

S-30th Sept., 2014 AC after Circulars from Circular No.112 &amp; onwards - 53 -

**DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY****CIRCULAR NO.SU/Syll./MBA/Sem.-V & VI/143/2015**

It is hereby informed to all concerned that, on the recommendation of the Dean, Faculty of Management Science, the **Hon'ble Vice-Chancellor has accepted the syllabus of M.B.A. Vth & VIth Semester, being the Part Time Course run at college level** on behalf of the Academic Council Under Section-14(7) of the Maharashtra Universities Act, 1994 as appended herewith.

This is effective from the **Academic Year 2014-2015** and onwards.

All concerned are requested to note the contents of this circular and bring the notice to the students, teachers and staff for their information and necessary action.

University Campus,  
Aurangabad-431 004.  
REF.NO. SU/ MBA SEM.V & VI/  
2015/831-1230

Date:- 21-04-2015.

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**Director,**  
**Board of College and**  
**University Development.**

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**Copy forwarded with compliments to :-**

- 1] **The Principals, affiliated concerned Colleges, Dr. Babasaheb Ambedkar Marathwada University.**
- 2] **The Director, University Network & Information Centre, UNIC, with a request to upload this Syllabus on University Website.**

**Copy to :-**

- 1] The Controller of Examinations,
  - 2] **The Superintendent, [ Professional Unit ] Examination Branch,**
  - 3] **The Programmer [Computer Unit-1] Examinations,**
  - 4] **The Programmer [Computer Unit-2] Examinations,**
  - 5] The Director, [E-Suvidha Kendra], in-front of Registrar's Quarter, Dr. Babasaheb Ambedkar Marathwada University,
  - 6] The Public Relation Officer,
  - 7] The Record Keeper,
- Dr. Babasaheb Ambedkar Marathwada University.**

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Dr. Babasaheb Ambedkar Marathwada University, Aurangabad  
Department of Management Science.

Subject Title	Quality Management		
Subject Ref. No.	MANB504	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Objectives	The subject is designed with the intention to create Quality-consciousness amongst the future Managers; irrespective of the nature of industry they work-in.		
Pre-requisite	The students are expected to come prepared with the basic conceptualization & searching for relevant data through the web / reference books for cases & instances of Operational / Manufacturing Excellence.		
Unit – I	<b>Basic Concepts of Quality Management:</b> Defining quality, Evolution of Quality Principles, Quality in manufacturing versus quality of services, Quality in functional - Marketing, Operations, HRM, Finance etc.		
Unit – II	<b>Product Quality:</b> Evolution of product quality principles, Quality Control in production and its limitations, Addressing limitations of quality control, Cost of Quality. <b>Service Quality:</b> Role of services in global & Indian economy, measuring service quality, limitations of quality control & quality assurance in service quality measurement, Tools to measure Service quality, Case. <b>Process Quality:</b> Role of inspections in ensuring quality and its limitations, integrating inspections into the process, process documentation, flowcharting a process, measuring a process, Price of Non Conformance.		
Unit – III	<b>Improving Quality:</b> Deming's Approach to Quality, Juran's Approach to Quality, The seven tools of quality, Quality improvement at GE and AT Kearney. Master Production Scheduling-Materials Requirement Planning Optimized Production; 5-S, Kaizen; Just – in – Time System; Kanban, Supply Chain Management; Toyota Production System, Six Sigma & other Operational Techniques.		
Unit – IV	<b>Quality Approaches at Japan:</b> Rise of Japanese economy & role of automotive sector in Japan, TQM in Japan. Evolution of Toyota Production System, Modern versions of Toyota Production System, Application of Lean principles to Manufacturing & Services <b>Quality Approaches in India:</b> A study of top Indian organizations, quality in low cost models, Quality in IT/ITES, Use of models in raising product & service quality. Emergence of Frugal Innovation etc.		
Unit – V	<b>Quality Accreditations</b> Global Competitiveness Index, ISO 9000, 9001 Series, ISO-TS 16949, Environment Consciousness, Operational Excellence with Environment, ISO-14001, OHSAS 18001 Series & other ISO Series.		
Text Books	<ol style="list-style-type: none"> <li>1. Chary, S N. Production and Operations Management. New Delhi, Tata McGraw Hill, 1989.</li> <li>2. Quantitative Techniques by PC Tulsian &amp; Vishal Pandey, Pearson Education.</li> <li>3. Quality is Free by Crosby Philip B, A Mentor Book.</li> </ol>		



Dr. Babasaheb Ambedkar Marathwada University, Aurangabad  
Department of Management Science.

<b>Subject Title</b>	:	Indian Economy	No. of Credits :	4
<b>Subject Ref. No.</b>	:	MANB505	No of Periods / Work :	4
			Assignments / Sessionals :	20 Marks
			Semester Examinations :	80 Marks
<b>Course Objective</b>	:	To give the overall perspective about the factors aligned with the contours of the economy of a nation in general and India in particular		
<b>Pre Requisite</b>	:	Basic Understanding about the Concepts, Theories of Economy.		
<b>Unit I</b>	:	<b>Economic Growth &amp; Economic Development</b> <ul style="list-style-type: none"> <li>• Features, Indicators of Eco. Development</li> <li>• National Income – Concepts &amp; Computation</li> </ul>		
<b>Unit II</b>	:	<b>Major Problems of Indian Economy-</b> <ul style="list-style-type: none"> <li>• Poverty, Inequalities, Unemployment, Population, Transport &amp; Foreign Trade</li> </ul>		
<b>Unit III</b>	:	<b>Agriculture - Contribution to Eco. Development</b> <ul style="list-style-type: none"> <li>• Green Revolution : Irrigation Minor, Medium, Major Irrigation Works</li> <li>• Land Reforms Policy, Food Reforms &amp; Public Distribution System</li> </ul>		
<b>Unit IV</b>	:	<b>Industry – Role of Industries in Eco. Development</b> <ul style="list-style-type: none"> <li>• Large &amp; Small Scale Industries – New Economic Policy 1991</li> </ul>		
<b>Unit V</b>	:	<b>Five Year Plans in India – Achievements &amp; Failures</b> <ul style="list-style-type: none"> <li>• Economic Development Under 5 Years Plan</li> </ul>		
<b>Recommended Texts</b>	:	<ol style="list-style-type: none"> <li>1 I C Dhingra, <i>Indian Economy</i></li> <li>2 Ruddar Datt &amp; KPM Sundram – <i>Indian Economy</i>, S. Chand &amp; Sons, New Delhi.</li> <li>3 K. N. Agarwal, <i>Indian Economy – Problem of Development of Planning</i>, Vishwa Prakashan, New Age International</li> <li>4 S.K. Mishra &amp; V.K. Puri, <i>Indian Economy</i>, Himalaya Publishing</li> </ol>		



