

Scheme MBA Executive

| Semester - 1 | | | | | | | | |
|--------------|---|-----------------|----------|----------|------------|------------|------------|-----------|
| CODE | COURSE TITLE | Load Allocation | | | Marks | | Total | Credits |
| | | L | T | P | Int. | Ext. | | |
| MBAE 101 | Practices of Modern Management | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 103 | Customer, Competition & Quality | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 105 | Managing the Human Dimension - I | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 107 | Managing the Financial Dimension - I | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 109 | Statistics for Business Decisions | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 111 | Seminar on Management Philosophies & Concepts | 1 | - | 1 | 100 | 0 | 100 | 2 |
| MBAE 113 | Workshop on Communication for Professionals | 1 | - | 1 | 100 | 0 | 100 | 2 |
| Total | | 12 | 5 | 2 | 400 | 300 | 700 | 19 |

| Semester - 2 | | | | | | | | |
|--------------|--|-----------------|----------|----------|------------|------------|------------|-----------|
| CODE | COURSE TITLE | Load Allocation | | | Marks | | Total | Credits |
| | | L | T | P | Int. | Ext. | | |
| MBAE 102 | Managing the Economic Dimension | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 104 | Managing the Marketing Dimension - I | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 106 | Managing the Financial Dimension – II | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 108 | Managing the Operations Dimension | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 110 | Managing the Information Dimension | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 112 | Seminar on Ethics, Values and CSR | 1 | - | 1 | 100 | 0 | 100 | 2 |
| MBAE 114 | Workshop on Team Building & Leadership | 1 | - | 1 | 100 | 0 | 100 | 2 |
| Total | | 12 | 5 | 2 | 400 | 300 | 700 | 19 |

| Semester - 3 | | | | | | | | |
|--------------|--|-----------------|----------|----------|------------|------------|------------|-----------|
| CODE | COURSE TITLE | Load Allocation | | | Marks | | Total | Credits |
| | | L | T | P | Int. | Ext. | | |
| MBAE 201 | Implementing TQM | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 203 | Managing the Marketing Dimension - II | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 205 | Legal Aspects of Business & IPR | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 207 | Supply Chain Management | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 209 | Managing the Human Dimension – II | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 211 | Seminar on Creativity, Innovation & Entrepreneurship | 1 | - | 1 | 100 | 0 | 100 | 2 |
| MBAE 213 | Workshop on Research Methodology | 1 | - | 1 | 100 | 0 | 100 | 2 |
| Total | | 12 | 5 | 2 | 400 | 300 | 700 | 19 |

Scheme MBA Executive

Revised Scheme of MBA (Executive)

| Semester – 4 | | | | | | | | |
|--------------|----------------------------------|-----------------|----------|----------|------------|------------|------------|-----------|
| CODE | SUBJECT | Load Allocation | | | Marks | | Total | Credits |
| | | L | T | P | Int. | Ext. | | |
| MBAE 202 | Developing Competitive Advantage | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 204 | Elective 1 | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 206 | Elective 2 | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 208 | Elective 3 | 2 | 1 | - | 40 | 60 | 100 | 3 |
| MBAE 210 | Final Project | - | - | 6 | 100 | 100 | 200 | 4 |
| MBAE 212 | Comprehensive Viva | | | | | 100 | 100 | 2 |
| | Total | 8 | 4 | 6 | 260 | 440 | 700 | 18 |

SPECIALISATION & ELECTIVE COURSES

Choose any three elective courses from any one specialisation:

| Specialisation: Operations | | | | | |
|----------------------------|----------|---------------------------------------|---|----------|--|
| 1 | MBAE 901 | Evaluating & Managing Projects | 3 | MBAE 903 | Lean Management |
| 2 | MBAE 902 | Applied Operations Research | 4 | MBAE 904 | Six Sigma and Business Frameworks |
| Specialisation: Marketing | | | | | |
| 1 | MBAE 911 | Customer Relationship Management | 3 | MBAE 913 | Product & Brand Management |
| 2 | MBAE 912 | Marketing of Services | 4 | MBAE 914 | Sales & Distribution Management |
| Specialisation: Finance | | | | | |
| 1 | MBAE 921 | Management Control Systems | 3 | MBAE 923 | Financial Engineering |
| 2 | MBAE 922 | Management of Financial Services | 4 | MBAE 924 | Security Analysis & portfolio Management |
| Specialisation: HR | | | | | |
| 1 | MBAE 931 | Performance & Compensation Management | 3 | MBAE 933 | Industrial Relations & Social Security |
| 2 | MBAE 932 | Training and Organization Development | 4 | MBAE 934 | Strategic HRM |

Semester - 1

MBAE 101 PRACTICES OF MODERN MANAGEMENT

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to acquaint learners with the importance of management in our day to day life, help them to trace the evolution of management thought and appreciate the various functions of management. They learn to implement, coordinate and monitor plans to create surplus in organisations. Learners also discover the global perspective of organisations.

UNIT 1 : Management basics

- Definition – Nature, purpose and scope of management – Skills and roles of a manager – How are managers different from operative employees? – Three common characteristics of organizations – Is managing a science or an art?
- Management theories: From scientific management to human school
- Management functions: Planning – Organising – Staffing – Leading – Control
- Systems approach: Key concepts in systems – Closed system Vs. Open system – Subsystems – System boundary
- Challenges of operating in pluralistic society – Concept of corporate social responsibility – Ethics in managing

UNIT 2 : Planning and its purpose

- Planning: Types of plans – Steps in planning – Process of planning
- Objectives: Nature of objectives – Setting objectives – Concept and process of managing by objectives
- Planning tools & techniques
- Nature and purpose of strategies and policies

UNIT 3 : Decision making

- Decision making: Importance and steps in decision making – Comparison of premising and forecasting
- Traditional approaches to decision-making
- Decision making under certainty & uncertainty – Programmed decisions & non-programmed decisions

UNIT 4 : Organising

- Organizing: Nature and concept of organizing – Formal and informal organization – Organization divisions
- Levels of organization – Span of management
- Structure and process of organizing
- Organization structure: By function – By territory – By product – Matrix organization – Strategic business unit

MBAE 101 PRACTICES OF MODERN MANAGEMENT

UNIT 5 : Delegation

- Concept of delegation – Elements of delegation – Authority & power, concept & distinction
- Line & staff concept – Responsibility – Accountability – Reasons for failure of delegation & how to make delegation effective
- Decentralization: Concept – Reasons for decentralization – Methods of decentralization

UNIT 6 : Coordination & control

- Coordination: Concept and importance of coordination – Factors which make coordination difficult – Techniques or methods to ensure effective coordination
- Control: Concept – Planning-control relationship
- Process of control – Setting objectives – Establishing standards – Measuring performance – Correcting deviations
- Types of control: Feed forward control, Concurrent control, Feedback control – Traditional & modern techniques of control

UNIT 7 : Communication in business

- Corporate communication: Meaning, nature & importance – Difference from general communication – Essentials of effective business communication
- Communication: Process & models of communication
- Channels of communication: Their effectiveness – Their limitations – Media of communication – Barriers to communication
- Strategic communication: The congruence model – Upward, Downward, Horizontal, Cross-channel communication – Informal communication – Grapevine

UNIT 8 : Global perspective of management

- Global management: Nature and purpose of global management – Comparative study of main features of country specific business styles – Japanese, American management philosophies and Theory Z
- Most advanced companies of the world and their management philosophy: GE, Toyota, IBM, Microsoft, Apple
- Cultural and country differences – Factors influencing managing in other countries
- International entry strategies – Strategic alliances – MNCs
- Porter's competitive advantage of nations – Global advantage through quality

Recommended books:

1. **Koontz, Harold**; *Essentials of Management: An International Perspectives*; 8th Edition; Tata McGraw Hill, New Delhi
2. **Robbins, DeCenzo and Bhattacharya, Agarwal**; *Fundamentals of Management*; 6th Edition; Pearson Education
3. **Prasad, L.M.**; *Principles and Practice of Management*; 6th Edition; Sultan Chand & Sons, New Delhi
4. **Stoner, James A.F. and Freeman, Edward R.**; *Management*; 6th Edition; Pearson Education, New Delhi

Semester - 1

MBAE 103 CUSTOMER, COMPETITION & QUALITY

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to help learners develop an understanding of customers and their needs, identifying the changes in customer needs due to environment dynamics, and how organisations may fulfill these needs. Learning aims at creating value by analyzing the changes in the environment and understanding the nature of competition. The learners are introduced to the TQM approach and analysis of cost of poor quality in order to develop an appreciation for using quality as a tool for achieving competitive advantage.

UNIT 1 : Understanding customers and creating value

- Who is my customer – Who can be my customer
- Understanding customer needs and expectations – Sources of customer needs
- Customer value – Customer satisfaction – Customer delight
- Customer loyalty and retention

UNIT 2 : Changing market scenario

- Globalization and opening up of the Indian market
- Choice of goods and the emergence of a buyers market
- Sensitivity to change – New urban family – Bottom of pyramid – The might of middle class – Shift in income levels – Changing role of women

UNIT 3 : Business environment

- Components of organisation's macro environment
- Components of organisations's micro environment
- Environmental scanning – Responding to the environment

UNIT 4 : Analyzing own organization

- Dynamics of internal environment
- Organisational capability factor: Financial capability – Marketing capability – Operations capability – Personnel capability – Information Management capability – General Management capability
- Methods and techniques for organizational appraisal

UNIT 5 : Understanding competition & Building competence

- Why competition – Stages of competition – Forces driving competition
- Forms of competition – Framework for competitor analysis – Responding to competition
- Core competence: Concept – Importance – Building and use of core competence
- Industry standards and benchmarking – Identification of Critical Success Factors (CSF)
- Quality as a tool for achieving competitive advantage

MBAE 103 CUSTOMER, COMPETITION & QUALITY

UNIT 6 : The Quality revolution

- Brief history of global quality movement – India's quality journey
- Principal quality philosophies – Quality Gurus (Deming, Juran, Crosby) – Other contributors
- Various definitions of quality
- Other quality initiatives: Quality circles – Suggestion schemes – Kaizen – Six Sigma – Lean – TPM

UNIT 7 : TQM Way

- Concept of Total Quality
- Principles of TQM
- Four pillars of TQM
- Benefits of TQM
- Developing culture of TQM & Excellence
- Quality Awards: International awards (Malcolm Baldrige, EFQM, Deming Prize) – Quality awards in India

UNIT 8 : Connecting quality to the bottom line

- Effects of quality on costs and income
- Cost of Poor Quality (COPQ)
- Categories of COPQ: Internal failure – External failure – Appraisal – Prevention
- Reducing COPQ – Calculation and analysis of COPQ

Recommended books:

1. **Kotler, Philip; Armstrong, Gary; Agnihotri, P.Y., and Haque, Ehsan ul;** *Principles of Marketing*; 13th Edition; Pearson Education, New Delhi
2. **Gryna, Frank M., Chua, Richard C.H., Defeo, Joseph A.;** *Juran's Quality Planning & Analysis for Enterprise Quality*; 5th Edition; Tata McGraw Hill, New Delhi
3. **Rajan, Saxena;** *Marketing Management*; 4th Edition; Tata McGraw Hill, New Delhi
4. **Besterfield, Dale H.;** *Total Quality Management*; 3rd Edition; Pearson Education, New Delhi

Semester - 1

MBAE 105 MANAGING THE HUMAN DIMENSION - I

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is learn how to leverage technical business skills through the understanding of 'human skills'. Learners will gain an overview of factors that influence individual work performance and techniques to improve overall performance individually and in teams. Course develops foundations of leadership, while improving understanding of group dynamics

UNIT 1 : Introduction to organisation behaviour

- Organization behaviour (OB): Meaning – Its nature – Replacing intuition with systematic study
- Contributing disciplines to OB – Challenges and opportunities for OB
- Developing an OB Model
- Foundations of individual behaviour: Ability – Learning

UNIT 2 : Values, attitudes, and job satisfaction

- Values: Importance of values – Types of values – Values, Loyalty, and Ethical behaviour – Values across cultures
- Attitudes: Types of attitudes – Attitudes and consistency – Cognitive dissonance theory – Measuring the A-B relationship – Attitude surveys – Attitudes and workforce diversity
- Job satisfaction: Measuring job satisfaction – How satisfied are people in their jobs? – The effect of job satisfaction on employee performance
- Impact of job satisfaction on customer satisfaction – Employee dissatisfaction

UNIT 3 : Personality and emotions

- Personality: What is personality? – Personality determinants – Personality traits
- Major personality attributes influencing OB – Personality and national culture – Achieving personality fit
- Emotions: What are emotions? – Emotional labour – Felt versus displayed emotions
- Emotional dimensions: Gender and emotions – External constraints on emotions – Affective events theory – OB applications

UNIT 4 : Perception and individual decision making

- What is perception? – Factors influencing perception
- Person perception: Making judgments about others – Attribution theory – Frequently used shortcuts in judging others – Link between perception and individual decision making
- Decision making in organisations: Rational model, Bounded rationality & Intuition – Common biases & errors in decision making
- Individual differences & organisational constraints – Ethics in decision making

MBAE 105 MANAGING THE HUMAN DIMENSION - I

UNIT 5 : Basic motivation concepts & theories

- Defining motivation
- Early theories of motivation: Hierarchy of needs theory – Theory X and Theory Y – Two-factor theory ERG theory – McClelland's theory of needs
- Contemporary theories of motivation: Cognitive evaluation theory – Reinforcement theory– Equity theory – Expectancy theory
- Goal-setting theory – Management by objectives – Linking MBO with Goal-setting theory

UNIT 6 : Motivation: From concept to application

- Motivating by job design – Job redesign – Alternative work arrangements
- Employee involvement programs – Linking employee involvement programmes and motivation theories
- Using rewards and recognition to motivate employees

UNIT 7 : Foundation of group behaviour

- Defining & classifying groups – Stages of group development – Group structure – Group decision making
- Understanding work teams: Differences between Groups & Teams
- Types of teams – Crafting effective teams
- Conflict and negotiation

UNIT 8 : Leadership

- Managers versus Leaders
- Leadership theories and approaches: Trait theories – Behavioural theories – Contingency theories
- Contemporary leadership styles: Transformational – Transactional – Charismatic – Visionary – Team leadership
- Leadership roles – Finding and creating effective leaders
- Leadership issues: Managing power – Developing trust – Empowering employees – Moral leadership

Recommended books:

1. **Robbins, Stephen P. and Sanghi, Seema;** *Organizational Behaviour*; 13th Edition; Prentice Hall of India, New Delhi
2. **Parikh, Margie and Gupta, Rajen;** *Organization Behaviour*; Tata McGraw Hill, New Delhi
3. **Prasad, L.M.;** *Organizational Behaviour*; Sultan Chand & Sons, New Delhi
4. **Dick, Penny;** *Introduction to Organization Behaviour*; Tata McGraw Hill, New Delhi

Semester - 1

MBAE 107 MANAGING THE FINANCIAL DIMENSION - I

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: Effective financial decisions are the lifeblood of any company and ability to take such decisions separates the ordinary from extraordinary managers. The course will expose learners to the basic principles of book keeping and importance of cost accounting. Learners will also learn principles of budgeting and control.

