Insurance as a contract -Legal principles: Principle of indemnity, Insurable interest, Subrogation, and Utmost good faith History of Insurance Legislation in India — Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973-.

UNIT III

RBI Guidelines and Risk management: Regulatory Framework- Capital Adequacy requirements- Risk Weighted Assets- The New Basel Capital Accord, Board for Financial Supervision- Risk Based Supervision- Risk Profiling – Strategy and Environment Risk- Organization Risk and Management Risk Constitution of Risk Management System in Banks.

UNIT IV

INNOVATIONS IN BANKING AND INSURANCE: New Financial services provided by banks- investment portfolio management services, advice on money management, tax services Electronic Payment systems (Indian- NEFT, RTGS , International – SWIFT) Debit Cards and Credit Cards – Concept and Process. E- Banking INVESTMENT BANKING and PRODUCTS. Importance of the privatization of insurance industry, problems associated with public insurance enterprises, relation between insurance and economic growth.

UNIT V

Enterprise Risk Management: Meaning of ERM , Source of risk to an Enterprise, Pure risk, Speculative risk , Strategic risk , Operational risk, Market risk, Credit risk. Risk management models, Prerequisite for ERM. Market Risk Management: Importance, Exposure in financial markets, Methods to handle & control Market risk. Credit Risk Management: Need, Securitization for credit risk, Credit derivatives, Methods for credit risk management.

REFERENCE BOOKS

1. Insurance industry: ICFAI Publishers
2. Principles of Risk Management & Insurance – George E. Rejda.
3. Risk Management & Insurance- C. Arthur Willams
4. Enterprise Risk Management: ICFAI Publishers
5. Perspective towards Indian Banking System – Dr. C K Tyagi

MBA E 206 C
LOGISTIC & SUPPLY CHAIN MANAGEMENT

OBJECTIVES: This course aims familiarizing students with the concept of supply chain and logistics management.

UNIT I

Introduction: Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information), key issues in SCM, benefits and case examples

UNIT II

Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point/ re-order level fixation, exercise-numerical problem solving, ABC analysis, SDE/VED Analysis.

UNIT III

Purchasing and vendor management: Centralized and decentralized purchasing, function of purchase department and purchase policies, use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, account for materials, just in time & Kanvan systems of inventory management

UNIT IV

Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, outbound logistics – distribution and warehousing management.

UNIT V

Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management

Suggested Readings :

1. G. Raghuram (I.I.M.A.)- Logics and supply chain management, Macmillan, 2000
2. Emiko Bonafield – Harnessing value in supply chain, Johnwiley: Singapore, 1999.
3. Dr. Gopal Krishnan – Material Management rearview, 2002, pearson New Delhi.
4. R.G. Koragaonkar – JIT Manufacturing.
5. B.S. Sahay, Macmillan – Supply Chain Mangement, 2000, (Pearson Education, 2004)

MBA E 206 D
MSME MANAEGEMENT

UNIT I

MMSEs' in India: Concept of entrepreneur and entrepreneurship – Quality and characteristics of entrepreneur- Over view and history of entrepreneurship – Definition, overview and history of SME's in India – Performance and role – Production, employment & Export opportunities in MSMEs'- Steps involved in setting up MSMEs'.

UNIT II

Programmes, Schemes and Services: Schemes implemented by the ministries- Schemes under five year plan – Micro and small enterprise cluster development program – Credit linked capital subsidy scheme for technology up gradation, Credit guarantee scheme, Assistance to entrepreneurship envelopment institutes – Special Schemes to Backward area – Schemes on trade related entrepreneurship assistance and development (TREAD) women – Promotional schemes for women.

UNIT III

GLOBALISATION OF MSMEs: Concept of Globalization and Liberalization. Impact of Liberalization and globalization on MSMEs. Some issues in the context of Vitalization of MSMEs for growth and development. Role of SSI/ MSMEs in a global economy. Future Growth of Global SMEs. MSME s as a driving force in economic development.

UNIT IV

MSME's Policies: Central government policies- SME and export promotion policy - Development Act, 2006. Demand aspect for MSMEs . MSMEs in the Service Sector .

UNIT V

Emerging trends and Institutions Supporting MSME: Overview of WTO, IPR, INMSE International SME network- Bar coding. Impact of WTO on MSMEs. WTO and some vital issues for MSMEs.

Reference Books:

1. Dynamics of Entrepreneurship development, Vasant Desai.
2. Entrepreneurship development in India, C. B. Gupta and N P Srinivasan.
3. Entrepreneurship development, S. S . Khanka.
4. Entrepreneurship and small business Management, C B Gupta and S S Khanka.
5. Small business and Entrepreneurship, Paul Burns and Dewhunt