Dr. Babasaheb Ambedkar Marathwada University, Aurangabad  
Department of Management Science.

Subject Title	: Entrepreneurship & Project Management	No. of Credits : 4 No of Periods / Work : 4
Subject Ref. No.	: MANB503	Assignments / Sessionals : 20 Marks Semester Examinations : 80 Marks
Course Objective	: To impart Knowledge to the Students on Entrepreneurship & Project Management and its Importance in the realm of Socio-economic Development of the nation.	
Pre Requisite	: Basic understanding of Concepts, Theories of Entrepreneurship	
Unit I	: <b>The Entrepreneurial Perspective -</b> <ul style="list-style-type: none"> <li>• Nature &amp; Importance of Entrepreneurs</li> <li>• The Entrepreneurial &amp; Intrapreneurial Mind</li> <li>• The Individual Entrepreneur</li> <li>• International Entrepreneurial Opportunities</li> <li>• Theories of Entrepreneurship - Innovation Theory by Schumpeter &amp; Imitating Theory of High Achievement by Mc Clelland, Theory of Profit by Knight, Theory of Social Change by Everett Hagen</li> </ul>	
Unit II	: <b>Creating &amp; Starting the Venture</b> <ul style="list-style-type: none"> <li>• Business Ideas, Legal Issues &amp; Business Plan viz Marketing, Organizational &amp; Financial Plans.</li> </ul>	
Unit III	: <b>Financing the New Venture –</b> <ul style="list-style-type: none"> <li>• Feasibility Reports, Project Management Techniques</li> <li>• Sources of Development Finance,</li> <li>• Project Financing through Institutional Support, Venture Capital, Role of Consultancy Organizations</li> <li>• Financial Schemes offered by Commercial Banks, IDBI, SIDBI, SFCs etc.</li> </ul>	
Unit IV	: <b>Entrepreneurship Development &amp; Growth</b> <ul style="list-style-type: none"> <li>• Role of Central &amp; State Govt. I Entrepreneurship promotion</li> <li>• Role of – DIC , SISI , MSME, MCED, EDII , NIESBUD, NEDB</li> </ul>	
Unit V	: <b>Managing Entrepreneurial Strategies for</b> <ul style="list-style-type: none"> <li>• Preparing for the New Venture Launch,</li> <li>• Growth of the New Venture – Strategies &amp; Issues,</li> <li>• Going Public – Ending the Venture</li> </ul>	
Recommended Texts	: <ol style="list-style-type: none"> <li>1 Robert D. Hisrich &amp; Michael P. Peters, <i>Entrepreneurship</i> (5/e), Tata McGraw Hill</li> <li>2 C.B. Gupta &amp; N.P. Srinivasan, <i>Development</i>, Sultan Chand &amp; Sons</li> <li>3 Desai, Vasant, <i>Dynamics of Entrepreneurial Development and Management</i>, Himalaya Publishing House</li> <li>4 Desai, Vasant, <i>Project Management and Entrepreneurship</i>, Himalaya Publishing House</li> <li>5 Bhavesh M. Patel, <i>Project Management Appraisal</i>, Vikas Publishing House Private Limited</li> <li>6 Prasanna Chandra, <i>Project Management Appraisal</i>, Tata McGraw Hill</li> <li>7 Pandey, G.N. <i>A Complete Guide to Successful Entrepreneurship</i>, Vikas Publishing House</li> </ol>	



Subject Title:	BUSINESS POLICY & STRATEGIC ANALYSIS		
Subject Code No.	MANB 501		
			Credits: 4
			Lectures/ Week: 4
			Assignments / Sessionals : 20 Marks
			Semester Examination: 80Marks
Course Objective:	The course is designed to make the budding managers sensitized to develop holistic perspective in strategic management and business policy understanding of strategies; thereby creating Managers that cater to the societal demands along with the organizational priorities.		
Unit – I:	<b>Strategy and the Quest for Competitive Advantage:</b> Military origins of Strategy – Evolution - Concept and Characteristics of strategic management - Defining strategy – Mintzerbg’s 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.		
Unit – II:	<b>Strategic Intent &amp; Strategy Formulation:</b> Vision, mission and purpose – Business definition, objectives and goals.		
Unit – III:	<b>Analyzing Company’s External Environment:</b> Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter’s Five Forces Model of competition.		
Unit – IV:	<b>Corporate Portfolio Analysis:</b> Business Portfolio Analysis - BCG Matrix – GE 9 Cell Model - Generic Competitive Strategies: Low cost, Differentiation, Focus.		
Unit – V :	Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment. Strategy implementation – Project implementation – Procedural implementation – Resource Allocation		
Books Recommended:-	<ol style="list-style-type: none"> <li>1. A.A. Thompson A.J. Shrikland J.E. Gamble, Crafting and Executing Strategy – A test for competitive advantage, Tata Mc Graw Hill, 4<sup>th</sup> Edition 2005</li> <li>2. Ranjan Das, Crafting the strategy : concept and cases in strategic management, Tata Mc Graw Hill, 2004</li> <li>3. Kazmi Azher , Business Policy and Strategic Management , Tata Mc Graw Hill 2<sup>nd</sup> Edition 2003,</li> <li>4. Subha Rao P, Business Policy and Strategic Management , Himalaya PublishingHouse 1<sup>st</sup> Edition reprint 2004</li> <li>5. Pitts, Rober A &amp; Lei David, Strategic Management Thomson , 3<sup>rd</sup> Edition 2003.</li> </ol>		