UNIT 1 : Introduction to accounting and managerial control

- Accounting elements and principles – Role of accountant in an organization
- Branches of accounting: Financial, Cost and Management accounting, and their inter-relationships
- Basic concepts and goals in management control systems: Management control – Operational control – Task control
- Responsibility accounting – Concept of cost centers, Profit centers and investment centers – Sources of cost information

UNIT 2 : Primary book keeping

- Double entry book keeping – Book keeping basics
- Data entry in the primary and secondary books of accounts
- Preparation of trial balance

UNIT 3 : Secondary book keeping

- Preparation of final accounts
- Profit and loss account
- Balance sheet
- Contemporary issues in accounting

UNIT 4 : Financial analysis and planning

- Comparative, Common Size Statements and Trend Analysis
- Ratio analysis: Profitability ratios – Liquidity ratios – Turnover ratios
- Cash flow statement
- Financial modeling using spreadsheets

UNIT 5 : Cost accounting basics

- Introduction to cost accounting – Objectives of cost accounting – Concept of cost – Elements of cost – Classification of costs
- Material cost: Material purchasing, receiving, storing, issuing including pricing of issues
- Labour cost: Direct labour and indirect labour – Time keeping and time booking – Idle time – Labour turnover

MBAE 107 MANAGING THE FINANCIAL DIMENSION - I

- Overheads: Concept – Fixed, semi-variable and variable overheads – Identifying overheads with the cost center – Allocation, apportionment and absorption of overheads

UNIT 6 : Budgetary control

- Purpose of budgetary control – Types of budgets – Budget preparation
- Advantages & limitations of budgetary control
- Installation of budgetary control system
- Zero base budgeting
- Fixed & flexible budgeting
- Performance budgeting

UNIT 7 : Standard costing & variance analysis

- Standard costing: Introduction to standard costing – Advantages and limitations of standard costs – Determination of standard costs – Reporting system – Revision of standards
- Variance analysis: Material variance – Labour variance – Overheads variance – Sales variance – Profit variance
- Control of variance

UNIT 8 : Marginal costing and profit planning

- Concept of marginal cost – Marginal costing – Difference between marginal and absorption costing
- Advantages and limitations of marginal costing
- Cost-Volume-Profit (CVP) analysis

Recommended books:

1. **Sawyers, Jackson, Jenkins, Arora;** *Managerial ACCT*; 1st Edition, Cengage Learning.
2. **Pandey, I.M.;** *Management Accounting*; 3rd Revised Edition; Vikas Publishing House Pvt. Ltd.
3. **Lal, Jawahar;** *Cost Accounting*; 3rd Edition; Tata McGraw Hill, New Delhi
4. **Horngren, Charles T., Datar, Srikant M. and Foster, George;** *Cost Accounting – A Managerial Emphasis*; 11th Edition; Prentice Hall of India, New Delhi

Semester - 1

MBAE 109 STATISTICS FOR BUSINESS DECISIONS

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of this paper is to train the learners to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems. Topics include basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. Numerous examples are chosen from quality-control applications, finance, marketing and management

UNIT 1 : Introduction

- Origin and growth of statistics
- Why should managers study statistics?
- Is statistics science or art – Functions of statistics – Applications of statistics – Limitations of statistics
- Statistics and business decisions
- Sub-divisions of statistics: Descriptive statistics – Inferential statistics
- Terminology used: Universe – Population – Sample – Parameter and statistic

UNIT 2 : Data collection, graphs & charts

- Primary & secondary data – Attribute & variable data – Interval, Nominal & Ordinal data
- Planning for data collection
- Data collection forms: Check sheet – Data sheet – Checklist
- Interpretation of collected data: Validating results – Pitfalls
- How to collect data
- Rounding – Representativeness – Missing or erroneous data
- Graphs & charts: Concept – How to construct – How to interpret

UNIT 3 : Data analysis and presentation

- Measures of central tendency: Arithmetic Mean – Weighted Mean – Geometric Mean – Median – Mode
- Measures of dispersion: Range – Mean deviation – Standard deviation – Coefficient of variation
- Skewness and its measures
- Frequency distribution: Frequency distribution table – Histogram – Frequency graphs – Frequency polygon – Cumulative frequency distribution

MBAE 109 STATISTICS FOR BUSINESS DECISIONS

UNIT 4 : Correlation and regression

- Significance of correlation: Types of correlation
- Methods of correlation analysis: Scatter diagrams – Graphic method – Karl Pearson's correlation co-efficient – Rank correlation coefficient
- Regression analysis: Use of Regression analysis – Difference between correlation & regression analysis
- Regression equations and standard error

UNIT 5 : Introduction to probability

- Basic concepts: Relevance of probability theory – Definition – Events and experiments
- Types of probability: Classical approach – Relative frequency approach or empirical probability – Subjective approach to probability
- Theorems of probability rules: Addition theorem – Multiplication theorem
- Conditional probability

UNIT 6 : Probability distributions

- Introduction: Difference between frequency and probability distributions – Types of probability distributions – Expected value and its calculation – Random variables
- Binomial distribution: Bernoulli process – Parameters of binominal probability distribution – Calculation of binomial probability – Graphic illustration
- Poisson distribution: Parameters of Poisson distribution – Characteristics – Calculation of Poisson probability
- Normal distribution: Characteristics of normal probability distribution – Areas under the normal curve – Probability distribution
- Exponential distribution: Introduction – Calculation of exponential probability
- Choosing the correct probability distribution

UNIT 7 : Sampling and sampling distribution

- Sample design: Sample size – Merits and limitations of sampling
- Methods of sampling: Probability and non-probability methods
- Sampling distribution: Introduction – Sampling distribution of mean – Concept of standard error – Central limit theorem

UNIT 8 : Testing of hypothesis

- Difference between small and large samples : Interpreting significance level – Type 1 & type 2 error
- Test of significance for large sample: Two-tailed test for difference between the means of two samples – Standard error of the difference between two standard deviations
- Test of significance for small sample: Student's t-test – Chi square test – F-test

Recommended books:

1. **Beri, G. C.**, *Business Statistics*, 3rd Edition; Tata McGraw Hill, New Delhi,
2. **Levin, Richard I.**; *Statistics for Management*; Pearson Education, New Delhi
3. **Gillard Keller**, *Statistics for Managers*, Cengage Publications, New Delhi
4. **Gupta, S.P.**; *Statistical Methods*; Sultan Chand & Sons, New Delhi
5. **Levins, Krehbiel and Berenson**; *Business Statistics*, Pearson Education, New Delhi

Semester - 1

MBAE 111 SEMINAR ON MANAGEMENT PHILOSOPHIES & CONCEPTS

Internal Marks : 100

External Marks : 0

Total Marks : 100

Objective: The objective of the course is to trace the evolution of management thought over the centuries, beginning from medieval times to today. The course exposes learners to developments in the engineering management, from Sloan to Welch and from Hargreaves's Spinning Jenny to the latest computers. Learners become familiar with the changing perspective due to evolution of management thought and philosophies over the period of time

UNIT 1 : Historical perspective

- Origin and evolution of engineering management
- Impact of Inventions: Invention of Spinning Jenny, steam engine railways and steam ship – Invention of telephone, automobile, electric bulb and photography
- Industrial revolution
- Developments in science & technology
- Discussion: Survival of the fittest in business

UNIT 2 : Management approaches

- Early management thinkers: Chanakya - Machiavelli
- War strategists : Sun Tzu – Roman and Greek
- Early evidences of management practices: Adam Smith – Charles Babbage –Henry Towne
- Discussion: Management lessons from warriors and political strategists

UNIT 3 : Classical perspective

- Scientific management: Frederic W. Taylor – Frank B. Gilbreth & Lillian Gilbert
- Bureaucratic approach: Max Weber
- Administrative Principles: Henri Fayol – Mary Parker Follett – Chester I. Barnard
- Discussion: Relevance of Fayol principles in today's context

UNIT 4 : Behavioural perspective

- Human relations movement: Hawthorne studies
- Human resource perspective: Maslow – McGregor
- Behavioral science approach: Concept of organizational development(OD)
- Discussion: Which management approach is more appropriate, scientific or human, in Indian context?

MBAE 111 SEMINAR ON MANAGEMENT PHILOSOPHIES & CONCEPTS

UNIT 5 : Modern management approaches

- Management science perspective: Operations management – Information technology
- Recent trends: Systems theory – Contingency view – Total Quality Management
- Discussion: How systems approach is appropriate for understanding management?

UNIT 6 : Globalization

- Global competition – Global hunt for enlarging markets – Emerging Markets – Global outsourcing for cost reduction – Mergers & acquisitions – Birth of large venture funds
- Birth of South-east Asian tigers
- China: Rising economy
- Discussion: Impact of China on world business

UNIT 7 : Indian business growth

- Sustained higher growth – Rapid increase of affluent middle-class – Upsurge in market for global goods – Rise of modern service industry
- Bottlenecks of infrastructure – Low trickle-down impact of economic growth on rural India
- Impact of global financial meltdowns – Trade deficits – Inflation
- Rise of Indian multinationals: Tata Steel – Tata Motors – Airtel – Vedanta – IT giants
- Discussion: Indian economy ahead

UNIT 8 : Management lessons from successful executives

- International context: Alfred P. Sloan (GM), Sam Walton (Walmart), Bill Gates (Microsoft), Jack Welch (GE), Steve Jobs (Apple) etc.
- Indian context: Ratan Tata, Narayan R Murthy etc.

Recommended books:

1. **Robbins, DeCenzo and Bhattacharya, Agarwal;** *Fundamentals of Management*; 6th Edition; Pearson Education
2. **Stoner, James A.F. and Freeman, Edward R.;** *Management*; 6th Edition; Pearson Education, New Delhi
3. **Robbins, Stephen P. and Sanghi, Seema;** *Organizational Behaviour*; 13th Edition; Prentice Hall of India, New Delhi
4. **Friedman, Thomas L.;** *World is Flat*; Penguin Group, U.K.
5. **Roy, Subir;** *Made in India, A Story of Emerging Competitiveness*; Tata McGraw Hill, New Delhi
6. **Welch, Jack and Welch, Suzy;** *Winning*; Harper Collins
7. **Collins, Jim;** *How the Mighty Fall: And why Some Companies Never Give In*; Random House

Semester - 1

MBAE 113 WORKSHOP ON COMMUNICATION FOR PROFESSIONALS

Internal Marks : 100

External Marks : 0

Total Marks : 100

Objective: The objective of the course is to improve the oral and written communication skills of learners to enable them to communicate effectively in their personal life and work place. They will learn how to prepare clear and concise business documents like Project Reports, Memos, MOMs etc. They would also be able to conduct meetings and deliver presentations with an impact.

UNIT 1 : Fundamentals of communication

- Meaning, nature & importance of communication
- Process & types of communication: Verbal & non-verbal
- Components of non-verbal communication: Para language, Kinesics & Proxemics
- Barriers & distortions in communication & dealing with communication barriers
- Practice activities

UNIT 2 : Listening & interpersonal skills

- Meaning of effective listening
- Barriers to effective listening & guidelines for better listening
- Building positive relationships
- Managing conflicts
- Practice activities

UNIT 3 : Written business communication – I

- Difference between oral & written communication
- General principles of writing – Six step approach
- Letter writing – Routine requests, routine replies, routine claims & routine adjustment letters
- Letters of promotion & warning letters
- Practice activities

UNIT 4 : Written business communication – II

- Employment communication – Drafting a resume & job application letters
- Conducting effective meetings, Minutes of meeting
- E-mail writing & email etiquettes
- Drafting memo, circular, notices & note taking
- Practice activities

MBAE 113 WORKSHOP ON COMMUNICATION FOR PROFESSIONALS

Unit 5 : Written business communication – III

- Report writing & project reports – Common mistakes in project reports
- Other business documents – Enquiry, quotation, purchase order, delivery note, invoice & credit note
- Making of press releases, brochures, leaflets & e-newsletters
- Practice activities

UNIT 6 : Structuring a presentation

- Introduction: Meaning, importance & types of presentations
- Planning a presentation & content creation
- Structuring a presentation: Parts of a presentation
- Approaches to visuals
- Guidelines for fonts, colours, tables & Illustrations in visuals
- Practice activities

UNIT 7 : Delivering a presentation

- Delivery of presentation: How can we excel?
- Body language in presentation
- Voice control & appeal
- Involving the audience
- Practice activities

UNIT 8 : Individual presentation

- Each student will prepare and deliver a presentation.

Recommended books:

1. **Mitra, Barun K.**; *Effective Technical Communication*; Oxford University Press
2. **Kaul, Asha**; *The Effective Presentation*; First Edition 2005; Response Books, New Delhi
3. **Wright, Chrissie**; *Handbook of Practical Communication Skills*; 4th Edition 2003; Jaico Publishing House, Mumbai
4. **Sen, Leena**; *Communication Skills*; Prentice Hall of India, New Delhi
5. **Kozicki, Stephen and Peacock, Gary**; *The Persuasive Presenter*; Tata McGraw Hill, New Delhi

Semester - 2

MBAE 102 MANAGING THE ECONOMIC DIMENSION

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to provide a basic knowledge of economics to learners. At its simplest, managerial economics is about making decisions at the individual, firm, economy, and market levels in the face of constraints and odds, be they scarce resources, pricing pressures, or global competition. This course attempts to give learners the fundamental tools of analysis and decision making at the micro level and examines the ways by which these could profitably be employed in the context of managerial decision making.

UNIT 1 : Introduction

- Basic concepts: Definition and scope of managerial economics – Types of economic analysis – Types of economic decisions
- Macro economics and Micro economics
- Economic principles: Concept of scarcity – Opportunity cost – Marginal principle – Incremental principle – Discounting principle – Contribution analysis
- Objectives of a business firm: Profit maximization theory – Sales maximization theory – Growth maximization theory – Model of managerial utility function – Behavioural theories

UNIT 2 : Theory of demand and consumer behaviour

- Demand: Definition – Types of demand – Determinants of demand – Demand function – Law of demand
- Supply: Determinants of supply – Supply function – Law of supply
- Market equilibrium: Excess supply – Excess demand – Price adjustment
- Consumer behaviour: Underlying assumptions – Concept of utility – Law of diminishing marginal utility – Cardinal & ordinal utility

UNIT 3 : Demand elasticity and forecasting

- Elasticity of demand: Meaning – Price elasticity of demand – Revenue & price elasticity – Income elasticity of demand – Cross elasticity of demand – Promotional elasticity of demand
- Demand forecasting: Meaning – Techniques of demand forecasting – Subjective methods – Quantitative methods – Limitations of demand forecasting

UNIT 4 : Production and cost analysis

- Theory of production: Factors of production – Production function – Returns to scale
- Theory of cost: Concept of cost – Types of costs – Cost functions – Costs in short run and long run – Cost-Output relationship
- Economies of scale – Break-even analysis

MBAE 102 MANAGING THE ECONOMIC DIMENSION

UNIT 5 : Market structure and pricing theory

- Market structure and degree of competition – Monopoly – Oligopoly
- Pricing decisions: Pricing under perfect competition – Pricing under pure monopoly – Pricing under oligopoly
- Pricing strategies: Cost-based pricing – Competition-based pricing – Pricing based on firm's objectives - Product life-cycle based pricing – Multiple product pricing – Transfer pricing – Competitive bidding – Peak load pricing

UNIT 6 : National income and business cycles

- National income: Definition – Measures of national income (GDP, GNP, NNP) – Methods of measuring national income – Measurement of national income in India
- Business cycles: Introduction – Features of business cycles – Phases of business cycles – Theories of business cycles – Effects of business cycles – Controlling business cycles

UNIT 7 : Money supply and Inflation

- Demand and supply of money
- Inflation – Causes of inflation
- Impact of inflation on consumers, producers and government
- Measures of inflation: Producer Price Index (PPI), Wholesale Price Index (WPI), Consumer Price Index (CPI), Rate of inflation
- Inflation and employment

UNIT 8 : Role of Government and International economic linkages

- Role of Government in economy: Fiscal policy – Monetary policy – Industrial policy
- International trade theories and business implications
- Trade Policy: Free trade Vs. Protection – Role and functions of WTO
- The rate of foreign exchange – Balance of payments and adjustment
- EXIM policy – FEMA (Foreign Exchange Management Act) – Foreign direct investment
- International monetary system

Recommended books:

1. **Geetika; Ghosh, Piyali and Choudhury, P.Roy;** *Managerial Economics*; Tata McGraw Hill, New Delhi (2008)
2. **Dwivedi, D.N.;** *Managerial Economics*; Vikas Publishing House, New Delhi
3. **Gupta, G.S;** *Managerial Economics*; Tata McGraw Hill, New Delhi
4. **Petersen, H. Craig; Lewis, W. Cris and Jain, S.K;** *Managerial Economics*, 4th Edition, Pearson Education

Semester - 2

MBAE 104 MANAGING THE MARKETING DIMENSION - I

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to understand and appreciate the concept of marketing in theory and practice. Learners develop a feasible marketing plan (process). They also develop an understanding and ability to apply the STP of marketing (segmentation, targeting, positioning). Subject has two parts: a tactical portion and a strategic portion. The tactical portion reviews methods firms use to optimize profits in markets they choose to target. Topics include pricing, promotion, distribution and product issues. The strategic portion focuses on identifying organizational competencies and using these competencies to analyze industries and identify target markets and reaching them.