<b>Subject Title</b>	:	DSS & MIS
<b>Subject Code</b>	:	MANB 502
		Credits : 4
		Lectures/ week : 4
		Assignment/Sessionals : 20 Marks
		Semester Exam : 80 Marks
<b>Course Objectives</b>	:	The course objective is to bring home a systemic knowledge of the MIS so that it is appreciated and understood for its wide application in business and industry.
<b>Pre Requisite</b>	:	NA
<b>Unit-I MIS, Decision Making: An overview</b>	:	Concept, definition , characteristics, objectives , Role and impact of MIS, Management as a control system, MIS: A support to the management, application of MIS to e- business, organization effectiveness, Decision making concept, decision making process, organizational decision making, MIS and decision making.
<b>Unit-II Information, Knowledge, Business Intelligence</b>	:	Information: A quality product, IT enabled services, e business, wireless technologies etc. information system in business , Computer based information system, limitation and disadvantages of IS, Human as an information processor, knowledge and knowledge management system, business intelligence.
<b>Unit-III System Engineering: Analysis and design, BPR</b>	:	System: concept and control, types of system, general model of MIS, need of system Analysis, System Development Life cycle, development process of MIS, Strategic design of MIS, Business process, Process model of an organization, MIS and BPR
<b>Unit-IV DSS, ESS, OAS</b>	:	DSS: concept and philosophy, objectives and characteristics of DSS, major functions of DSS, Components of DSS, DSS generators and tools, limitations of DSS, GDSS, components of GDSS, MIS and benefits of DSS, ESS and components of ESS, OAS, off- line and online data processing.
<b>Unit-V Knowledge system , artificial intelligence and ERP</b>	:	Knowledge system, Expert system, application of ES, benefits and Limitations of ES, ERP, ERP models and modules, benefits of ERP, ERP implementation, SCM, CRM.
<b>Text Books</b>	:	<ol style="list-style-type: none"> <li>1. Decision Support &amp; Expert System, Efraim Turban</li> <li>2. W.S.Jawadkar, Management Information System</li> <li>3. Dr. A.K.Gupta, Management Information System, S.Chand</li> <li>4. C.S.V. Murthy, Management Information System, Himalaya publishing house, millennium edition</li> </ol>
<b>Additional Reference Books</b>	:	<ol style="list-style-type: none"> <li>1. Spargue, Ralph H. <i>Decision Support for Management</i>, Englewood Cliffs, New Jersey. Prentice Hall Inc., 1995.</li> <li>2. Turban, E. <i>Decision Support &amp; Expert Systems</i>, 2<sup>nd</sup> ed., New York, MacMillan, 1990.</li> <li>3. Ken Laudon, Jane Laudon, Rajanish Dass, <i>Management Information System</i>, Pearson, Eleventh edition</li> </ol>

Subject Title	Cross Culture & Global Human Resource Management		
Subject Ref. No.	MANB 526H	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Objectives	<p>Metamorphosis from a Closed Economy to a Globalized World has led to free-flow of Goods, Services, Stock &amp; now Humans; &amp; hence the need to study International Human Resource Management.</p> <p>The subject aims to expose &amp; articulate the budding HR Managers, with the concept of Country Cultures, influence on Organizational functioning; thereby arming them to with the skills of International Employee Selection, Engagement &amp; Retention Program.</p>		
Pre-requisite	<p>The Students are expected to study various National Cultures; &amp; study their influence on the Organizational Functioning, Expatriate Management &amp; HR Strategies. The students are required to refer various caselets, folklore, research articles &amp; Business Magazines on the subject.</p>		
Unit – I	<p><b>Fundamentals of Organizational Culture &amp; Development:</b></p> <p>The Iceberg Model of Organizational Culture, Hofsted's Theory of Culture, 7-S Framework, Kurt-Lewin Model of Change, Hopson's Change Curve, Virginia Satir's Model.</p>		
Unit – II	<p><b>Cross-Culture Variables:</b></p> <p>Fundamental Concepts, Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study.</p> <p>Structural Evolution of Global Organizations; Cross Cultural Leadership and decision Making.</p> <p>Cross Cultural Communication and Negotiation</p>		
Unit – III	<p><b>Practice of Corporate Governance</b></p> <p>Practice of Corporate Governance, Corporate Governance Mechanisms, Indian Model of Governance, Characteristics of Good Corporate Governance, Recommendation of Indian Committees, Agents and Institutions in Corporate Governance: Shareholders, investors, other stakeholders, Board of Directors, Auditors and Banks.</p>		
Unit – IV	<p><b>International Human Resource Management:</b></p> <p>Nature of Human Resource Management in Global Organizations;</p> <p>Expatriate Selection – Sources of Recruitment, Selection Criterion, Process, Pre-considerations for Capable Expatriate Selections, Criteria for International</p>		

	Assignment.
Unit – V	<b>Expatriate Compensation Management</b> Theories on Compensation Compensation and Appraisal in Global Perspective, MNC and Compensation System.
Text Books	<ol style="list-style-type: none"> <li>1. Peter. J. Dowling &amp; others, International Human Resource Management, South western publisher, 2nd Edition 2001.</li> <li>2. P.L.Rao, International Human resource Management Text &amp; cases, Excel Books, Print Edition 2008.</li> </ol>
Additional References	<ol style="list-style-type: none"> <li>1. Muthinah, K., International relation, Himalaya Publishing House, 2005.</li> <li>2. Fred Maidment, Western Connecticut, Annual Editions Human Resources, McGraw Hill Dushkin, 17th Edition 2009.</li> <li>3. K.A. swathappa Canara Bank School of Management studies, International Human Resource Management Text &amp; cases, McGraw Hill Dushkin, 2009.</li> </ol>

Subject Title		HRD – Strategies & Systems	
Subject Ref. No.	MANB 525H	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments /	20%
		Sessionals	
		Semester Exams	80%
Course Objectives	<p>With the fierce competition amongst industries; the essence of strategic excellence lies in able – capable Workforce. This has led to the role of HR Managers turning to Strategic Partners.</p> <p>The subject aims at arming students to align HR Department's Functioning with the Strategic Goals of the Organizations</p>		
Pre-requisite	<p>The Students are enshrined with the responsibility of referring the requisite articles, books, cases as suggested by the course faculty. Furthermore, the students are supposed to refer additional content for developing better understanding of the concepts &amp; techniques.</p>		
Unit – I	<p><b>Conceptualization &amp; Fundamentals:</b></p> <p>Strategy, Types of Strategies, HRM Architecture, Articulation of HR Functional Objectives with Organizational Vision &amp; Goals, Ulrich's Theory on HR Functions, Role of HR Managers as Strategic Partner &amp; Employee Champion, Design HRD Strategies, Factors influencing HRD in India, WTO - ILO &amp; Labour Standards</p>		
Unit – II	<p><b>Tools of HRD Strategies:</b></p> <p>Human Sigma, Balanced Scorecard, Quantification of HR Value, Competency Mapping &amp; HRIS.</p>		
Unit – III	<p><b>Strategic HR Selection &amp; Development:</b></p> <p>Strategic HR Sourcing - Online recruitment, Employee referrals, Recruitment process outsourcing, Head hunting, Executive education, Flexi timing.</p> <p>Quality of work life, Work - life balance, Employee empowerment, Employee involvement, Autonomous work teams</p> <p>Creating a learning organization, Competency mapping, Multi-Skilling, Succession planning, Cross cultural training</p>		
Unit – IV	<p><b>Performance Appraisal &amp; Potential Evaluation:</b></p>		

	Defining Key Result Areas (KRA), Result-based Performance Pay, Merit based promotions; Theories on Wages, Executive Compensation. Downsizing, Voluntary retirement schemes (VRS), HR outsourcing, Early Retirement Plans, Project based employment
Unit – V	Human Aspects of Strategic Management: Behavioral issues in strategy implementation, Matching culture with strategy, Human side of mergers & acquisitions, Leadership, Employee morale. Global HR Strategies
Text Books	<ol style="list-style-type: none"> <li>1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi</li> <li>2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi</li> <li>3. Strategic HRM - Michael Armstrong, Kogan page, London</li> </ol>
Additional References	<ol style="list-style-type: none"> <li>1. Strategic HRM – Agarwal, Oxford university press, New Delhi</li> <li>2. Human resource management – Garry Dessler, PHI, New Delhi</li> </ol>

<b>Subject Title:</b>	Human Resource Planning And Development
<b>Subject Ref. No.:</b>	MANB-522
<b>No. of credits:</b>	04
<b>No of periods /week:</b>	04
<b>Assignments/ sessions:</b>	20%
<b>Semester Exam:</b>	80%
<b>Course Objectives:</b>	To equip the students with the basic understanding of the Human Resource Planning and to provide an insight into the application of Human Resource Forecasting tools and techniques for the purpose of management decision Making.
<b>Pre-requisites:</b>	Basics of Human Resource Planning & Role of human resource planning in Human resource Management.
<b>Unit-I</b>	Organisational Human Resource Planning; Meaning, Importance and Benefits of HRP, Influence of strategic management on HRP, Factor affecting HRP, Process of HRP
<b>Unit-II</b>	Stock Taking, Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies;
<b>Unit-III</b>	HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations
<b>Unit-IV</b>	Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
<b>Unit-V</b>	6. Human Resource Information System; Human Resource Valuation and Accounting. Macro level Manpower Planning and Labour market Analysis; Case Studies.
<b>Text Books:</b>	<ol style="list-style-type: none"> <li>1. Dr. L.M Prasad, Human Resource Management, Sultan Chand &amp; sons, 2<sup>nd</sup> Edition Reprint 2009.</li> <li>2. Dr. P.C. Tripathi, Human Resource Development, Sultan Chand &amp; Sons 5<sup>th</sup> revised Edition Reprint 2009.</li> <li>3. Dr. C.B. Gupta, Human Resource Management, Sultan chand&amp;son's, 2009.</li> <li>4. H. John Bernardin, Florida Atlantic, U-boca Raton, Human Resource Management, McGraw Hill, 2001.</li> <li>5. George Dreher Indian a university Bloomington &amp; Thomas W Dougherty university of Missouri Columbia, Human resource strategy A behavioral perspective for the general manager, McGraw Hill companies, 2001.</li> <li>6. Dipak Kumar Bhattacharyya, Human Resource Planning, Excel Books, 2007.</li> <li>7. Biswanath Ghosh, Human Resources development &amp; Management, Vikas, 2008.</li> </ol>

**Subject Title :** Management of Industrial Relations

**Subject Ref. No. :** MANB 521 H

**No. of Credits :** 4

**No. of Periods / Week :** 4

**Assignments / Sessionals :** 20

**Semester Examination :** 80

**Course Objective :** Critical understanding of the concept of Industrial Relations and its effects on organization.

**Unit – I : Introduction To IR :** Objectives, Function of IR, IR and Emerging Socio-economic Scenario, Legal Framework of IR.