UNIT 1 : Defining Marketing and Marketing Process

- Definition of marketing – Scope and importance of marketing – Marketing process
- Customer needs, wants and demands – Market offerings – Customer value and satisfaction – Exchange and relationship – Modern marketing system – Types of markets
- Selecting customers – Choosing a value proposition – Marketing orientations towards market place – Difference between marketing and selling – Societal marketing – Ethics and social responsibility – Not for profit marketing
- Expanded model of marketing process

UNIT 2 : Market Strategy and Information

- Need for a customer driven marketing strategy
- Developing an integrated marketing mix – Four Ps of marketing – Four Cs of marketing
- Managing the marketing effort: Market Analysis – Market planning – Marketing implementation – Marketing Organisation – Marketing control
- Marketing information: Customer insight – Marketing intelligence – Developing marketing information systems

UNIT 3 : Market segmentation and targeting

- Designing a customer-driven marketing strategy: Market segmentation – Targeting – Differentiation – Positioning
- Market segmentation: Segmenting consumer markets – Requirements for effective segmentation
- Target marketing: Evaluating market segments – Selecting segments
- Differentiation and positioning: Positioning maps – Choosing a differentiation and positioning strategy – Communicating & delivering chosen positions

UNIT 4 : Shaping market offerings

- Product decisions: Product characteristics – Classifications – Product & Service attributes – Packaging – Labeling
- Product Line decisions – Product mix decisions – Product and brand relationship

MBAE 104 MANAGING THE MARKETING DIMENSION - I

- Brand equity: Role and scope of brands – Defining brand equity – Brand equity models
- Building strong brands: Choosing brand elements – Designing marketing activities
- Marketing of services: Nature and characteristics – Marketing strategies for service firms– 7 P's of service marketing – Services marketing environment in India

UNIT 5 : Pricing strategies

- Setting prices: Value based pricing – Cost based pricing – Demand based pricing
- New product pricing strategies: Market skimming pricing – Market penetration pricing
- Product-mix pricing strategies: Product line pricing – Optional product pricing – Captive product pricing – By-product pricing – Product bundle pricing
- Price adjustment strategies: Discount pricing – Segmented pricing – Psychological pricing – Promotional pricing – Geographical pricing – Dynamic pricing – International Pricing
- Price Changes: Initiating price changes – Responding to price changes

UNIT 6 : Delivering value

- Marketing channels: Nature & importance of channels – Role of channel members in adding value – Channel levels
- Channel behaviour & Organization: Channel behaviour & conflict – Vertical marketing systems – Horizontal marketing systems – Multi channel distribution systems
- Channel-design decisions: Setting channel objectives – Identifying major channel alternatives – Evaluating the major alternatives
- Channel-management decisions: Selecting channel members – Managing & motivating channel members – Evaluating channel members
- Marketing logistics & Supply Chain Management: Nature & importance of logistics – Logistics functions

UNIT 7 : Marketing communication

- Promotion mix: Advertising – Sales promotion – Personal selling – Public relations – Direct marketing
- Integrated marketing communication: Process – Developing effective marketing communication – Setting promotion budget and mix – Socially responsible marketing communication
- Advertising: Advertising objectives – Advertising budget – Developing advertising strategy – Evaluating advertising effectiveness
- Public Relations (PR): Role and impact of PR – Major PR tools

UNIT 8 : Direct marketing & personal selling

- Personal selling: Nature of personal selling – Role of the sales force – Managing the sales force – Personal selling process
- Sales promotion
- Direct Marketing: Direct marketing model – Growth and benefits of direct marketing – Customer databases and direct marketing – Forms of direct marketing – Online marketing – Public policy issues in direct marketing

Recommended books:

1. **Kotler, Philip; Armstrong, Gary; Agnihotri, P.Y., and Haque, Ehsan ul;** *Principles of Marketing*; 13th Edition; Pearson Education, New Delhi
2. **Ramaswamy, V.S. and Namakumari, S.;** *Marketing Management: Planning, Implementation and Control*; 4th Edition; McMillan, New Delhi
3. **Kurtz;** *Principle of Marketing*; Cengage Learning (Thompson), New Delhi

Semester - 2

MBAE 106 MANAGING THE FINANCIAL DIMENSION - II

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to continue our exploration of corporate finance with a focus on the advanced financial management skills required to evaluate assets and manage risk in a global market. You will learn such analytical approaches as capital budgeting and the weighted average cost of capital, and then apply them to resource decisions. You will also gain a deeper understanding about the financial and profit analysis, financing and dividend decisions and managing value and risk.

UNIT 1 : Introduction

- Overview of financial management
- Goal of financial management
- Forms of business organization: Sole proprietorship – Partnership – Private company – Public company – Society
- Financial Systems: Overview – Financial assets – Financial markets – Financial intermediaries – Regulatory infrastructure

UNIT 2 : Fundamental valuation concepts and Cost of Capital

- Time value of money
- Valuation of securities: Valuation concepts – Bond valuation
- Valuation of securities: Valuation concepts - Preference and Equity valuation
- Cost of capital: Cost of debt – Cost of equity – Weighted average cost of capital

UNIT 3 : Risk and Return Analysis

- Risk and Return: An Overview of Capital Market Theory
- Risk and Return of a Single Asset
- Risk and Return of Portfolio
- Assets Pricing Models – Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT)

UNIT 4 : Long-term financing

- Sources of long-term finance: Equity capital – Preference capital – Debentures – Term loans
- Raising long-term finance: Venture capital – Initial public offer – Secondary public offer – Rights issue – Private placement – Preferential allotment – Dilution
- Asset-based financing: Lease – Hire purchase – Project finance

UNIT 5 : Capital structure and dividend decisions

- Capital structure and Firm value: Net income approval – Net operating income approach – Traditional approach – Modigliani Miller hypothesis
- Planning the capital structure: EBIT-EPS analysis – ROI-ROE analysis – Leverage analysis – Ratio analysis – Cash flow analysis – Guideline for capital structure planning

MBAE 106 MANAGING THE FINANCIAL DIMENSION - II

- Dividend decisions: Formulation of dividend policy – Payout ratio – Bonus shares – Stock splits – Repurchase of stock – Legal and procedural aspects

UNIT 6 : Capital budgeting

- Capital budgeting techniques: Capital budgeting process – Net present value – Internal rate of return – Payback period – Accounting rate of return
- Estimation of project cash flows for investment analysis
- Risk Analysis in Capital Budgeting

UNIT 7 : Working capital management

- Principles of working capital management
- Credit management
- Inventory management
- Cash and liquidity management
- Working capital finance

UNIT 8 : International financial management

- Foreign exchange markets and rates
- Financing international business operations
- Documents in international trade
- Managing foreign exchange risk

Recommended books:

1. **Chandra, Prasanna;** *Fundamentals of Financial Management*, 7th Edition; Tata McGraw Hill, New Delhi
2. **Pandey, I.M.;** *Financial Management*, 9th Edition; Vikas Publishing House, New Delhi
3. **Khan, M.Y. and Jain, P.K.;** *Financial Management*, Tata McGraw Hill, New Delhi

Semester - 2

MBAE 108 MANAGING THE OPERATIONS DIMENSION

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to provide learners with a broad understanding and knowledge of several operations management concepts. Whether you are running a factory or a restaurant or a bank, business comes down to the efficient delivery of high-quality goods and services to the customer. To get things done, you need a laser-like focus on operations. Such concepts include, but are not limited to, operations strategy, process design, facility location, forecasting, inventory management, scheduling, and OR models. Emphasis is also placed on the application of these concepts in modern manufacturing practices.

UNIT 1 : Understanding operations

- Introduction to operations management
- Services as a part of operations
- Operations management: A system's perspective – Functions – Issues
- Operations strategy: Relevance – Strategy formulation process – Strategy options
- Emerging trends and implications for operations

UNIT 2 : Designing operations

- Design of processes: Types of processes – Process-product matrix – Process design issues in services
- Technology issues in process design – Planning premises and process implications
- Product development: Role of product development in competitiveness – Product development process
- Tools for efficient product development: QFD – Value engineering – Design for manufacturability

UNIT 3 : Facilities location & layout

- Globalization of operations: Regulatory issues – Factor advantages – Expanding markets in developing countries
- Factors affecting location decision
- Location planning methods: Location factor rating – Centre of gravity method
- Layout planning: Implications – Types of layouts – Performance measures for layout design – Layout design of services

UNIT 4 : Planning and control of operations – I

- Forecasting as a planning tool – Forecasting time horizons – Design of forecasting systems – Models of forecasting – Accuracy of forecasts
- Capacity planning: Definition – Measures – Time horizon – Capacity planning framework – Alternatives for capacity augmentation – Decision tree for capacity planning – Capacity issues in service industry

MBAE 108 MANAGING THE OPERATIONS DIMENSION

- Aggregate production planning (APP): Planning hierarchies in operations – Why necessary? – Alternatives for managing demand and supply
- Basic strategies for APP – APP methods – Master production schedule (MPS)

UNIT 5 : Planning and control of operations – II

- Resource planning: Dependent demand attributes – Planning frameworks
- Material requirement planning (MRP): MRP logic – Using MRP system
- Capacity requirements planning – Distribution requirements planning – Manufacturing resource planning (MRP-II)
- Production control: Objectives of production control – Functions of production control – Need and basis of scheduling – Scheduling rules – Scheduling of flow shops – Scheduling of job shops

UNIT 6 : Managing materials

- Purchasing : Importance of purchasing – Procurement process
- Inventory planning: Importance of inventory – Types of inventory – Costs of inventory – Inventory control systems - Selective controls (ABC classification & others)

UNIT 7 : Modern manufacturing practices

- Lean production: Concept – Just-in-time – Jidoka –Three M's (MUDA – MURI – MURA) – 5S – Visual management – Kaizen – Poka Yoke
- Flexible manufacturing system – Rapid prototyping – Total productive maintenance (TPM)
- Indian Scenario: Leading Indian companies using modern manufacturing practices – Task ahead

UNIT 8 : Introduction to OR & linear programming

- History and development of operations research (OR)
- Introduction to quantitative modeling
- Definition of OR – Application to engineering – Managerial problems – Models of OR – Features of OR models – Limitations
- Linear programming: Definition – Mathematical formulation – Standard form – Solution space – Solution feasibility – Basic feasible – Graphical method – Simplex method
- Introduction to transportation and Assignment problems

Recommended books:

1. **Mahadevan, B.;** *Operations Management: Theory and Practice*; Pearson Education, New Delhi
2. **Khanna, R.B.;** *Production and Operations Management*; Prentice Hall of India, New Delhi
3. **Krajewski, Lee J.;** *Operations Management: Processes and Value chains*; Prentice Hall of India, New Delhi
4. **Russell, Roberta S. and Taylor, Bernard W.;** *Operations Management* ; Prentice Hall of India, New Delhi

Semester - 2

MBAE 110 MANAGING THE INFORMATION DIMENSION

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of this course is to enable to convert raw data into useful information from the organization's perspective, and then to process it into knowledge so as to refine the decision making. The course is designed to help learners understand the importance of managing information in today's global business environment. It aims to enable learners to understand information systems from a business viewpoint. Besides discussing the application and impacts of information systems, the course will also help learners understand the role of information technology in today's business scenario.

UNIT 1 : Role of information systems

- Data, information and knowledge: Meaning & importance of data, information and knowledge in business
- Information systems: Introduction, Business perspective, and Strategic objectives
- Contemporary approaches to information systems

UNIT 2 : Information systems in the enterprise

- Business processes and information systems: Sales and marketing – Manufacturing and production – Human resources – Finance and accounting
- Types of information systems: Transaction processing systems – Management information systems – Decision support systems – Executive support systems

UNIT 3 : Information systems, Organizations and Strategy

- Impact of information systems on organizations – Implications for design
- Using information systems to achieve competitive advantage
- Ethical and social issues in information systems

UNIT 4 : IT Infrastructure and Emerging technologies

- IT Infrastructure : Introduction and evolution – Technology drivers
- Components of IT Infrastructure: Hardware, Software, Emerging mobile digital platform – Management and Governance
- Telecommunications, the Internet and Wireless technology: Impact on business – Improving decision making and achieving operational excellence
- Securing information systems – System vulnerability and abuse – Security and control – Establishing framework, technologies and tools for protecting information resources

UNIT 5 : Databases and information management

- Database management systems: Fundamental concepts – Database approach to data management – Database structures – Types of databases
- Using databases to improve business performance – Data warehouses
- Business Intelligence and data mining – Databases and the web
- Establishing an information policy – Ensuring data quality

MBAE 110 MANAGING THE INFORMATION DIMENSION

UNIT 6 : Enterprise systems

- Enterprise Systems: Introduction and business value – Enterprise resource planning
- Supply chain management systems: Introduction – Information system in SCM – Global supply chains
- Customer relationship management systems: Introduction – Information systems in CRM – Operational and Analytical CRM
- E-Commerce: Introduction – Electronic payments – Information system in e-commerce

UNIT 7 : Knowledge management and collaboration

- Knowledge: Introduction – Dimensions
- Knowledge Management: Value chain (Knowledge acquisition, storage, dissemination and application)
- Knowledge management systems (KMS): Enterprise wide KMS – Knowledge work systems – Intelligent techniques

UNIT 8 : Building and managing information systems

- Overview of systems development: Systems as planned organizational change – System analysis – System design – Programming – Testing – Implementation – Maintenance
- Approaches to building information systems: Traditional systems life cycle – Prototyping – Application packages – End-user development
- Managing global systems: Growth of international information systems – Organising international information

Recommended books:

1. **Laudon, K.C. and Laudon, J.P.;** *Management Information Systems: Managing the Digital Firm*; 11th Edition; Pearson Education, South Asia
2. **O'Brien, James A; Marakas, George M, and Behl, Ramesh;** *Management Information Systems*; 9th Edition; Tata McGraw Hill, New Delhi
3. **Kanter, Jerome;** *Managing with Information*; 4th Edition; PHI Learning Pvt. Ltd., New Delhi
4. **Murdick, Robert G.; Ross, Joel E, and Claggett, James R.;** *Information Systems for Modern Management*; 3rd Edition; PHI Learning Pvt. Ltd., New Delhi

Semester - 2

MBAE 112 SEMINAR ON ETHICS, VALUES AND CSR

Internal Marks : 100

External Marks : 0

Total Marks : 100

Objective: The objective of the course is to make learners aware of several ethical issues facing businesses and business people in today's world and to be able to critically assess ethical arguments relevant to such issues. The course aims to inculcate the ability in them to solve ethical problems through structured programs and practices and begin to develop thoughts on ethical leadership.

UNIT 1 : Introduction to ethics and values

- Concepts of ethics, morals and values – Characteristics of moral standards – Moral reasoning for ethics – Moral responsibility
- Ethics in business: Corporate governance – Introduction to corporate social responsibility (CSR)

UNIT 2 : Principles of ethics

- Ethical principles – Ethical theories – Justice & fairness – Ethics of care
- Indian value system and decision making – Scriptures and tradition
- Discussion/ Debate

UNIT 3 : Ethical decision making in business

- Business philosophy, systems and ethics – Ethics v/s law
- Issues: Political & administrative corruption – Most corrupt nations – Watch agencies – Whistle blowers
- Discussion/ Debate

UNIT 4 : Ethics: Individuals and the organization

- Rights and obligations of individuals in the organisation – Organisation's responsibilities to employee
- Cases of ethics violation and responsibility
- Debate/ Discussion

UNIT 5 : Ethics in business functions

- Marketing ethics – Ethics in selling and advertising – Media reporting
- Ethical issues in human resource management
- Ethics in financial services
- Ethics in production and product responsibility

MBAE 112 SEMINAR ON ETHICS, VALUES AND CSR

UNIT 6 : Ethics and Sustainable development

- Environmental issues and Business responsibility
- Sustainability Issues – Carbon credits
- Discussion/ Debate

UNIT 7 : Corporate social responsibility

- Introduction to CSR and CSR Initiatives
- Corporate responsibility towards stakeholders and reporting
- Discussion/ Debate

UNIT 8 : Contemporary ethical issues

- Ethical implications of technology
- Ethics of genetically engineered and modified products
- Intellectual property rights

Recommended books:

1. **Mandal, S.K.**; Ethics in Business and Corporate Governance; Tata McGraw Hill, New Delhi
2. **Hartman, Laura and Chatterjee, Abha**; *Perspectives In Business Ethics*; 3rd Edition; Tata McGraw Hill
3. **Velasquez, Manuel G**; *Business Ethics*; 5th Edition; Pearson Education, New Delhi

Semester - 2

MBAE 114 WORKSHOP ON TEAM BUILDING & LEADERSHIP

Internal Marks : 100

External Marks : 0

Total Marks : 100

Objective: The objective of the course is to focus on leadership essentials and the skills needed to elicit high commitment and productivity from people and groups. Awareness of one's own values, beliefs, decision-making tendencies and behaviors is seen as a crucial first step in becoming a leader. Thus, a significant portion of the course consists of activities designed to enhance learners' self-awareness. Methods of instruction include individualized feedback, cases, role-plays and experiential exercises.

UNIT 1 : Contemporary leadership issues

- From Charismatic to transformational leadership
- Leadership roles: Providing team leadership – Mentoring – Self leadership
- Debate: Charisma is everything in a leader
- Exercises : Choosing an effective leader

UNIT 2 : Leaders as managers

- Great leader – Great managers – Successful entrepreneurs
- Indian ethos in leadership
- Foundation of Leadership: Ethics and leadership – Trust and leadership
- Debate: Do ends justify the means?
- Discussion: Is trust in our leaders on decline?
- Exercises: Indian entrepreneur case study – Is ethical business going out of fashion?

UNIT 3 : Motivational leadership

- Key qualities & characteristics of a motivational leader
- Work culture conducive for motivation – Developing self-motivating environments
- Debate: Money is the only motivator
- Discussion: What is the key to motivating a diverse work force?
- Exercises: How to motivate minimum wage employees?