**Unit – II :** Discipline & Grievance Management; Negotiation and Collective Settlement; Participative Management & Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment

**Unit – III : Concept of Trade Union :** Role & Future of Trade Union, Objectives & Function of Trade Union, Types of Union Structure, The Maharashtra Recognition of Trade Unions & Prevention of Unfair Labour Practices Act, 1971.

**Unit – IV : The Industrial Dispute Act, 1947 :** Definitions of Industry, Workman and Industrial Dispute; Authorities under the Act, Procedure, Powers and Duties of Authorities; Strikes and Lock outs, Lay-off and Retrenchment; Special Provisions relating to Lay off, Retrenchment and Clousure in certain establishments.

**Unit – V : The Industrial Employment Act, 1946; Workmen's Compensation Act, 1923; Laws Related to Employees State Insurance, Provident Fund And Gratuity.**

**Text Books :**

1. John A Fossum, Labour Relations, McGraw Hill, 10<sup>th</sup> Edition 2009.
2. John Budd, Labour Relations, McGraw Hill, 2<sup>nd</sup> Edition 2008.
3. M. Arora, Industrial Relations, Excel Books, 2007.
4. S. P. Singh, Industrial Relations, A.I.T.B.S. Publishers, 1<sup>st</sup> Edition 2008.
5. Ghaiye, B R. *Law and Procedure of Departmental Enquiry in Private and Public Sector*. Lucknow, Eastern Law Company, 1994.
6. Malhotra, O P. *The Law of Industrial Disputes*. Vol. I and II Bombay, N.M. Tripathi, 1985.
7. Malik, P L. *Handbook of Industrial Law*. Lucknow, Eastern Book, 1995.
8. Saini, Debi S. *Labour Judiciary, Adjudication and Industrial Justice*. New Delhi, Oxford 1995.
9. Saini, Debi S. *Redressal of Labour Grievances, Claims and Disputes*. New Delhi, Oxford & IBH, 1994.
10. Seth, D D. *Industrial Dispute Act, 1947*. Vol. I & II Bombay, N. M. Tripathi 1995.
11. Srivastava S.C. *Industrial Relations and Labour Law*. New Delhi, Vikas, 1994.

<b>Subject Title:</b>	Performance Management Systems
<b>Subject Ref. No.:</b>	MANB-524H
<b>No. of credits:</b>	04
<b>No of periods /week:</b>	04
<b>Assignments/ sessions:</b>	20%
<b>Semester Exam:</b>	80%
<b>Course Objectives:</b>	To equip the students with the basic understanding of the Performance Management Systems and to provide an insight into the application of modern assessment tools and techniques for the purpose of management decisionmaking.
<b>Pre-requisites:</b>	Basics of Performance Appraisals and its importance.
<b>Unit-I</b>	Performance Management System- Definition, Introduction of Performance Management System, purposes of Performance Management and its cycle, Performance Management process - Performance Planning, Performance Development & performance Appraisal, Strategies to improve performance, Individual and Manager's responsibilities in Performance Management.
<b>Unit-II</b>	Performance Planning- Key performance Areas, Performance expectations, performance dimensions, Performance Standards, Standard setting, & performance goals.
<b>Unit-III</b>	Performance Appraisal-Definition, Objectives, Uses & Benefits of Performance Appraisal, Process of Performance Appraisal. Planning the Appraisal, Requisites of an Effective Appraisal System, Components of Performance Appraisal. Types & Methods of Performance Appraisal - Traditional and Modern,

<b>Unit-IV</b>	Management by Objectives, 360 Degree- A Debate, Self-Appraisal/ Assessment Why Performance Appraisal fails- Halo Effect, Performance Feedback,
<b>Unit-V</b>	Coaching- Objectives, conditions for effective coaching Process. Counseling- Purposes, Steps and effective counseling. Pay for Performance, Potential Appraisal, Assessment Center Case studies
<b>Text Books:</b>	<ol style="list-style-type: none"> <li>1. R.K. Sahu, Performance Management system, Excel Books, 2007.</li> <li>2. T.V. Kao, Appraising &amp; Developing Managerial Performance, Excel Books, 2007.</li> <li>3. G.K. Suri, C.S. VenkataRatnam, N.K. Gupta, Performance Measurement and Management, Excel Book, 2007.</li> <li>4. Sarma A.M., Performance Management systems, Himalaya Publication House, 2008.</li> <li>5. Kandula, Performance Management, strategies, interventions, Drivers, Printice Hall of India, 2007.</li> <li>6. Cardy, Performance Management concepts skills &amp; exercise, printice Hall of India 2007.</li> </ol>

**Subject Title :** Training And Development

**Subject Ref. No. :** MANB 523 H

**No. of Credits :** 4

**No. of Periods / Week :** 4

**Assignments / Sessionals :** 20

**Semester Examination :** 80

**Course Objective :** Critical understanding of the concept of Training & Development and its effects on organization to increase the efficiency and effectiveness of its workforce in view to increase the quality output of organization.

**Unit – I :** Introduction To Training & Development Concept: Definition. Importance, Objective & Need for Training;

**Unit – II :** Concept of Training Need Assessment: Methods of Needs Assessment, Needs Assessment Process

**Unit – III :** Designing & Implementing A Training Program : Trainer Identification, Training Methodologies & their impact on training effectiveness, Designing A Training Module/Process, Training Aids, Budgeting of Training, Management Development Program, Role & Skills of Effective Trainer.

**Unit – IV :** Evaluation of Training Program : Concept & Need for Training Evaluation, Measuring Training Effectiveness & Impact, Kirkpatrick Model of Evaluation, CIRO Model. Cost-Benefit Analysis, ROI of Training, **Learning :** Principles of Learning, Theories of Learning (Reinforcement Theory, Social Learning Theory), Andragogy, Resistance to Training.

**Unit – V :** Use of Technology in Training : CBT, Multimedia Training, E-Learning.

**Text Books :**

1. Raymond A Noe, Employee Training & Development, McGraw Hill, 4<sup>th</sup> Edition 2009.
2. R.K. Shau, Training for Development, Excel Books, 2007.
3. Dr. B. Ratan Reddy, Effective Human Resource Training & Development Strategy, Himalaya Publishing, 1<sup>st</sup> Edition 2008.
4. P. L. Rao, Training & Development, Excel Books, 1<sup>st</sup> Edition 2008.
5. Munish Vohra, Management Training & Development, Anmol Publication, 1<sup>st</sup> Edition 2006.



Subject Title	: CONSUMER BEHAVIOUR	Credits	: 4
Subject Ref. No.	: MANB-521M	Lectures/ Week	: 4
		Assignments / Sessionals	: 20 Marks
		Semester Examination	: 80 Marks

**Objective :-** The basic objective of this course is to develop an understanding about the consumer decision-making process and its application in marketing function of firms.

**Course contents :**

- Unit I –** Introduction to Consumer Behavior; Consumer Behavior and Marketing Strategy;  
**Unit II-** Consumer Involvement and Decision Making; Information Search Process; Evaluative Criteria and Decision Rules;  
**Unit III –** Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change;  
**Unit IV –** Influence of Personality and Self Concept on Buying Behavior; Psychographics and Lifestyle; Reference Group Influence;  
**Unit V –** Diffusion of Innovation and Opinion Leadership Family Decision Making; Industrial Buying Behavior; Models of Consumer Behavior; Consumer Behavior Audit; Consumer Behavior Studies in India.

**Suggested Readings:**

1. Assael, H. *Consumer Behaviour and Marketing Action*. Ohio, Sought Western, 1995.
2. Engle, J.F. etc. *Consumer Behaviour*. Chicago, Dryden Press, 1993
3. Howard, John A. etc. *Consumer Behaviour in Marketing*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D.I. etc *Consumer Behaviour: Implications for Marketing Strategy*. Texas, Business, 1995.
5. Mowen, John C. *Consumer Behaviour*. New York, MacMillan, 1993.
6. Schiffman, L G and Kanuk, L L. *Consumer Behaviour*. New Delhi, Prentice Hall of India, 1994.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

<b>Subject Title</b>	: ADVERTISING MANAGEMENT	<b>Credits</b>	: 4
<b>Subject Ref. No.</b>	: MANB-522M	<b>Lectures/ Week</b>	: 4
		<b>Assignments / Sessionals</b>	: 20 Marks
		<b>Semester Examination</b>	: 80 Marks

**Objective :-** The aim of the paper is to acquaint the students with concepts, techniques and give experience of concepts for developing an effective advertising program.

**Course contents :**

- Unit I –** Advertising, definition, Origin and growth of Advertising, Functions of advertising, Role of advertising in Marketing process, Legal ,Ethical ,Social, and economic aspects of advertising,Advertising-Retail,National,Co-opertative,political,International,public serving advertising.
- Unit II-** Advertising and process of communication: Wilbur Schramm’s Model, Two step flow of communication, Theory of cognitive dissonance and clues for advertising strategists.
- Unit III –** Segmentation and positioning, Media, Types of Media, Media strategy and Media planning, Media factors, Media Mix, Media evaluation, Budgeting.
- Unit IV –** Constructing an Advertisement, Visualisation, Creative visualization, process of visualization, Qualities of visualiser, Message, Headline, Copy, Logo, Illustration, Appeal, Layout, slogans. Integrated marketing communication, Internet Advertising-Forms of internet advertising.
- Unit V –** Evaluation of advertising-Evaluating advertising effectiveness through pretest, post test, Recognition Test, Recall Test, DAGMAR Approach.
- Suggested Readings:**
1. C N Sonatakki,etc ADVERTISING, Second Revised and enlarged edition ,Kalyani publishers,1996.
  2. S H H Kazm,Satsh K Batra, Advertising and Sales promotion, Edition 2, published by Anurag Jain fro Excel Books,2001,2004.
  3. U.C.Mathur,Advertising Management, Revised Second edition,New Age International publishers,2005.
  4. Kruti Shah,Alan D'souza,Advertising and promotions an IMC Perspective,Tata Mcgraw Hill Education private Limited,New Delhi,2009.
  5. Beleh, George E and Beleh, Michael A. *Introduction to Advertising and Promotion*. 3<sup>rd</sup> ed., Chicageo Irwin., 1995.
  6. Borden, William H. *Advertising*. New York, John Wiley, 1981.
  7. Hard, Norman. *The Practice of Advertising*. Oxford, Butterworth Heinemann, 1995.
  8. Kleppner, Otto. *Advertising Procedure*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
  9. Ogilvy, David. *Ogilvy on Advertising*. London, Longman, 1983.
  10. Sengupta, Subroto. *Brand Positioning, Strategies for Competitive Advantages*. New Delhi, Tata McGraw Hill, 1990.

Subject Title	: INDUSTRIAL MARKEING	Credits	: 4
Subject Ref. No.	: MANB-523M	Lectures/ Week	: 4
		Assignments / Sessionals	: 20 Marks
		Semester Examination	: 80 Marks

**Objective :-** The objective of this course is to lay a foundation for an understanding of the complex dimensions of the industrial marketing.

**Course contents :**

- Unit I –** Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Nature of Demand in Industrial Markets; Industrial Buyer Behavior;
- Unit II-** Industrial Purchasing; Marketing Research and Market Information Systems; Segmentation of Industrial Markets;
- Unit III –** Technology and the Industrial Markets; Product Decisions and Strategies; Industrial Services.
- Unit IV –** Industrial Pricing; Distribution and Channel Relationships; Logistics Management.
- Unit V –** Industrial Marketing Communication; Sales Force Management; Industrial Marketing Strategy, Planning and Implementation.