UNIT 4 : Power and politics

- Power: Definition of power – Contrasting leadership and power – Bases of power – Formal power – Personal power
- Organisational politics: Power in action – Definition – The reality of politics – Factors contributing to political behaviour
- Debate: Are women leaders more trustworthy?
- Exercise: Understanding power dynamics

MBAE 114 WORKSHOP ON TEAM BUILDING & LEADERSHIP

UNIT 5 : Teams and teamwork

- Importance of team work
- Allocation of roles in team
- Turning individuals into teams – Resolving conflict in individual goals and team goals
- Debate: Collective decision making is key to success
- Exercise: Basic team building exercises

UNIT 6 : Building teams

- Making teams effective – Focusing teams on performance – Conflict resolution
- Debate: Does everyone need to be a team player?
- Exercise: Advance team building exercises

UNIT 7 : Change management

- Stimulants of change – Overcoming resistance to change
- Managing organisational change
- Creating a culture for change – Developing a learning organisation
- Debate: Crisis is a terrible thing to waste
- Discussion: Consequences of stress at work – Is stress good?
- Exercise: Contrast individual and organisational approaches to stress

UNIT 8 : Skill-building modules

- Creative problem solving – Goal setting – Time management – Negotiation skills

Recommended books:

1. **Robbins, Stephen P.; Judge, Timothy, and Sanghi, Seema;** *Organization Behaviour: Concepts, Controversies and Applications*; 13th Edition; Prentice Hall of India, New Delhi
2. **Welch, Jack; Welch, Suzy, and Collins, Harper;** *Winning*
3. **Jain, Sachit (2010);** *Ready for Takeoff*; Rupa Publications, New Delhi

Semester - 3

MBAE 201 IMPLEMENTING TQM

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to understand the concept and principles of TQM and how the focus of TQM has become so important for all companies in recent times. To develop the ability in learners to use various tools available to achieve Total Quality Management. To be able to understand the statistical approach for quality control and to create an awareness about the ISO and QS certification process and its need for the industries.

UNIT 1 : Managing for quality

- Roadmap for enterprise quality
- Universal methods to manage for quality
- Juran Trilogy – Chronic and sporadic problems
- Quality planning: Why quality planning – Quality gaps – Steps in quality planning – Roadmap for quality planning

UNIT 2 : Quality improvement

- Universal sequence for breakthrough
- Project-by-project approach: Identify project – Establish project – Diagnose cause – Remedy cause – Hold the gains
- Importance of rate of improvement
- Securing upper management approval and participation
- Mobilizing for improvement: Executive quality council – Goals in business plan – Nomination and selection of projects – Project charter (Problem and goal statements) – Project team – Institutionalizing breakthrough

UNIT 3 : Quality control

- Definition of quality control – Relation to Quality assurance
- Universal steps in quality control process – Control subjects
- Planning for control: Critical to quality (CTQs)
- Stages of control: Set-up control – Running control – Product control – Facilities control
- Process capability – Process conformance – Product conformance
- Introduction to statistical process control

UNIT 4 : Six Sigma: Improving process effectiveness

- Introduction to Six Sigma – Key roles for deploying Six Sigma (Leadership, Champion, Master Black Belt, Black Belt, Green Belt, Team member)
- Six Sigma DMAIC steps: Define phase – Measure phase – Analyse phase – Improve phase – Control phase
- Training and certification

MBAE 201 IMPLEMENTING TQM

UNIT 5 : Basic quality tools - I

- Flow diagram: Concept – How to interpret – How to construct
- Brainstorming: Concept – When to use – How to do brainstorming

UNIT 6 : Basic quality tools - II

- Cause & effect diagram: Concept – How to interpret – When to use – How to construct
- Stratification: Concept – How to interpret – When to use – How to construct
- Scatter diagram: Concept – How to interpret – When to use – How to construct

UNIT 7 : Basic quality tools - III

- Pareto chart: Concept – How to interpret – When to use – How to construct
- Histogram: Concept – How to interpret – When to use – How to construct
- Box plot: Concept – How to interpret – When to use – How to construct

UNIT 8 : Management system standards

- Need for management system standards
- ISO 9000 quality management system
- ISO 14000 environment management system
- Other management system standards

Recommended books:

1. **Gryna, Frank M., Chua, Richard C.H., Defeo, Joseph A.;** *Juran's Quality Planning & Analysis for Enterprise Quality*; 5th Edition; Tata McGraw Hill, New Delhi
2. **Besterfield, Dale H.;** *Total Quality Management*; 3rd Edition; Pearson Education, New Delhi
3. **Mitra, Amitava;** *Fundamentals of Quality Control and Improvement*; Pearson Education, New Delhi

Semester - 3

MBAE 203 MANAGING THE MARKETING DIMENSION - II

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to provide conceptual understanding of consumer behaviour & decision making from a variety of perspectives and provide an overview of rural marketing, industrial marketing and international marketing. The course also aims to provide appreciation for and understanding of how marketing research, marketing strategy, and basic research on intra and inter-personal processes play multiple roles in the discipline of marketing.

UNIT 1 : Introduction to consumer behaviour

- Customer value, satisfaction, and attention
- Consumer decision making model (models for high and low involvement products)
- Consumer research paradigms – Qualitative & quantitative research
- Consumer research process – Ethics in consumer research

UNIT 2 : Consumer as an individual

- Consumer motivation
- Personality and consumer behaviour
- Consumer perception – Consumer learning
- Consumer attitude, Formation and change

UNIT 3 : Consumers in their social cultural setting

- Reference groups & family influence
- Social class & consumer behaviour
- Influence of culture and sub cultures on consumer behaviour
- Cross cultural consumer behaviour – An international perspective

UNIT 4 : Consumer decision making process

- Opinion leadership: Definition – Dynamics – Motivation – Profile of leader – Measurement
- Diffusion of innovation – Diffusion process – Adoption process – Profile of a consumer innovator
- Consumer decision making and beyond: Level of decision making – Views of decision making – Model of consumer decision making – Gifting behaviour
- Beyond decision – Consuming and possessing – Relationship marketing – After sale service and relationship

UNIT 5 : New product development

- New product development strategy
- New product development process: Idea generation – Idea screening – Concept development and testing – Product development – Test marketing – Commercialization

MBAE 203 MANAGING THE MARKETING DIMENSION - II

- Managing new product development
- Product life cycle: Concept & stages – Marketing strategies at various stages of PLC

UNIT 6 : Business markets and buyer behaviour

- Business markets: Structure of business markets – Characteristics of business markets – Concept of derived demand – Nature of buying units – Supplier development
- Business buyer behaviour: Types of buying situations – Buying centre – Buying process – Buying motivations of organizational buyers
- Business marketing: Classification of business consumers – Classification of industrial products – Difference between business & consumer marketing

UNIT 7 : Rural marketing

- Rural marketing: Nature – Definition – Scope – Importance – Challenges and Opportunities in India – Factors influencing rural marketing
- Rural market: Size & structure – Segmentation of Indian rural market – Comparison of rural and urban markets
- Rural marketing mix: Product planning – New product development for rural markets – Brand management in rural market – Distribution channels
- Marketing strategies & tactics with reference to rural markets

UNIT 8 : Global marketing

- Global marketing environment: Difference with domestic environment
- Deciding whether to go global – Which markets to enter – How to enter
- Developing the marketing program – Deciding the marketing organisation
- Direction & composition of Indian exports – Export promotion organizations – Future of global trade for India

Recommended books:

1. **Schiffman, L.G. and Kanuk, Leslie L.**; *Consumer Behaviour*, 9th Edition; Pearson Education
2. **Kotler, Philip; Armstrong, Gary; Agnihotri, P.Y., and Haque, Ehsan ul**; *Principles of Marketing*, 13th Edition; Pearson Education, New Delhi
3. **Keegan, Warren J.** (2005); *Global Marketing Management*, 7th Edition; Prentice-Hall of India, New Delhi
4. **Dogra, Ghuman**; *Rural Marketing*; Tata McGraw Hill, New Delhi
5. **Havaladar**; *Industrial Marketing*; Tata McGraw Hill, New Delhi

Semester - 3

MBAE 205 LEGAL ASPECTS OF BUSINESS & IPR

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to provide the learners with practical legal knowledge of general business law and emerging legal issues in a digital networked environment to help become more informed, sensitive and effective business leaders. It is imperative for business managers to understand fundamental legal issues pertaining to business world and need to be applied, timely and properly, to provide immediate and long-term benefits to their organisations and be able to avoid costly mistakes. The learners are also introduced to the rising importance of Intellectual Property Rights.

UNIT 1 : Indian Contract Act, 1872

- Nature and classification of contracts
- Essential elements of a valid contract: Offer and acceptance – Consideration – Competence to contract – Free consent – Lawful object
- Void contracts – Voidable contracts – Contingent contracts
- Performance of contracts – Discharge of contracts – Remedies for breach of contract – Damages
- Special contracts: Indemnity and guarantee – Bailment – Pledge – Contract of Agency

UNIT 2 : Sale of Goods Act, 1930

- Nature of contract of sale of goods: Definition and essential ingredients of contract of sale – Difference between “agreement to sell” and “contract of sale” – Difference between contract of sale and hire purchase agreement – Definition of goods – Documents of title to goods – Price
- Conditions and warranties: Meaning of warranty & conditions of warranty – Meaning of guarantee and conditions of guarantee
- Transfer of ownership: Significance – Rules regarding transfer of property and title
- Performance of contract of sale: Duties of seller and buyer – Delivery – Rules of delivery – Rights of unpaid seller

UNIT 3 : Acts governing partnership firms and companies

- Companies Act, 1956: Definition and features of a company – Types of companies – Lifting of corporate veil
- Formation of a company: Memorandum of Association – Articles of Association a – Registration and incorporation – Doctrine of indoor management – Raising of capital – SEBI regulations
- Management of company: Board of directors and managerial personnel – Auditors – Payment of dividends – Company Secretary
- Winding-up and dissolution of companies
- Indian Partnership Act, 1932: Essential elements of partnership – Types of partnership – Formation of partnership – Rights, duties and liabilities of partners – Dissolution of a partnership firm

MBAE 205 LEGAL ASPECTS OF BUSINESS & IPR

UNIT 4 : Current national issues in business law

- Consumer protection laws
- Negotiable Instrument Act
- Legal aspects of unfair and restrictive trade practices
- Right to Information Act
- Cyber laws and legal issues in e-commerce

UNIT 5 : Introduction to Indirect taxes

- Central Excise: Excise Duty – Amount of duty – CENVAT – Collection of CENVAT
- Value added tax (VAT): Sale, Dealer and VAT – Registration – Quantum of VAT – Collection of VAT – Tax invoice – VAT returns
- Central sales tax – CST and Sale by transfer of documents – CST and Sale within State – Goods under CST Act – Rate of CST
- Service tax – Charge of service tax

UNIT 6 : Introduction to indirect taxes

- Personal income tax (salaries only) – Profits and gains of business and profession – Capital gains
- Advance taxes and TDS
- Tax planning considerations

UNIT 7 : Intellectual property issues

- Introduction to intellectual property rights (IPR): Concept of IPR – Economics behind development of IPR – International protection of IPR
- Trademarks: Concept of trademarks – Importance of brands and the generation of “goodwill” – Trademark registration procedure – Infringement of trademarks and remedies
- Patents: Introduction to patents – Procedure for obtaining a patent – Licensing and assignment of patents – Software licensing – Infringement of patents
- Copyrights: Concept of copyright – Assignment of copyrights – Registration procedure of copyrights – Infringement (piracy) of copyrights and remedies

UNIT 8 : Corporate governance

- Role of corporate governance – Principles of corporate governance – Codes and standards of corporate governance
- Models of corporate governance – Best practices¹ in corporate governance – Corporate governance and the Indian ethos
- Ethics and corporate governance – Regulation versus self-regulation – Challenges to corporate governance

Recommended books:

1. **Pathak, Akhileshwar;** *Legal Aspects of Business*; 4th Edition; Tata Mc-Graw Hill, New Delhi
2. **Mathur, Satish B.;** *Business Law* (2010); Tata Mc-Graw Hill, New Delhi
3. **Kumar, Ravinder;** *Legal Aspects of Business* (2009); Cengage Learning India Pvt. Ltd., New Delhi

Semester - 3

MBAE 207 SUPPLY CHAIN MANAGEMENT

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to explain the strategic importance of good supply chain design, planning and operation for every organization. The course is specifically designed to help learners understand how good supply chain management can be a competitive advantage for a firm. It covers the planning, organization and control of activities such as distribution, warehousing, transportation, inventory management, sourcing and pricing. The issues and opportunities brought by the Internet, the rise of e-business, optimization approaches to strategic & tactical problems, and the many synergies between information technology and decision technology are also addressed.

UNIT 1 : Introduction to supply chain management

- Historical perspective – Definition of supply chain management (SCM) – Importance & objectives of SCM
- Flows in supply chain: Flow of value, Information and Cash
- Process view of a supply chain: Cyclic view – Push/Pull view
- Responsiveness and efficiency of supply chain
- Supply chain strategies – Achieving strategic fit between supply chain and competitive strategies – Competitive advantage through supply chain
- Supply chain drivers & metrics: Facilities – Inventory – Transportation – Information – Sourcing – Pricing

UNIT 2 : Network design in supply chain

- The role of network design in supply chain – Factors influencing supply chain network design decisions – Framework for network design
- Models for facility location and capacity allocation – Market and supply allocation
- Network design in an uncertain environment – Risk management

UNIT 3 : Managing demand and supply in a supply chain

- Role of demand forecasting* and aggregate planning** in a supply chain
- Managing supply
- Managing demand
- Managing predictable variability in supply & demand

UNIT 4 : Design of distribution network

- Role of distribution in supply chain – Factors influencing distribution network design – Design options for a distribution network
- Warehousing: Number of locations – Factors for consideration (Costs, Delivery frequency etc.)
- Material storage and handling systems
- E-business and the distribution network

MBAE 207 SUPPLY CHAIN MANAGEMENT

UNIT 5 : Planning and managing inventory in a supply chain

- Managing economies of scale in supply-chain: Estimating cycle inventory – Inventory carrying costs – Economics of special/volume trade discounts – Economic Order Quantity
- Managing uncertainty in supply: Safety stocks – Levels for replenishment – Management of safety inventory
- Determining optimal levels of product availability
- Managerial levers to improve supply chain profitability – Availability under capacity constraints
- Optimizing availability of maintenance & Factory operating supplies – Setting optimal levels – Dead stocks

UNIT 6 : Designing and planning transportation networks

- Role of transportation in supply chain – Transportation modes, performance characteristics, infrastructure & policies
- Design options for transportation network and trade-offs – Tailored transportation
- Transport economics: Distance – Volume – Density – Stowability – Handling – Liability – Market factors – Routing and scheduling cost
- Packaging for safe product handling, movement and storage

UNIT 7 : Managing sourcing, pricing and information in a supply chain

- Sourcing decisions in a supply chain – Its role, in-house or out-source, third & fourth party logistics
- Supplier assessment & selection – Single or multiple sources?
- Risk management in sourcing
- Pricing – Terms of payment – Nature of product (Shelf-life of goods) – Nature of demand (seasonal, cyclic)
- Managing information in a supply chain – Role of IT

UNIT 8 : Global supply chain management

- Globalization: Trends – Driving forces – Implications – Commonality and differences
- Global supply & distribution networks – Impact on management
- Centralization of inventories: Postponement and localization
- Global logistics challenges: Extended lead time of supply – Extended and unreliable transit times – Consolidation & break bulk – Multiple freight mode & cost option
- Internet selling: Order receipt – Tracking – Execution – Service, complaint & warranties
- Import-export processes: Types of risks – Reducing risks – Fundamental processes – Incoterms – Documentation

Recommended books:

1. **Chopra, Sunil; Meindl, Peter and Kalra, D.V.;** *Supply Chain Management: Strategy, Planning & Operation*; 3rd Edition; Pearson Education, New Delhi
2. **Ballou, Ronald H. and Srivastava, Samir K.;** *Business Logistics/Supply Chain Management*, 5th Edition; Pearson Education
3. **Bowersox, Donald J. and Closs, David J.;** *Logistical Management*; Tata McGraw-Hill, New Delhi

Notes:

* *Demand forecasting is covered in the course MBAE 102: Managing the Economic Dimension*

** *Aggregate Planning is covered in the course MBAE 108: Managing the Operation Dimension*

Semester - 3

MBAE 209 MANAGING THE HUMAN DIMENSION - II

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to acquaint learners to various functions of, and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract, retain and motivate the human resources, which is the most challenging and daunting task for any organization today. Learners also understand job analysis, recruitment and selection, importance of training and development, performance appraisal and compensation management.

UNIT 1 : Introduction to human resource management

- HRM – Nature, scope and objectives of HRM – Importance of HRM – Evolution of HRM
- HRM and its environment
- HRM and competitive advantage – Strategic HRM – Aligning HR with business strategy
- Growth of HRM in India – HRM in the new millennium

UNIT 2 : Human resource planning and job analysis

- Human resource planning: Introduction – Objectives – Importance – Process of human resource planning – Barriers to effective human resource planning
- Job analysis: Introduction – Uses of job analysis – Analyzing work and designing Jobs – Methods of collecting job analysis data – Competency approach to job analysis
- Job description – Job specification

UNIT 3 : Recruitment and selection

- Recruitment: Introduction – Recruitment process – Sources of recruitment – Indian experiences
- Selection: Introduction – Definition – Purpose – Process
- Induction and placement – Introduction – Orientation programme – Placement
- Internal mobility and separations: Transfers – Promotions – Employee separations

UNIT 4 : Training, development and career management

- Introduction to training and development – Source of competitive advantage
- Training process: Needs assessment – Design (Learning principles, Methods and techniques) –Implementation – Evaluation
- Management development
- Career and succession planning

UNIT 5 : Appraising and managing performance

- Performance appraisal: Introduction – Essential characteristics of an effective appraisal system – Performance appraisal process – Challenges and legal issues
- Job evaluation: Concept – Job evaluation Vs. performance appraisal – Job evaluation process – Methods and limitations

MBAE 209 MANAGING THE HUMAN DIMENSION - II

UNIT 6 : Compensation management

- Remuneration: Importance – Components – Remuneration plans and business strategy
- Incentives and performance based payments: Individual incentives – Group incentives – Reward systems – Incentives for indirect workers
- Managing employee benefits and services

UNIT 7 : Industrial relations and participative management

- Introduction to IR and collective bargaining
- Trade unions: Trends and TU movement in India – Union free companies
- Industrial disputes: Nature – Causes – Settlement – Negotiation
- Employee grievances, discipline and ethical issues
- Employee participation: Importance – Scope and limitations – Forms of participation

UNIT 8 : Global HRM

- Introduction – Global HRM Vs. domestic HRM
- Managing international HR activities
- Cultural diversity issues
- e-HRM

Recommended books:

1. **Aswathappa, K.;** *Human Resource Management-Text and Cases*; 6th Edition; Tata Mc-Graw Hill
2. **Rao, V.S.P.;** *Human Resource Management-Text and Cases*; 3rd Edition; Excel Books

Semester - 3

MBAE 211 SEMINAR ON CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

Internal Marks : 100

External Marks : 0

Total Marks : 100

Objective: The objective of the course is to understand that in a world of accelerating change and fleeting opportunity, creativity and innovation are critical aspects of every manager's job. While creativity is the development of novel, useful ideas in any human activity, innovation is the successful implementation of those ideas. Learners understand particularly the importance of these for entrepreneurs, given the need for inventiveness in situations where standard approaches often fail, where there is no formula for success, and where one good idea must be closely followed by another.

UNIT 1 : Entrepreneurship basics

- Introduction to entrepreneurship – Benefits and drawbacks of entrepreneurship
- Characteristics of successful entrepreneurs – Common myths about entrepreneurs
- Importance and role of entrepreneurs in economic development – Social entrepreneurs
- The entrepreneurial process
- Discussion/Debate

UNIT 2 : Understanding creativity and innovation

- Overview of creativity and innovation – The creative process – Barriers to creativity
- Techniques for enhancing creativity: Brainstorming, Analogies, Metaphorical thinking, Six thinking hats etc.
- Identifying and recognizing business opportunities: Observing trends – Solving a problem
- Exercises on creativity

UNIT 3 : Fostering creativity & innovation in organizations

- Creativity & innovation as competitive resources
- Impact of organizational environment on creativity
- Building an organization culture for creativity & innovation
- Exercise on creativity

UNIT 4 : Feasibility analysis

- Product/service feasibility analysis
- Industry/market feasibility analysis
- Organisational feasibility analysis
- Financial feasibility analysis

MBAE 211 SEMINAR ON CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

UNIT 5 : Competitor analysis and development of business model

- Industry and competitor analysis
- Business models: Definition – Importance – Potential flaws – Components of an effective business model
- Franchising – Benefits & drawbacks of buying a franchise
- Discussion/Debate

UNIT 6 : Financing and institutional support

- Choosing a form of business organisation
- Organising funds: Self – Angel investors – Venture capital – Commercial banks and financial institutions (Long-term loans, Short-term loans) – Non-banking sources (Lease financing, Hire purchase, Government sponsored lending)
- Institutional support and tax benefits

UNIT 7 : Preparing a business plan

- Importance of a business plan – What do investors look for – Guidelines for writing a business plan – Project report/business plan format
- Presenting the business plan to investors
- Exercises

UNIT 8 : Leading a new venture

- Managing early stage venture: Hiring right employees – Building right culture & structure – Motivating & retaining employees – Role of Board of Directors & Advisers
- Profiles of successful entrepreneurs
- Discussion/Debate

Recommended books:

1. **Barringer, Bruce R. and Ireland, Duane R.;** *Entrepreneurship*; Pearson Education, New Delhi
2. **Zimmerer, Thomas W.;** *Essentials of Entrepreneurship and Small Business Management*; Prentice Hall India, New Delhi
3. **Hisrich, Robert D.;** *Entrepreneurship*; Tata McGraw Hill, New Delhi
4. **Plsek, Paul E;** *Creativity Innovation, and Quality*; Prentice Hall of India, New Delhi
5. **Rastogi, P.N.;** *Managing Creativity for Corporate Excellence*; Macmillan India Ltd., New Delhi
6. **Charantimath, Poornima M.;** *Entrepreneurship Development and Small Business Enterprise*; Pearson Education, New Delhi

Semester - 3

MBAE 213 WORKSHOP ON RESEARCH METHODOLOGY

Internal Marks : 100

External Marks : 0

Total Marks : 100

Objective: The objective of the course is to enhance the learner's knowledge of research methodology and data analysis techniques used in business research. Further, learners practice the quantitative methods used by empirical researchers, as well as learn statistical packages used in both academas as well as in policy analysis.

UNIT 1 : Understanding research

- Introduction to research: Definition – Scope – Limitations and types
- Objectives of research – Research process – Defining a research problem
- Research design: Qualitative and quantitative research – Exploratory, Descriptive and Experimental designs
- Sampling design: Steps in sampling design – Sampling procedure – Types of sample designs

UNIT 2 : Data collection and measurement

- Types of data (Primary and secondary data) – Sources of data – Data collection methods
- Measurement and scaling techniques: Primary scales of measurement – Nominal, Ordinal, Interval and ratio – Comparative scaling techniques

UNIT 3 : Research instruments

- Questionnaire – Qualitative measures
- Questionnaire design: Objectives, Process, Question structure, Question wording, Order of questions, Questionnaire layout, Reliability and validity

UNIT 4 : Minor project

UNIT 5 : Data analysis I

- Analysis of variance: One way analysis of variance – N-way analysis of variance
- Discriminant analysis: Significance – Model – Interpretation

UNIT 6 : Data analysis II

- Multivariate analysis techniques: Characteristics and applications, Classification of multivariate techniques – Variables in multivariate analysis
- Factor analysis: Factor analysis model – Applications
- Multidimensional scaling and conjoint analysis

MBAE 213 WORKSHOP ON RESEARCH METHODOLOGY

UNIT 7 : SPSS

- Application of SPSS in calculating measure of central tendency, measure of dispersion and measure of association
- Application of SPSS in hypothesis testing, of factor analysis and analysis of variance

UNIT 8 : Presenting the findings

- Research report writing: Significance of report writing – Types of reports – Content and layout of research report –Bibliography format
- Presentation of report

Recommended books:

1. **Kothari, C.R.;** *Research Methodology: Methods and Techniques*; New Age, New Delhi
2. **Panneerselvam, R.;** *Research Methodology*; Prentice Hall of India, New Delhi
3. **Richard, Levin I. & David, Rubin S.;** *Statistics for Management*; Pearson Education, New Delhi
4. **Cooper, Donald R. and Schindler, Pamela S.;** *Business Research Methods*; Tata McGraw Hill, New Delhi

Semester - 4

MBAE 202 DEVELOPING COMPETITIVE ADVANTAGE

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: There is no leadership without mastering the art and science of strategic and visionary thinking. The objective of the course is to achieve conceptual clarity amongst learners and expose participants to various perspectives and concepts in the field of strategic management. Learners understand in detail the most relevant and up to date methodologies and tools to address these issues. They develop skills for applying these concepts to the solution of business problems and developing a competitive advantage.

UNIT 1 : Establishing strategic intent

- Defining strategic intent: Vision, mission – Business definition
- Definition, nature, scope, and importance of strategy – Business policy
- Strategic planning process
- Strategic decision-making – Differentiation and focus strategies

UNIT 2 : Environmental analysis

- Appraisal of external environment
- Appraisal of internal environment

UNIT 3 : Developing strategies

- Corporate level strategies – Stability, expansion, retrenchment
- Combination strategies – Corporate restructuring – Concept of synergy
- Business level strategies – Porter's framework of competitive strategies – Types, tactics (location & timing)
- Conditions, risks and benefits of cost leadership

UNIT 4 : Strategic analysis and choice

- Corporate level analysis (BCG, GE nine-cell)
- Hofer's product market evolution and shell directional policy matrix
- Industry level analysis – Porter's five forces model
- Qualitative factors in strategic choice

UNIT 5 : Strategy implementation

- Resource allocation – Projects and procedural issues
- Organization structure and systems in strategy implementation

- Strategy through leadership and corporate culture – Values, ethics

UNIT 6 : A framework for executing strategy

- The principal managerial components of the strategy execution process
- Building a capable organisation
- Building core competencies and competitive capabilities
- Matching organisation structure to strategy organisational structures of the future

UNIT 7 : Strategic control

- Operational and derived functional plans to implement strategy
- Coordination and Integration of functional plans
- Strategic control and operational control
- Techniques of strategic evaluation

UNIT 8 : Beyond competitive strategy: Other important strategy choices

- Strategic alliances and collaborations partnerships
- Merger and acquisition strategies
- Vertical integration strategies
- Related versus unrelated businesses

Recommended books:

1. **Kazmi, Azhar;** *Business Policy & Strategic Management*; Tata McGraw Hill, New Delhi
2. **Thompson, A. and Strickland A.J.;** *Strategic Management : Concepts and Cases*; Tata McGraw Hill, New Delhi
3. **Shrivastava, R.M.;** *Management Policy and Strategic Management (Concepts, Skills and Practices)*; Himalaya, New Delhi
4. **Ghemawat, Pankaj;** *Strategy & Business Landscape*; Pearson Education, New Delhi

Semester - 4

MBAE 901 EVALUATING & MANAGING PROJECTS

Internal Marks : 40
External Marks : 60
Total Marks : 100

Objective: The objective of the course is to create an awareness of the need for systematic evaluation and management of projects. This application-oriented course provides the skills for executing various projects, covering project identification, planning, estimation, implementation, control and closure.

UNIT 1 : Introduction to project management

- What is a project? – What is project management?
- Steps in project management
- The interpersonal and behavioural context of a project: Project leadership – Motivating the project team – Managing diverse objectives and perspectives
- Organisational context of a project
- Defining project success
- Responsibilities, Skill requirements and functional competencies of the project manager

UNIT 2 : Defining and organizing a project

- How projects should evolve
- Fully understanding the problem or opportunity
- Preparing the project requirements document
- Preparing the project definition / scope document
- Building and maintaining an effective project team

UNIT 3 : Project evaluation

- Evaluating the market feasibility
- Evaluating the technical feasibility
- Financial feasibility: Net present value (NPV) – Internal rate of return (IRR) – Payback period – Cash flow – Cost Vs. Benefit analysis
- Evaluating the political environment surrounding the project
- Identifying alternative solutions and selecting the best alternative
- Making a proposal for management approval and securing authorisation to proceed (project charter)

UNIT 4 : Overview of planning and estimating

- An introduction to project planning: The planning process – Common planning failures
- How much planning is enough?: Organizational expectations – Project expectations
Project importance – Project complexity – Project size – Amount of uncertainty –Project management software selection
- An introduction to estimating: Estimating approaches – Estimating pitfalls – Contingency

UNIT 5 : Preparing a detailed project plan

- Scope management: The work breakdown structure – Responsibility assignment matrix
- Time management: Preparing a project timeline – Creating a network diagram – Converting the network diagram into a project control schedule (Gantt Chart) – Calculating the critical path
- Cost management

UNIT 6 : Dealing with project risk and uncertainty

- Understanding risk and uncertainty – Overview of risk management
- Identifying threats: Typical areas of high uncertainty – Common problems encountered on projects
- Quantifying risk and analysing threats – Addressing high-threat problems
- Accommodating uncertainty – Using PERT to determine schedule durations
- Using commercially available estimating software

UNIT 7 : Maintaining control and managing project interfaces

- Objective of project control – What are you actually controlling?
- Establishing a baseline of measurement
- Information needs and gathering information
- Analysing the information: Analyzing the schedule – Analyzing costs – The earned value concept – Analyzing deliverable performance
- Reacting to the information: Deciding whether to fix the problem now or compensate for it in the future – Avoiding the micro management pitfall – Choosing the best recovery strategy
- Project interfaces: Project stakeholders – Internal stakeholders and their roles – External stakeholders and their roles
- Special considerations in interface management

UNIT 8 : Project communication, documentation, and project close-out

- Road map for project documentation and communication
- General guidelines for effective project communication
- Key project documentation of various phases: Project initiation phase – Project planning – Project execution phase – Project close-out phase
- Bringing a project to a successful conclusion: Management challenges at the end of the project – Key elements of successful project closure – Project completion check list – The lessons learned process

Recommended books:

1. **Heerkens, Gary R.;** *Project Management*, Tata McGraw Hill, New Delhi, 2003
2. **Chandra, Prasanna;** *Projects, Planning, Analysis, Selection, Financing, Implementation, and Review*, 6th Edition; Tata McGraw Hill, New Delhi
3. *Managing Projects Large and Small; The Fundamental Skills for Delivering on Budget and on Time;* Harvard Business School Press, Boston

Semester - 4

MBAE 902 APPLIED OPERATIONS RESEARCH

| | | |
|----------------|---|-----|
| Internal Marks | : | 40 |
| External Marks | : | 60 |
| Total Marks | : | 100 |

Objective: The objective of the course is to demonstrate the application of scientific methods and techniques to decision-making problems. This course includes a set of techniques used for maximizing the utility of limited resources. In day to day management scenario, at times there are conflicting situations and decision making becomes difficult without the aid of scientific tools. In the course, emphasis is place on effective decision-making to determine how people, facilities, inventories, and information can be managed to create and maintain competitive advantage for the firm.