**Suggested Readings:**

1. Corey, E Raymond. *Industrial Marketing; cases and concepts*. 3<sup>rd</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983
2. Gross, A.C. etc. *Business Marketing*. Boston, Houghton Mifflin, 1993.
3. Hill, Richard etc., *Industrial Marketing*. Homewood Illinois, Richard D. Irwin, 1975.
4. Reeder, Robert R etc. *Industrial Marketing: Analysis, Planning and Control*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
5. Webster, F E. *Industrial Marketing Strategy*. 2<sup>nd</sup> ed., New York, John Wiley, 1979.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the course.

<b>Subject Title</b>	: BRAND MANAGEMENT	<b>Credits</b>	: 4
<b>Subject Code No.</b>	: MANB-524M	<b>Lectures/ Week</b>	: 4
		<b>Assignments / Sessionals</b>	: 20 Marks
		<b>Semester Examination</b>	: 80 Marks

**Objective :-** The purpose of this course is to develop and understanding of the underlying Concepts, strategies and issues involved in: the Brand management, critical from the point of view of the top executives

**Course contents :**

- Unit I –** **Brand & Brand Management:** Commodities Vs Brands, The role of brands, The brand equity concept, Brand Identity and Brand image.
- Unit II–** **Brand Positioning & Brand Building:** Brand knowledge, Brand portfolios And market segmentation, Steps of brand building, Identifying and Establishing brand positioning, Defining and establishing brand values.
- Unit III –** **Designing & Sustaining Branding Strategies:** Brand hierarchy, Brand extension and brand transfer, Managing brand over time.
- Unit IV –** **Managing Brand Equity:** Brand Reinforcement, Brand Revitalization, Brand Crisis.
- Unit V –** **Managing Brands over time - Brand Positioning and Consumer Behaviour - Retail Brands Vs. Manufacturers' Brands.**
- Suggested Readings:**
1. Successful Branding - Pran K Choudhary
  2. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
  3. Strategic Brand Management -Caperer
  4. Behind Powerful Brands - Jones
  5. Managing Indian Brands -S. Ramesh Kumar

Subject Title	: SALES AND DISTRIBUTION MANAGEMENT		
Subject Code No.	: MANB-525M	Credits	: 4
		Lectures/ Week	: 4
		Assignments / Sessionals	: 20 Marks
		Semester Examination	: 80 Marks

**Objective :-** The purpose of this paper is to acquaint the student with concepts which are helpful in developing a sound sales and distribution policy, organizing and managing the sales force and developing efficient marketing channels.

**Course contents :**

- Unit I –** Nature and Scope of Sales Management ; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel
- Unit II-** Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests
- Unit III –** Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis
- Unit IV –** An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organizational Patterns in Marketing Channels
- Unit V –** Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels

- Suggested Readings:**
- Anderson, R. *Professional Sales Management* Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.
- Anderson, R. *Professional Personal Selling*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
- Buskirk, R H and Stanton, W.J. *Management of Sales Force*. Homewood Illinois, Richard D. Irwin, 1983.
- Dalrymple, D J. *Sales Management Concept and Cases*, New York, John Wiley, 1989.
- Johnson, E M etc. *Sales Management: Concepts, Practices and Cases*. New York, McGraw Hill, 1986
- Stanton, William J etc. *Management of a Sales Force.*, Chicago, Irwin, 1995.
- Still, R R. *Sales Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.

The list of cases and specific reference including recent articles and reports will be announced in the class at the time of launching of the course.

<b>Subject Title</b>	: <b>MARKETING OF SERVICES</b>	<b>Credits</b>	: 4
<b>Subject Code No.</b>	: <b>MANB-526M</b>	<b>Lectures/ Week</b>	: 4
		<b>Assignments / Sessionals</b>	: 20 Marks
		<b>Semester Examination</b>	: 80 Marks

**Objective :-** The purpose of this course is to develop and understanding of the underlying Concepts, strategies and issues involved in the marketing of services.

**Course contents :**

**Unit I --** **Introduction to Services:** Nature of Services; Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Classification of Services;

**Unit II-** **Promotion:** Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion ; Role of Relationship Marketing in promoting services.

**Unit III –** **Distribution:** Place – Distribution Strategies for Services; Challenges in distribution Of Services; Role of Internet in distribution of Services.

**Unit IV --** **Customer Satisfaction & Service Quality:** Monitoring and measuring customer Satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints Effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; how customers evaluate service performance, Service Quality Models Parasuraman-Zeithaml-Bitner (PZB) Gaps Model, SERVQUAL.

**Unit V –** **Technology & Service Strategy:** Applying technology to service settings, e-services.

**Suggested Readings:**

1. Services Marketing - Zeithaml, Bitner, Gremler & Pandit. TMGH, 4th ed.
2. Services Marketing - Christopher Lovelock
3. Services Marketing - Rampal & Gupta
4. Essence of Services Marketing - Ardian Payne
5. Services Marketing - Helen Woodruff

Subject Title	: PRODUCTION PLANNING AND CONTROL	Credits	: 4
Subject Code No.	: MANB-521 P	Lectures/ Week	: 4
		Assignments / Sessionals	: 20 Marks
		Semester Examination	: 80 Marks

Course Objectives:	To equip the students with the basic functioning of Production Planning and to provide an insight into the application of computers in production planning & control procedure for the purpose of management decisionmaking.
Pre-requisites:	Basics of Production Planning And Control & Role of PPC in Production And Operations Management.
Unit-I -	Production Planning and Control Function, PPC in Different production systems.
Unit-II -	Production-inventory Systems; Forecasting for Inventory and Production Control;
Unit-III -	Aggregate Planning, Job Shop Planning; Scheduling and Control; Just-in-Time Production;
Unit-IV -	Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control;
Unit-V -	Application of Computers; ERP; Material Requirement Planning; Case Studies
Text Books:	<ol style="list-style-type: none"> <li>1. Chary, Production and Operations Management, Tata McGraw Hill Edition, 9780070091535</li> <li>2. Burbidge, John L. <i>Principles of Production Control</i>. London, Donald and Evans, 1981.</li> <li>3. Caubang, Ted C. <i>Readings on Production Planning and Control</i>. Geneva. I.L.O.</li> <li>4. Greene. James H. <i>Production and Inventory Control Handbook</i>. New York, McGraw Hill, 1987.</li> <li>5. McLeavey, Dennis W and Narasimhan, S. L. <i>Production and Inventory Control</i>. Boston, Allyn and Bacon. 1985.</li> </ol>