UNIT 1 : Introduction to Applied Operations Research & OR models

- Introduction to Applied Operations Research (AOR) – Application of AOR models
- Variants of simplex algorithm – Artificial variable method
- Duality – Economic interpretation of duality – Solution of LPP using duality concept – Dual simplex method

UNIT 2 : Transportation problem

- Unbalanced transportation problem – Degeneracy in transportation problems – Variants in transportation problems – Applications of transportation problems
- Formulation of transportation model – Basic feasible solution using different methods (North-West corner, least cost, Vogel's approximation method) – Optimality methods
- Applications of transportation problem

UNIT 3 : Assignment problem

- Introduction to assignment problem – Formulation of the assignment problem Hungarian method
- Typical assignment problems like optimal assignment of crews and travelling salesman problem
- Applications of assignment problem

UNIT 4 : Game theory

- Game theory – Introduction, two persons zero sum games, pure strategies
- Solution of games with saddle points – Rectangular games without saddle points
- 2 X 2 games – Dominance principle – $m \times 2$ & $2 \times n$ games
- Graphical method
- Applications of game theory

UNIT 5 : Queuing theory

- Introduction of basic concepts in stochastic processes – Markov chain and Markov processes

- Queuing systems and their characteristics: Probability distribution of arrival and service times
- Markovian queuing systems: M/M/1, M/M/C, Finite source queues
- Design and control problems in queuing theory: Little's law – Applications of queuing models

UNIT 6 : Replacement analysis

- Replacement analysis – Reasons for replacement – Individual replacement of machinery or equipment with value of money
- Replacement without value of money
- Group replacement policies

UNIT 7 : Purchase and inventory models

- Purchase model: Purchase model with no shortages – Purchase model with shortage – Reorder point model
- Inventory model: Inventory model with price breaks – Probabilistic inventory model – Multi product-selective inventory control

UNIT 8 : Decision making

- Overview of decision theory approach – Pay offs – Utility – Opportunity loss
- Types of decision making situations: Decision making under risk – Decision making under uncertainty
- Expected values: Expected opportunity loss, Expected value of perfect information (EVPI)
- Decision tree diagram – Application

Recommended books:

1. **Taha, H.A.;** *Operations Research*; 8th Edition; Prentice Hall of India, New Delhi
2. **Panneerselvam, R.;** *Operations Research*; 2nd Edition; Prentice Hall of India, New Delhi
3. **Sharma, J.K.;** *Operations Research*; 3rd Edition; Macmillan India Ltd., New Delhi

Semester - 4

MBAE 903 LEAN MANAGEMENT

| | | |
|----------------|---|-----|
| Internal Marks | : | 40 |
| External Marks | : | 60 |
| Total Marks | : | 100 |

Objective: The objective of this course is to provide an understanding of how lean processes work. This course introduces learners to various lean concepts like Seven wastes, 3Ms, Kaizen, 5S, visual management, team building and poka yoke. The course is based on two pillars of Toyota Production System namely JIT and Jidoka. Also covered are the essential tools needed for lean scheduling including Kanban and Heijunka,

UNIT 1 : Introduction to lean management

- Historical perspective: Origin of Toyota Production System – Toyota’s engineering innovation
- Overview of lean management: Definition – Objectives – Difference between mass and lean manufacturing – Benefits of lean
- Key concepts of lean management: Just-in-time – Jidoka
- Overview of various lean tools & supportive strategies
- Lean system & lean tools interlink: The “TPS House” diagram
- 14 Principles of Toyota way

UNIT 2 : Waste elimination

- Value added and non-value added activities: Value-added activities – Non-value activities – Required non-value-added activities – Test for value added activities
- Three M’s: MUDA – MURI – MURA
- Seven wastes: Overproduction – Waiting – Transportation and conveyance – Unnecessary inventory – Over processing or incorrect processing – Unnecessary / excess movement – Product defects

UNIT 3 : Preparing enterprise for lean

- 5S: S1 Seiri – S2 Seiton – S3 Seiso – S4 Seiketsu – S5 Shitsuke – Keys to successful implementation of 5S – Benefits of 5S
- Visual management: Use of indicators, signals and controls – Takt board
- Team building: Definition – Types of teams – Ingredients of effective teams
- Problem solving, the Toyota Way: Every problem is an improvement opportunity – Toyota’s tactics for maximizing performance

UNIT 4 : Creating lean processes across the enterprise

- Continuous improvement cycle – Smaller and smaller batch sizes
- Creating initial process stability
- Continuous flow & pull system: Batch & queue system Vs. Pull system – Creating one piece flow – Difficulties in shifting to continuous flow
- Kanban: Rules – Size – Techniques – Squares – Containers – Cards
- Establishing standard processes & procedures: Standardization as a basis for continuous improvement and Quality – Difference between standardized work and work-standards – Pre-requisites of standardized work – Standardization as an enabler
- Takt time (pace of manufacturing): Benefits of Takt time – Limitation of Takt time
- Heijunka (leveling work load): Leveling by volume – Leveling by product

UNIT 5 : Cellular manufacturing and value stream mapping

- Manufacturing cells: Work cell layouts – Linear work cells – U turn work cell – Benefits of cellular manufacturing
- Value stream mapping – Five steps to value stream mapping – Constructing a Value Stream Map
- Future state value map: Objective whilst mapping future state – Implementing the future state
- Difference between Value Stream Mapping and Process Mapping

UNIT 6 : Other lean techniques

- Kaizen: The Kaizen Blitz – When to use Kaizen Blitz – Benefits of Kaizen Blitz – Mini Kaizen – Key characteristics of Mini Kaizen – Sequence of events for Mini Kaizen – Benefits of Mini Kaizen
- SMED: Doing SMED – Reduction of external setup tasks – Reduction of internal setup tasks – Working together – Suppressing adjustments and trials
- Poka Yoke: Achieving zero defect through Poka yoke – Judgment inspection – Informative inspection – Source inspection – Poka yoke devices
- Cycle time reduction
- PDCA: Plan stage – Do stage – Check stage – Act stage

UNIT 7 : Total productive maintenance (TPM)

- Historical background: Productive maintenance – Evolution of TPM – Autonomous maintenance
- Definition of TPM – Comparison of TPM with TQM – Lean manufacturing and JIT
- Overall equipment effectiveness and six big losses: Downtime losses – Speed losses – Defect losses
- Pillars of TPM: Autonomous maintenance (Jishu Hozen) – Focused improvement (Kaizen) – Planned maintenance – Quality maintenance (QM) – Maintenance prevention – Education & Training – Safety, health and environment – Office TPM
- Increase in productivity with TPM: Intangibles of TPM – Broad concepts of improvement
- Implementation of TPM: Top management commitment – 5S implementation – Dedicated people – Flexible, cross-trainable workers – Preparatory stage – Introduction stage – Implementation – Institutionalizing stage
- TPM in India – Awards for TPM achievement

UNIT 8 : Applying lean philosophy across organization

- Jidoka (stopping the line to build in quality) – Autonomation
- Building a culture of “line stop” to fix problem: Organisation structure at Toyota – Andon (Line Stop Alarm Light) – Changing the culture – The problem-resolution cycle – Minimizing line stop time
- Making technology fit with people and lean processes
- Developing exceptional people & partners
- Lean implementation strategy & tactics: Process improvement approach – Value stream mapping approach – Hot projects approach – Plant wide lean tools approach – Enterprise wide lean tools approach – Applying lean to the extended enterprise
- Leading the change: Role of top management – Role of middle management – Role of bottom management – Environments for change – Time frame for lean

Recommended books:

1. **Liker, Jeffrey K. and Meier, David P.;** *The Toyota Way Fieldbook*; Tata McGraw Hill, New Delhi
2. **Liker, Jeffrey K.;** *The Toyota Way*; Tata McGraw Hill, New Delhi
3. **Womack, James P. and Roos, Daniel T.;** *Lean Thinking*; Simon and Schuster, New York
4. **Womack, James P. and Roos, Daniel T.;** *Lean Solutions*; Simon and Schuster, New York.
5. **Liker, Jeffrey K.;** *Becoming Lean: Inside Stories of U.S. Manufacturers*; Productivity Inc., Portland, U.S.

Semester - 4

MBAE 904 SIX SIGMA AND BUSINESS EXCELLENCE FRAMEWORKS

Internal Marks : 40
External Marks : 60
Total Marks : 100

Objective: Objective of this course is to provide students with a basic understanding of the Six Sigma methodology (DMAIC) and practices. To increase the learner's ability to drive Six Sigma projects. To enhance learner's ability to function effectively as a Six Sigma professional and differentiate this with other improvement methodologies. To demonstrate the application of six sigma tools through various case studies and exercises.

UNIT 1 : Overview of Six Sigma

- Evolution of Six Sigma
- Basic concepts: Variation and customer requirements – Definition of Sigma – Defects and Sigma levels – Tracking the Xs and Ys
- Concept of Six Sigma: Six Sigma as a metric – Six Sigma as a methodology – Six Sigma as a management system
- Six themes of Six Sigma: Genuine focus on customer – Data and fact driven management – Process focus – Proactive management – Boundaryless collaboration – Drive for perfection; Tolerance for failure
- DMAIC improvement model
- 6-Sigma organization: Apex Council – Project champion – Process owner – Master Black Belt – Black Belt – Green Belt – Team member

UNIT 2 : Define phase

- Project selection essentials – Selecting winning six sigma projects
- Identify what is important to customer: Six steps to defining customer requirements – Analysing and prioritizing customer requirements – CTQ tree – Getting measures for priority requirements
- Develop problem statement and project charter: Business case – Problem statement – Goal statement – Project scope, constraints & assumptions – Team selection & roles – Team guidelines – implementation plan
- Map high level processes: Build a SIPOC diagram
- Select Critical to Quality (CTQ) characteristics

UNIT 3 : Measure phase

- Develop detailed “As Is” process maps: Set the baseline – See the process
- Determine what to measure (Y) and opportunities for the defect to occur
- Plan for data collection: Operational definition – Data source – Data type – Defect type – Stratification – Sampling strategy – Sampling frequency – Sample size
- Select measurement methods – Validate measurement system (MSA)
- Measure process capabilities: Output performance measures – Calculate baseline sigma levels for process as a whole – Calculate baseline sigma – Calculate final and first pass yield – Capability indices
- Finishing the measure work: Create a plan for analyze – Update project storyboard – Tollgate review

UNIT 4 : Analyze phase

- Identify patterns through data analysis
- Analyse root causes (X's)
- Test hypothesis and screen potential causes
- Identify root causes (Key X's) – Validate cause & effect relationships through pilot testing/experimentation
- Implement appropriate corrective actions
- Finishing the analyze work: Finalize project charter – Document verified causes – Update project storyboard – Create a plan for improve

UNIT 5 : Improve phase

- Generate and rank solutions – Refine solutions – Justify and select a solution – Prove effectiveness in pilot runs – Provide statistical evidence of improvement – Prepare “should be” process map – Implement solution
- Finishing improve work: Getting ready for control – Finalize process documentation – Update project storyboard – Create plan for control phase

UNIT 6 : Control phase

- Overview of control phase – Understanding process control system
- Steps in control Phase: Development of risk mitigation plans – New process documentation & training – Installation of process audit system – Quantification of gains – Side sharing of learning
- Verify results of changes and improvements – Monitor improvement
- Institutionalize change into quality system
- Ending the project: Completing your storyboard – Preparing for the tollgate review – The final celebration
- Tollgate review: Assess adequacy of risk mitigation plans – Assess adequacy of process documentation – Check resources for process audits

UNIT 7 : Other related initiatives and benchmarking

- Best practices in Six Sigma – Pitfalls to be avoided
- Six Sigma Vs. other techniques such as TQM & Lean – Integrating Six Sigma and Lean
- Benchmarking: Introduction – Definition – Objectives – Need for benchmarking
- Types of benchmarking: Internal benchmarking – Competitive benchmarking – Process benchmarking
- Benchmarking process: Deciding what to benchmark – Understanding current performance – Planning learning from the data – Using the findings – Analysis – Integration – Action – Maturity
- Pitfalls and criticisms of benchmarking

UNIT 8 : Business excellence frameworks

- Malcolm Baldrige National Quality Award (MBNQA): Origin – Award eligibility criteria and categories – Criteria for evaluation – Organisational profile – Programme impact – Recipients of Baldrige Awards – Framework for assessment – Review procedure – Profiles of winners
- The European Excellence Model and Quality Award (EFQM): Criteria for evaluation – Framework for assessment
- Deming prize: Introduction – Award eligibility criteria and categories – Evaluation process for Deming application prize – Deming application prize award criteria – Impact of Deming prize – Framework for assessment – Profiles of winners

Recommended books:

1. **Pande, Peters; Neuman, Robert P. and Cavanagh, Roland R.;** *The Six Sigma Way*; Tata McGraw Hill, New Delhi
2. **Gupta, Praveen and Sri, Arvin;** *Stat Free Six Sigma*; 1st Edition; S. Chand & Company Ltd., New Delhi
3. **Keller, Paul;** *Six Sigma DeMystified, A Self-teaching Guide*; Tata McGraw Hill, New Delhi
4. **Benbow, Donald W. and Kubiak, T.M.;** *The Certified Six Sigma Black Belt*; Pearson Education, South Asia
5. **Rober, C. Camp;** *Business Process Benchmarking* (The ASQC Total Quality Management)

Semester - 4

MBAE 911 CUSTOMER RELATIONSHIP MANAGEMENT

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is make learners understand the fundamentals of CRM, which include understanding: models of key customer behaviour; benefits of and difficulties in developing and implementing CRM strategies; ethical issues arising from the acquisition, use and sharing of customer data; and CRM's role in managing customers as critical assets, business intelligence and knowledge management. Possess the knowledge and skills to craft proactive, creative and effective CRM strategies and address implementation, monitoring and control issues. Recognize the basic technological infrastructure and organizations involved in current and emerging CRM practices, such as mobile/wireless communications.

UNIT 1 : Introduction to CRM

- Evolution of CRM – Factors responsible for shift in orientation
- Defining CRM – Various perspectives of CRM (Technology perspective, strategy perspective etc.)
- Benefits of CRM: Marketing benefits of CRM – Service benefits of CRM
- Types of CRM: Operational CRM – Analytical CRM – Collaborative CRM
- CRM as a business strategy

UNIT 2 : Building customer relationship

- Acquiring customers – Customer loyalty – Optimizing customer relationships
- Relationship building as a process: Key steps – Ladder of loyalty – Customer defections
- Customer profitability & value modeling: Market share Vs. Share of customer – Lifetime value of customers

UNIT 3 : CRM in consumer (B2C) markets

- Characteristics of B2C markets – Service recovery
- Campaign management – Event based marketing – One-to-one relationship marketing, cross selling & up selling, customer retention, behaviour prediction
- Customer retention: Customer attraction Vs. Customer retention – Importance of customer retention – Methods of customer retention
- CRM and customer service: The call centre, call scripting, customer satisfaction measurement

UNIT 4 : CRM in business (B2B) markets

- Characteristics of business markets: Market structure and demand – Nature of buying unit – Type of decision and decision process
- Key account management – Concept and application
- Customer value management: Understanding value – Creating value – Delivering value
- CRM in e-business: Expectations of online customers – Benefits of e-CRM

UNIT 5 : Sales force automation

- Introduction to SFA: Evolution of SFA – Components of SFA – Benefits of SFA to business
- SFA as a sales process activity – Contact management – Lead management – Territory management
- Field force automation: Goals and challenges of FFA
- CRM links in e-Business: E-Commerce and customer relationships on the internet, enterprise resource planning (ERP), supply chain management (SCM), supplier relationship management (SRM), partner relationship management (PRM)

UNIT 6 : Analytical CRM

- Relationship data management
- Data analysis and data mining
- Segmentation and selection
- Retention and cross-sell analysis
- Effects of marketing activities
- Reporting results

UNIT 7 : Organising for CRM

- Choice of strategy – Factors influencing strategy decision
- CRM development team – Role of team members
- Planning the programme: Defining success factors – Preparing business plan – Understanding business processes
- CRM success factors and road blocks
- Integration of CRM into business: CRM and cultural change – Integration of CRM with ERP – Integration of CRM with other systems

UNIT 8 : CRM implementation

- Defining success factor
- Preparing a business plan-requirements, justification, processes
- Choosing CRM tools: Defining functionalities, homegrown versus out-sourced approaches. managing customer relationships: conflict, complacency, re-setting the CRM strategy
- Selling CRM internally: CRM development team, scoping and prioritizing, development and delivery, measurement
- Ethical issues in CRM

Recommended books:

1. **Brown, Stanley A.**; *Customer Relationship Management*; John Wiley & Sons, Canada
2. **Seth, Jagdish**; *Customer Relationship Management: A Strategic Perspective*; Macmillan, New Delhi
3. **Greenberg, Paul**; *CRM at the Speed of Light: Essential Customer Strategies for the 21st Century*; Tata McGraw Hill, New Delhi
4. **Dyche, Jill**; *The CRM Handbook: A Business Guide to Customer Relationship Management*; Pearson Education, New Delhi
5. **Anderson, Kristin and Kerr, Carol**; *Customer Relationship Management*; Tata McGraw Hill, New Delhi
6. **Kotler, Philip**; *Marketing Management*; Pearson Education, New Delhi

Semester - 4

MBAE 912 MARKETING OF SERVICES

Internal Marks : 40
External Marks : 60
Total Marks : 100

Objective: The objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. Learners will explore the difference between selling of goods i.e., from the concept of 4-P to 7-P of services marketing. Problems commonly encountered in marketing services – such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality – will also be addressed so that the strategies used by successful services marketers to overcome these difficulties are understood. The emphasis in the course will be on service universals rather than on any particular industry.

UNIT 1 : Prelude to the seven P's of services marketing

- An introduction to services, what are services?
- Fastest growing services
- Classifying services
- Strategic aspects of services marketing
- Role of marketing research, increasing use of CRM
- Services marketing environment in India
- Ethics in services marketing

UNIT 2 : Introduction to the seven P's (7P's) starting with the P-product

- Service products: Bundled with conventional products and standalone
- Service life cycle
- Service design: A general framework
- Service quality: The Parasuraman, Berry and Zeithaml models
- Customisation Vs. Standardization defects, failures and recovery
- Service guarantees: Do they work? Service level agreements

UNIT 3 : The second P- Place

- Location
- Has the internet made location a redundant variable?
- Transcending physical constraints of location
- Channel management issues
- The strategic role of 'point of sale' terminals in credit cards / debit cards

UNIT 4 : Promotion – The third P

- Promotion objectives
- Promotion plan

- Timing the promotions: A promotion life cycle
- Advertising spends of banks in India: A rising graph
- Trends: Increasing use of below-the-line media or sales promotions
- Special considerations in promotion of services

UNIT 5 : Price – The fourth P

- Pricing a service product
- Demand variations, capacity constraints
- Pricing of financial services
- Pricing in hyper-competitive sectors
- Psychology of pricing

UNIT 6 : People – The fifth P

- People – The key to a service business – Recruiting employees – HR function in services – Motivation on the job
- The move towards value – Added jobs – Measuring productivity of people in service organisations

Physical evidence – The sixth P

- Services capes
- Designed for employees and for customers
- The importance of design

UNIT 7 : Process – The seventh P

- Service delivery process: Process approach to service delivery – Categorization of service processes
- Designing and managing processes: Servuction model – Blueprinting – Business process reengineering
- Balancing demand and capacity: Patterns in demand – Fluctuations in service demand
- Order taking and order fulfillment
- Managing the waiting process
- Major service process: Complaint management – Service recovery

UNIT 8 : Integrated service strategy

- Growth strategies for service businesses
- Quality strategies for service players
- Customer satisfaction measures and their use in improving
- Service performance
- Service profit chain – Linking employee satisfaction and customer satisfaction to company profits
- Strategy for market leaders – Strategies for challengers – Strategies for followers – Strategies for niche marketers
- Service performance metrics
- Innovation, the last frontier

Recommended books:

1. **Nargundkar, Rajendra;** *Services Marketing*; Tata McGraw Hill, New Delhi
2. **Chowdhary, Nimit;** *Text of Marketing of Services: The Indian Experience*; Macmillan, New Delhi
3. **Lovelock, Christopher;** *Services Marketing: People, Technology, Strategy*; Pearson Education, New Delhi
4. **Kotler, Philip;** *Principles of Marketing*; Pearson Education, New Delhi

Semester - 4

MBAE 913 PRODUCT & BRAND MANAGEMENT

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The purpose of the product and brand management course is to give learners a fundamental understanding of how to build, measure, and manage a brand. Learners' get an insight into development of a product and strategies related to it and use the same to build the brand. Developing and executing strategies appropriate for building brand equity is the ultimate objective of this course.

UNIT 1 : Products and product management

- Product: Defining product – Product characteristics & classifications – Types of products
- Product & brand relationships: Product hierarchy – Product mixes – Product line analysis – Product line width & length – Co-branding & Ingredient branding
- Key product management concepts: The product life cycle model and its implications and application – Product portfolio decisions
- New product development: Challenges of new product development – Search for new product ideas – Decision process for new product ideas

UNIT 2 : Finding and creating value

- New product development process: Ideas – Concept to strategy – Commercialization – Consumer adoption process – Dimensions of new product success and failure
- Designing the offer: The process of designing the offer – Joint space analysis of the offer

UNIT 3 : Testing the offer's value

- Concept testing: Concept statements – Test design – Respondents – Questions – Analysis
- Product testing: Blind versus identified tests – Test design – Subjects – Questions – Analysis
- Pretest market models and test markets: Pretest market models – Test market design – Monitoring the results – Analyzing test market results – Tests for industrial goods

UNIT 4 : Delivering the offer's value

- Product rollout: Initial monitoring of results – Early modifications for success
- Forecasting and building inventory
- Product promotion and building value
- The sales channel and launch objectives
- Market feedback and product modifications
- Price pressures and market share
- Life cycle management of a product

UNIT 5 : Brand equity, loyalty and awareness

- Brand equity: Creating and sustaining brand equity – Role of brands – Brand equity – The value of a brand – Brand value based on future earnings
- Brand loyalty: Measuring brand loyalty – Strategic value of brand loyalty – Maintaining and enhancing brand loyalty
- Brand awareness: Understanding brand awareness & its impact on the brand – Power of old brand names – Achieving brand awareness

UNIT 6 : Brand associations

- Associations, image, and positioning
- Creating value through brand associations
- Types of associations
- Measurement of brand associations: Determining brand meaning – Scaling brand perceptions
- Selecting, creating and maintaining associations
- The name, symbol, and slogans

UNIT 7 : Brand extension

- What the brand name brings to the extension
- Extensions can enhance the core brand
- When the name fails to help the extension
- When the extension damages the brand name
- Strategic considerations of brand extension

UNIT 8 : Revitalizing the brand

- Increasing usage
- Finding new uses
- Entering new markets
- Repositioning the brand
- Augmenting the product/service
- Obsolete existing products with new-generation technologies
- Alternatives to revitalization

Recommended books:

1. **Moore, William L. and Pessemier, Edgar A.;** *Product Planning and Management*; McGraw Hill, New York
2. **Annacchino, Markc A.;** *New Product Development*; Butterworth-Heinemann, Noida
3. **Acker, David A.;** *Managing Brand Equity*, The Free Press, New York

Semester - 4

MBAE 914 SALES & DISTRIBUTION MANAGEMENT

| | | |
|----------------|---|-----|
| Internal Marks | : | 40 |
| External Marks | : | 60 |
| Total Marks | : | 100 |

Objective: To provide a firm foundation for understanding the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution. To develop skills critical for generating, evaluating and selecting sales and distribution strategies. To pay special emphasis on the problems and dilemmas faced by practicing sales managers.

UNIT 1 : Introduction to Sales and Distribution Management

- Evolution, nature and importance of Sales Management
- Types, Roles and Skills of Sales Managers
- Sales, Objectives and Tactics - Emerging Trends in Sales Management
- Linking Sales and Distribution Management
- Personal Selling: Psychology in selling – Buying situations
- Theories of selling - Steps in selling - Science of Selling

UNIT 2 : Management of Sales Territories and Quotas

- Sales Territories Concept – Reasons for establishing territories – Procedures for setting up territories – Assigning Sales people – Routing and scheduling sales personnel
- Sales Quotas: Types of Quotas – Quota-Setting procedures – Administering quota systems – Reasons for not using quotas

UNIT 3 : Training, Compensating and Controlling the Sales force

- Sales Training process: Building Sales training programs – Training aims – Training Methods
- Compensating the Sales force: Requirement of good sales compensation plan – Types of Compensation plans – Devising a Sales compensation plan
- Evaluating and Controlling Sales force: Methods – Sales force audit – Performance appraisals

UNIT 4 : Distribution Management

- Definition – Need of Distribution Management –Value Addition
- Distribution Channel Strategy – Patterns of Distribution – Marketing Channels
- Principles of Channel Management
- Use of Channel Power – Understanding and Managing conflict

UNIT 5 : Designing Channel Systems

- Channel Design Factor – Planning Process

- Ideal Channel Structure
- Selecting, Training, Motivating and Evaluating Channel Partners
- Channel Design & Implementation – Vertical Integration
- Non-store Retailing and Electronic Channels

UNIT 6 : Channel Institutions - Wholesaling

- Definition of Wholesaler – Classification
- Key Tasks of Wholesalers – Limitations of Wholesalers
- Major Wholesaling Decisions
- Distributors / Dealers / Stockists
- Trends in Wholesaling – *Future if Wholesaling in India*

UNIT 7 : Channel Institutions - Retailing

- Retailing: Opportunities – Types of retailers – Multichannel retailing including online retailing (E-tailing)
- Retail locations and site selection: Location opportunities – Factors affecting the site selection – Estimating demand for a new location
- Merchandise: Planning merchandise – Buying merchandise – Pricing decision for merchandise
- Store management: Managing the store – Store layout – Design and visual merchandising

UNIT 8 : Franchising

- Franchising: Definition – History and overview – Types of franchises – Advantages and disadvantages of franchisor – Advantages and disadvantages to franchisee – Elements of a successful franchising system
- Choosing franchisees: Profile of franchisees – Sources of revenue – Real estate issues – Infrastructure – Services provided – Profit pie to share
- Legal aspects of franchising: Legal documents – Trademarks – Copyrights – Patents & trade secrets – Transfer/Exit strategy

Recommended Books:

1. **Krishna K Havaladar and Vasant M Carvale**, *Sales and Distribution Management Text and Cases*, The McGraw Hill
2. **Sunil Sehdev and Tapan Panda**, *Sales and Distribution Management, 2e*, Oxford Press
3. **Pingali Venugopal**, *Sales and Distribution Management – An Indian Perspective*, Response Books
4. **Stern, Ansari, Coughlan**, *Marketing Channels*, Prentice Hall.

Semester - 4

MBAE 921 MANAGEMENT CONTROL SYSTEMS

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to evaluate and recommend appropriate control systems for the management of organisations. Learners are able to evaluate the control of activities and resources within the organisation and are able to recommend ways in which the problems associated with control systems can be avoided or solved. They also get acquainted with the appropriateness of an organization's management accounting control systems and make recommendations for improvements thereof.

UNIT 1 : Introduction to management control systems

- Nature of management control systems – Basic concepts – Boundaries of management control – New paradigms of management control systems
- Management control process: Steps – For ongoing programs – For proposed new programs
- Four levers of management control: Environment – Goals – Organisation structure – Strategic planning (Corporate level & Business unit strategies)
- Balancing the four levers of control: Balancing the tensions in control systems – Sources of tensions in control systems – Key control variables – Mutual supportive management systems

UNIT 2 : Responsibility centers & Transfer pricing

- Concept & Objectives of transfer pricing – Market based and cost based pricing
- Methods of transfer pricing: Comparable uncontrolled price method – Resale price method – Cost plus method – Transactional profit methods – Transactional net margin method
- Best method rule of transfer pricing

UNIT 3 : Management control tools and applications

- Tools of management performance measurement: Return on investment – Economic value added – Capital budgeting – Ratio analysis – Key performance indicators
- Measuring and controlling assets employed – Structure of the analysis – Measuring assets employed – EVA versus ROI – Additional considerations in evaluating managers – Evaluating the economic performance of the entity

UNIT 4 : Budget preparation and control

- Budget preparation process: Link between policy and budgeting – Need of making early decisions – Avoiding questionable practices
- Advanced budgetary control – Behavioural aspects of budgeting
- Installing budgetary controls – Determining objectives – Organisation for budgeting – Budget manual & responsibility for budgeting – Budget controller

UNIT 5 : Instruments of financial control

- External Controls: External audit – Statutory requirements

- Internal controls: Internal audit – Cost audit – Purpose – Process
- Management Audit : Principles and objectives
- Role of financial controllers – Multiple roles of an auditor

UNIT 6 : Performance measurement

- Performance measurement – Performance measurement systems – Interactive control
- Measuring performance to match strategy – Balanced score cards

UNIT 7 : Compensation management

- Management compensation – Research findings on organizational – Incentives – Characteristics of incentive compensation plans – Incentives for corporate officers – Incentives for business unit managers – Agency theory

UNIT 8 : Control process in different areas

- Management control process – Strategic planning – Nature of strategic planning – Analysing proposed new programs – Analyzing ongoing programs
- Control in service organizations – Multinational corporations – Financial sector – Healthcare – Not for profit organisations
- Managerial controls in marketing: Financial control in marketing activities – Advertising & marketing budgets – Dealer receivable controls
- Managerial controls in operations: Suppliers – Ancillaries & OEM – Supply chain partners

Recommended books:

1. **Anthony, Robert N. and Govindrajan, Vijay;** *Management Control Systems*; Tata McGraw Hill, New Delhi
2. **Sharma, Subhash;** *Management Control Systems: Text and Cases*; Tata McGraw Hill, New Delhi
3. **Ghosh, N.;** *Management Control Systems*; Prentice Hall of India, New Delhi
4. **Merchant;** *Modern Management Control Systems: Text And Cases*; Pearson Education, New Delhi
5. **Clive, Emmanuel R.; Merchant, Kenneth A. and Otley, David T. ;** *Accounting for Management Control*; Chapman & Hall

Semester - 4

MBAE 922 MANAGEMENT OF FINANCIAL SERVICES

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: To acquaint the students about major financial services and institutions. The finance industry encompasses a broad range of organizations that deal with the management of money. The course aims at analyzing the impact on the economy and understand working of these organizations, namely banks, credit card companies, insurance companies, consumer finance companies, stock brokerages, investment funds and some government sponsored enterprises

UNIT 1 : Financial intermediaries and financial services

- Financial services – Meaning – Types and their importance
- Financial intermediaries – Meaning – Types and their importance
- Organisation of the financial service industry – NBFC's service and its categories
- Recent development in financial services – Financial services in India

UNIT 2 : Financial regulation

- Need for regulation of financial market – Theoretical and economic perspective of regulation – International regulatory framework – WTO and services – Deregulation of Indian financial
- System – Revolution of financial services – Financial system and securitised financial system
- Securitised financial system and corporate restructuring – Feature of share trading – Margin trading – Securities organisation – Debt

UNIT 3 : Depository services

- Demat concept: Meaning – Process – Securities trading – Online Vs offline trading
- Depository – Introduction – Concept – Depository participants – Functioning of depository systems – Process of switching over to depository systems – Benefits
- Depository systems in India – NSDI and CDSL – Difference Between NSDL and Bank – Services Offered By Depository Participants
- Process of dematerialisation – Difference between physical and electronic holding of securities

UNIT 4 : Share markets

- Financial market – Functions of stock exchange
- Mechanics of share trading – Feature of share trading – Margin trading – Securities organisation – Debt market
- Government securities market – Regulations for primary market – Regulations for secondary market
- Call money market – Treasury bill market – Commercial bill market – Market for CPs and CDs – Discount market and market for financial guarantees
- Broking: Broking services – Trading in equity broking – Trading in Debt

UNIT 5 : Mutual funds

- Mutual funds and AMCs – Concept – Origin and growth of mutual funds –Types – Advantages
- Constitution & management of MFs sponsors – Trustees – AMCs and custodians
- Structure of mutual funds and tax treatment – SEBI and mutual funds regulations
- Classification of mutual fund schemes – Advantages and disadvantages in mutual fund schemes – NAV and pricing of mutual fund units – State of mutual funds in India

UNIT 6 : Credit ratings, venture capital, & merchant banking

- Credit rating – The concept and objective of credit rating – Factors affecting credit rating & procedural aspects – Credit rating agencies: Indian – International credit rating agencies
- Venture capital: Concepts and characteristics of venture capital – Venture capital in India – Guidelines for venture market
- Merchant banking: Origin and development of merchant banking in India – Organizational aspects and importance of merchant bankers – latest guidelines of SEBI w.r.t. Merchant bankers

UNIT 7 : Leasing, housing finance & Insurance

- Leasing – Leasing and commercial banking sector – Risk in leasing – Lease proposal analysis – Legal aspects of leasing – Lease accounting and reporting
- Housing finance: Introduction to housing finance, housing finance schemes – Procedure of loan-disbursement – Legal framework of housing finance
- Insurance services: Introduction – Principles of insurance – Types of insurance – Life Insurance products – Traditional and ULIPs

UNIT 8 : Factoring & plastic money

- Factoring – Development of factoring types & importance – Procedural aspects in factoring – Financial aspects – Prospects of factoring in India
- Plastic money – Concept and different forms of plastic money – Credit and debit cards – Pros and cons – Credit process followed by credit card organisations – Factors affecting utilisation of plastic money in India
- Credit cards – Types – Settlement process – Mechanism – Member establishment – Member affiliates

Recommended books:

1. **Khan, M.Y.;** *Indian Financial Services*; Tata McGraw Hill, New Delhi
2. **Avdhani, V.A.;** *Marketing of Financial Services*; Himalaya Publishing House
3. **Bansal, L.K.;** *Merchant Banking and Financial Services*; Unistar Publications
4. **Bhalla, V.K.;** *Management of Financial Services*; Anmol Publications
5. **Khan, M.Y.;** *Indian Financial System - Theory and Practice*; Vikas Publishing House, New Delhi

Semester - 4

MBAE 923 FINANCIAL ENGINEERING

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: This is a course intended to provide learners with the theoretical foundation and basic techniques in the rapidly growing area of financial engineering. Students gain a thorough understanding of options, futures, and other financial instruments. Skills are developed in basic pricing analysis, use of pricing models, and trading and hedging strategies. Next, these techniques will be applied through a variety of real world strategies. The end goal is to develop skills which the learners can apply in derivative markets

UNIT 1 : Overview of financial engineering

- Meaning & scope of financial engineering
- Tools used in financial engineering
- Financial engineering vs. financial analysis
- Skills and knowledge required: Statistical, modeling, technology, Legal

UNIT 2 : Factors contributing to growth of financial engineering

- Environmental factors: Price volatility – Globalization of markets etc.
- Intra firm factors: Liquidity needs– Risk aversion etc.
- Other factors

UNIT 3 : Determinations of value of financial instruments and products

- Sensitivity analysis of time value
- Absolute valuations versus relative valuation

UNIT 4 : Measuring return and risk

- Overview and utility
- Measuring return : Rate of return (before and after taxes – Rate of return & compounding – Investment horizons
- Measuring risk : Price risk – Risk aversion and portfolio analysis – Role of investment horizon

UNIT 5 : Physical tools of financial engineer

- Speculation: The market mechanism at work – Speculative methods
- Options: Single period options – Multiple period options – Compound options
- Futures and forwards overview – Difference between futures and forwards
- Swaps: Structure of swap – Types of swap (Interest rate swaps, currency swaps, commodity swaps)

UNIT 6 : Risk management and corporate strategies

- Asset/ liability management: concepts – Margin management

- Hedging and related risk management techniques: Hedging ratios and their use – Cost of hedging
- Corporate restructuring: Expansions – Contractions – Ownership & control
- Leverage buyout: Concept

UNIT 7 : Financial engineering processes and strategies

- Arbitrage instruments
- Tax driven deals
- Miscellaneous equity based strategies

UNIT 8 : Future directions in financial engineering

- Future trends: globalization and technology
- Legal protections of innovation financial products and services

Recommended books:

1. **Hull, John C.;** *Options, Futures and Other Derivatives*; Prentice Hall of India, New Delhi
2. **Walmsley, Julian;** *New Financial Instruments*; Prentice Hall of India, New Delhi
3. **Marshall, John F. and Bansal, Vipul K.;** *Financial Engineering*, Prentice Hall of India, New Delhi
4. **Grinblatt, Mark and Titman, Sheridan;** *Financial Markets and Corporate Strategy*; Tata McGraw Hill, New Delhi
5. **Kumar, S.S.S.;** *Financial Derivatives*; Prentice Hall of India, New Delhi
6. **Strong, Robert A.;** *Derivatives – An Introduction*; Thomson South-Western

Semester - 4

MBAE 924 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is two-fold. Emphasis of insecurity analysis is on how others analyse your company's securities on their own, whereas, that of Portfolio Management is on how investors analyse your company's securities in comparison with others on the security market. The course is designed with a view to acquaint the students with the working of security markets and principles of security analysis; and to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

UNIT 1 : Introduction to investment

- Introduction: Concepts of investment – Financial and non-financial forms of investment – Objectives of financial investment – Investment Vs. speculation & gambling
- Investment alternatives: Security and non-security forms of investment
- Investment instruments: Types – Valuation
- Investment information: Sources – Reliability – Advisors

UNIT 2 : Indian investment market

- Investment market: Primary market – Secondary market
- Securities listing: Merits & demerits – Qualification for listing – Listing of right shares – Recent developments
- Stock exchanges: Trading systems – Securities traded – Systems & procedures – BSE – NSE
- Stock market indices: Usefulness – Computation – Differences between the indices – BSE sensex – NIFTY
- SEBI: Purpose – Functions – Organization – Role in financial markets – Regulation of mutual funds & FII's

UNIT 3 : Analysis of risk & return

- Concept of total risk
- Risk & risk aversion
- Capital allocation between risky & risk free assets – Utility analysis

UNIT 4 : Bond return and valuation

- Bond and fixed income instruments valuation
- Bond pricing theorems – Duration of bond and immunization of interest risk – Term structure of interest rate – Determination of yield curves

UNIT 5 : Fundamental & technical analysis

- Technical analysis and fundamental analysis overview
- Fundamental Analysis: Strategy, Accounting and Financial analysis
- Technical analysis: Concept of intrinsic value – Objectives and beliefs

- Theory of technical analysis: Technical tools – Dow theory – Primary trend – The secondary trend – Minor trends – Support and resistance level – Indicators – Odd lot trading – Moving average – Rate of change – Charts

UNIT 6 : Market mechanism and efficiency

- Concepts of market mechanism and efficiency – Implications of efficiency market for security analysis and portfolio management
- Efficient market theory: Basic concepts – The random walk theory – Market inefficiencies
- Options and features: Meaning – Factors affecting – The value of call options – Futures

UNIT 7 : Portfolio management

- Portfolio construction: Approaches in portfolio construction – Determination of objectives – Selection of portfolio
- Portfolio theory – Asset allocation decision

UNIT 8 : Portfolio evaluation

- Capital asset pricing theory and arbitrage pricing theory: The CAPM theory – Arbitrage pricing theory
- Portfolio evaluation: Mutual fund – Sharpe's performance index – Treynor's performance index – Jensens' performance index
- Portfolio revision: Portfolio rebalancing and Portfolio upgrading.

Recommended books:

1. **Chandra, Prasanna;** *Investment Analysis and Portfolio management*, 2nd Edition, Tata McGraw Hill, New Delhi
2. **Bodie, Zvi and Mohanty;** *Investments*; 6th Edition, Tata McGraw Hill, New Delhi
3. **Bhalla, V.K.;** *Investment Management*, S. Chand & Co.
4. **Bhat, S.;** *Security Analysis & Portfolio Management*, Excel Books

Semester - 4

MBAE 931 PERFORMANCE AND COMPENSATION MANAGEMENT

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: To orient the learners with concepts of wages and salary related to compensating and incentives for enhancing performance. Appraising the performances on continuous basis to facilitate learning related to performance management for employees

UNIT 1 : Introduction to performance management

- Performance management: Definition, concerns and scope – Historical developments
- Performance appraisal: Basic concepts – Performance standard – Appraisal methods
- Performance appraisal Vs. Performance management – Performance management Vs. Human resource development
- Processes for managing performance – Essence and implications of performance management – Critical appraisal

UNIT 2 : Compensation and its components

- Compensation: Definition – Classification – Types – Incentives – Variable pay – Cost to company
- Job Evaluation: Definition – Traditional and new techniques

UNIT 3 : Salary & wages

- Wages and salaries determination – Difference between salary and wages – Basis for compensation fixation
- Wages: Theories of wages – Wage structure – Wage fixation – Wage boards – Pay commissions
- Components of wages – Basic wages – Overtime wages – Dearness allowance – Basis for calculation – Time rate wages and efficiency based wages
- Effect of various labour laws on wages
- Components of salary – Effect of various industrial laws on salary – Other benefits

UNIT 4 : Performance based compensation

- Incentives: Concept and types of incentive system – Individual and group incentive plans
- Rewards for sales personnel – Performance based pay system – Different components of reward system
- Executive compensation plan and packages
- Institutions related to reward system – Non-monetary incentives – Fringe benefits

UNIT 5 : Performance appraisal

- Performance appraisal: Definition – Objectives – Purpose of appraising
- Appraisal system design – Linking appraisal system to organization objectives – Process of performance appraisal
- Methods of performance appraisal – Traditional and modern – Straight ranking method – Paired comparison method – Critical incident method – Behaviorally anchored rating scale

UNIT 6 : Implementing appraisal systems

- Appraisals and HR decisions: Self assessment and its importance
- Performance appraisal failure: Causes – Halo effect – Cultural issues in performance appraisal – Minimizing the effect of causes for failure

UNIT 7 : Performance coaching

- Training for appraisal: Needs assessment – Type – Periodicity – Assessor specific – Assessee specific
- Role of counseling for better performance
- Feedback: Mechanisms in organizations – Training the superiors to give constructive feedback

UNIT 8 : Current trends in performance management systems

- Current trends: Potential appraisal – Emphasis on continuous feedback
- Management by objectives: Process and importance
- 360 Degree appraisals – A debate
- Assessment centers – Use of technology – Challenges ahead in performance management systems

Recommended books:

1. **Rao, T.V.;** *Appraising and Developing Managerial Performance*; TV Rao Learning Systems Pvt. Ltd., Excel Books
2. **Chadha, Prem;** *Performance Management*; Macmillan India, New Delhi
3. **Armstrong, Michael and Angela, Baron;** *Performance Management: The New Realities*; Jaico Publishing House, New Delhi
4. **Wade, David and Recardo, Ronald;** *Corporate Performance Management*; Butter Heinemann, New Delhi
5. **Thorpe, Richard & Gill, Homan;** *Strategic Reward Systems*; Prentice Hall of India, New Delhi

Semester - 4

MBAE 932 TRAINING AND ORGANIZATION DEVELOPMENT

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The purpose of this course is to provide the student with information and insight into the training and development function in organisations as well as the process of organisational development. The training and development function is viewed from a systems approach, such that we will examine the entire cycle of training and development, from the assessment of training needs to the evaluation of a training program, within the context of today's organisations and the global market. In organisational development the emphasis is on change and OD interventions as the process of OD is developed.

UNIT 1 : Learning, training & development

- Learning: Meaning & concept – Theories of learning – Learning for organizational development
- Training overview: Importance & need – From training to development – Incorporating training into corporate strategy
- Training policy: Policy development – Annual training plan – Training budget
- Training resources: Internal resources – Role of external agency in training and development
- The training function – Management's responsibility for training – Creating an appropriate structure
- Emerging issues in training and development in India

UNIT 2 : Training needs assessment

- Organisational training needs: Levels of organizational needs – Types of organizational reviews – Organization-wide review
- Individual training needs: The job and the individual – Job training analysis – Analytical techniques – Individual training needs analysis – Assessing performance

UNIT 3 : Training methods

- Methods of training: Cognitive – Behavioural
- On the job training : Mentoring & coaching – Job rotation
- Off the job training: Class room training – Field trips – Panel discussion – Brainstorming – Case studies – Team tasks – Role – Plays – Simulations – Business games – T-groups – Transactional analysis – Exception analysis

UNIT 4 : Developing effective training programs

- Training programs: Design – Structure – Management approaches – Executive development programs – Worker training
- Trainers: Role – Selection of trainers – Trainer skills – Training the trainers
- Computer based training: Benefits – Types – Intelligent tutorial system – Programmed instructions – Virtual reality – E-Learning as a training tool

UNIT 5 : Evaluation of training

- Criteria of evaluation
- Problems in evaluation
- Steps involved in evaluation
- Moving from training to performance

UNIT 6 : Foundations of organizational development (OD)

- OD overview: Conceptual frame work-History of OD
- Values, assumptions and beliefs in OD: Respect for people – Trust & support – Power equalization – Confrontation
- Models and theories of planned change – Participation & empowerment – Teams and teamwork – Creating parallel learning structures

UNIT 7 : Managing OD process and action research

- Managing OD process: Diagnosis – The action management component – The program management component
- Action research: A process and an approach – Examples of action research in organization development
- Challenges in implementation of OD

UNIT 8 : OD Interventions

- An overview: Thinking about OD interventions – Nature of OD intervention
- Types of OD interventions: Team interventions – Intergroup and third party interventions – Comprehensive interventions – Structural interventions
- Characteristics of selected structural interventions: Self-managed teams – Work redesign – MBO and appraisal – Quality circles – Quality of work life projects – Total quality management – Self-design strategy – High-involvement and High-performance work systems

Recommended books:

1. **Armstrong, M.A.;** *Handbook of Human Resource Management Practice*; Cogan Page, London
2. **Dayal, I.;** *Manpower Training in organizations*; Prentice Hall of India; New Delhi
3. **Craig, Robert;** *Training and Development Handbook*; McGraw Hill; New York
4. **Lynton, R.P. and Pareek, U.;** *Training and Development*; Irwine Doresy, Hopwood

Semester - 4

MBAE 933 INDUSTRIAL RELATIONS & SOCIAL SECURITY

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: The objective of the course is to acquaint learners with the importance of and understanding of industrial relations and social security systems in an organisation. Objective of the course is also to increase the competency to sustain the stress in managing IR issues. Learners develop awareness of various actors i.e., management, unions & Government so as to be able to resolve the industrial dispute.

UNIT 1 : Introduction of industrial relations

- Industrial relations – Concept, theories and evolution
- Influencing factors of IR in enterprise and the consequences
- System approach to IR – Actors, context, web of rules & ideology
- Industrial relations in India – Employment structure – Social partnership – Wider approaches to industrial relations – Labour market

UNIT 2 : Trade unions

- Trade unions: Introduction – Definition and objectives
- Trade unionism: Impact of trade unions on wages – Growth of trade unions in India
- Legal framework: Trade unions Act 1926 – Union recognition – Union problems – Employees association – Introduction – Objective membership – Financial status
- The trade unions Act 1926 (with amendments)

UNIT 3 : Quality of work life

- Workers' participation in management : Worker's participation in India – Shop floor, plant level – Board level – Workers' welfare in Indian scenario
- Collective bargaining: Concept – Meaning and objectives – Process of collective bargaining
- Promoting peace
- Approaches, technique & strategies to collective bargaining

UNIT 4 : Grievance handling

- Causes of grievances – Conciliation – Arbitration and adjudication
- Grievance handling – Procedural aspects for settlement of grievances – Tripartite and bipartite bodies – Standing orders – Code discipline

UNIT 5 : Industrial dispute

- Anatomy of industrial disputes: Meaning, nature and scope of industrial disputes – Cases and consequences of industrial disputes
- Prevention and settlement of industrial disputes in India
- The industrial disputes Act 1947 (with amendments)

UNIT 6 : Social security

- Social security: Introduction and types – Social security in India – Health and occupational safety programs
- Salient features of workmen compensation act
- Employees' state insurance act relating to social security
- Workers' education objectives – Rewarding

UNIT 7 : Industrial laws

- Social security laws – Laws relating to workmen's compensation – Employees' state insurance
- Provident fund – Gratuity and maternity relief
- Wages and bonus laws – The law of minimum wages – Payment of wages – Payment of bonus
- Laws relating to working conditions – The laws relating to factories – Establishment and contract labour – Interpretations of labour laws, their working, and implications for management – Union – Workmen – The economy and the industry

UNIT 8 : Globalization & IR

- Impact of globalization on industrial relations
- Changing role of management, union and government
- Industrial relations in UK & USA, Japan & Russia

Recommended books:

1. **Arun, Monappa;** *Industrial Relations*; Tata McGraw Hill, New Delhi
2. **BlaKler, Clar;** *Labour & Management in Industrial society*
3. **Patil, C.N.;** *Collective Bargaining*; University Press
4. **Aswathappa;** *Human Resource Management*; Tata McGraw Hill, New Delhi
5. **Rao, V.S.P.;** *Human Resource Management: Text & Cases*; Anurag Jain, New Delhi
6. **Dwivedi, R.S.;** *Managing Human Resources/Personnel Management in Indian enterprises*; Galgotia Publishing Company, New Delhi
7. **Pottanayak, Biswajit;** *Human Resource Management*; Prentice Hall of India

Semester - 4

MBAE 934 STRATEGIC HRM

Internal Marks : 40

External Marks : 60

Total Marks : 100

Objective: This course is designed to acquaint students with the systems and strategies used to manage people at work. In today's business environment, human resource management (HRM) is no longer seen as a peripheral staff function. Instead, the reality of business is that developing and managing human capital is vital for the success of any organisation. Therefore, this course is taught both from a general manager's perspective, as well as from an HR perspective. This means that we will look at ways that HRM can be used to enhance the competitive capabilities of an organisation

UNIT 1 : Understanding strategic HRM

- Traditional Vs strategic HR – Typology of HR activities – 'Best fit' approach Vs. 'Best practice' approach
- HR strategy and the role of national context
- Sectoral context and organizational context on HR strategy and practices
- Investment perspective of human resources

UNIT 2 : Aligning HR systems with business strategy

- Sustained competitive advantage – How HR adds value to the firm – HR as scarce resource inimitable resource non substitutable resource
- Linking HRM practices to organizational outcomes: Assessing and reducing costs – Behavioral impact of HR – Linking strategy to HRM practices corporate HR philosophy and companywide HR standards HRM leading strategy formulation

UNIT 3 : HR strategy formulation

- Brief overview of strategic planning and planning in SBUs – HR strategy and HR planning – HR strategy in multinational – Global and transnational companies – HR contributions to strategy competitive intelligence resource reallocation decisions

UNIT 4 : HR strategy in workforce utilization

- Efficient utilization of human resource: Cross training and flexible work assignment work teams, non-unionization. Strategies for employee shortages – Strategies for employee surpluses

UNIT 5 : Strategies for performance and development

- Strategic dimensions of performance management – Balanced scorecard – EVA etc.
- HR strategy for training and development: Benefits – Planning and strategizing training – Integrated learning with performance management system and compensation

UNIT 6 : HR strategy in global economy

- Strategy and structure of divisionalised company – HR implications of mergers and acquisitions employee expectations consequences of acquisitions on HR practices

UNIT 7 : High performance work practices

- Individual high performance practices – Limitations of individual HPWP – Systems of HPWP skill system motivating system – Individual practices Vs. systems of practices – Universal practices Vs. contingency perspectives
- Evaluating HR function: Overview of evaluation scope strategic impact level of analysis – Approaches to evaluation audit approach analytical approach quantitative and qualitative measures outcome and process criteria – Balanced scorecard perspective – Benchmarking – Accounting for HRM purpose of measuring cost and benefits of HRM approaches to HRM performance employee wastage and turnover rates cost of absenteeism measuring human resource cost

UNIT 8 : HR scorecard

- HR as a strategic partner and measurement challenge – 7 step Model for implementing HR's strategic role – Creating an HR scorecard
- Strategic HRM in emerging HR issues: HR strategy in workforce diversity virtual teams flexi time and telecommuting HR outsourcing contingent and temporary workers – Gender discrimination and glass ceiling effect – Employee engagement strategies – Talent management and retention

Recommended books:

1. **Greer**, Charles R. ; *Strategic Human Resource Management: A General Managerial Approach*; Pearson Education, New Delhi
2. **Schuler**, Randall S. and Jackson, **Susan**; *Strategic Human Resource Management*; Paperback
3. **Salaman**, Graeme; **Storey**, Johan and **Billsberry**, Jon; *Strategic Human Resource Management: Theory and Practice*; Second Edition; The Open University UK Sage Books publication