<b>Subject Title</b>	: PURCHASING AND MATERIALS MANAGEMENT		
<b>Subject Code No.</b>	: MANB-522 P	<b>Credits</b>	: 4
		<b>Lectures/ Week</b>	: 4
		<b>Assignments / Sessionals</b>	: 20 Marks
		<b>Semester Examination</b>	: 80 Marks

<b>Course Objectives:</b>	The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service Organisation; Cost-reduction techniques in Pre-Purchase, Purchase and Post-Purchase System; Modern material planning and delivery Systems like MRP and JIT and Material handling and logistics Systems.
<b>Pre-requisites:</b>	
<b>Unit-I -</b>	Role of Purchasing and Material Management – Objectives, Organisation and Interrelationship, Determination and Description of Material Quantity, Material Planning in Push and Pull System, MRP and JIT
<b>Unit-II -</b>	Determination and Description of Material Quality – Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor-Process Capability; Cost-Reduction Techniques – Standardisation, Simplification & Variety Reduction
<b>Unit-III -</b>	Value Analysis and Engineering, Make or Buy Decisions, Purchasing Research, Sources of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development
<b>Unit-IV -</b>	Legal Aspects of Purchasing, Public Purchasing and Tendering; International Purchasing-Procedures and Documentation; Purchasing of Capital Equipment – Appraisal Methods, Evaluating Suppliers Efficiency, Stores Layout, Classification and Codification
<b>Unit-V -</b>	Material Logistics – Warehousing Management, Material handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare Parts, Materials Information System.
<b>Text Books:</b>	<ol style="list-style-type: none"> <li>1. Ansari A and Modarress B. <i>JIT Purchasing</i>. New York, Free Press, 1990.</li> <li>2. Baily P etc. <i>Purchasing Principles and Management</i>. London, Pitman, 1994.</li> <li>3. Burt, David N. <i>Proactive Procurement</i>. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.</li> <li>4. Dobler, D W. etc. <i>Purchasing and Materials Management</i>, New York, McGraw Hill, 1990.</li> <li>5. Dutta, A K. <i>Integrated Materials Management</i>, New Delhi, PHI, 1986.</li> <li>6. Farrington B and Waters, Derek W. <i>Managing Purchasing</i>. London, Chapman &amp; Hall, 1994.</li> <li>7. Gopalakirshnan P and Sundershan M. <i>Handbook Materials Management</i>. New Delhi, Prentice Hall of India, 1994.</li> </ol>

Subject Title	: SERVICE OPERATIONS MANAGEMENT	Credits	: 4
Subject Code No.	: MANB-523 P	Lectures/ Week	: 4
		Assignments / Sessionals	: 20 Marks
		Semester Examination	: 80 Marks

Course Objectives:	To equip the students with the basic functioning of Service Operations and to Understand the challenges in operations Management of services.
Pre-requisites:	Basics of Service operations.
Unit-I -	Service operations Management, Meaning, Definition; Differences & similarities between Manufacturing and Service operations; Characteristics of Services;
Unit-II -	Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and Layout for Services;
Unit-III-	Job Design – Safety and Physical Environment; Effect of Automation; Operations Standards and work Measurement; Measurement and Control of quality of Services;
Unit-IV-	Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles; Waiting – Line analysis; Distribution of Services;
Unit-V-	Product-Support Services; Maintenance of Services; Inventory Control for Services; Case Studies of Professional Services.
Text Books:-	<ol style="list-style-type: none"> <li>1. Bowman David E. etc. <i>Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing</i>. San Francisco, Jossey Bass 1990.</li> <li>2. Collier David A. <i>Service Management: Operating Decisions</i>. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.</li> <li>3. Fitzsimmons, James A and Sullivan, Robert S. <i>Service Operations Management</i>, New York, McGraw Hill 1982.</li> <li>4. Heskett, James L etc. <i>Service Breakthroughs - Changing the Rules of the Game</i>. New York, Free Press, 1990.</li> <li>5. Murdick, R G. etc. <i>Service Operations Management</i>. Boston, Allyn and Bacon, 1990.</li> <li>6. Sharma, J K. <i>Service Operations Management</i>, Delhi, Anmol, 2001.</li> </ol>

Subject Title	:	APPLIED OPERATIONS RESEARCH		
Subject Ref. No.	:	MANB 524 P	Credits	: 4
			Lectures/ Week	: 4
			Assignments / Sessionals	: 20 Marks
			Semester Examination	: 80 Marks

<b>Course Objectives:</b>	The course is designed to introduce the students to the principles of operations research techniques and their applications in decision making students will also be required to use computer packages for data processing purposes.
<b>Pre-requisites:</b>	Basic knowledge of optimization techniques
<b>Unit-I -</b>	Sensitivity analysis in linear programming, parametric analysis in linear programming.
<b>Unit-II -</b>	Inventory Control Models Under Uncertainty; Applied Queuing Models;
<b>Unit-III-</b>	Networks Models; Non-linear Optimization Techniques
<b>Unit-IV-</b>	Quadratic Programming; Portfolio Management Problem;
<b>Unit-V-</b>	Replacement Models and Policies; Dynamic Programming; Reliability Models.
<b>Text Books:-</b>	<ol style="list-style-type: none"> <li>1. Ahuja A. K. etc. <i>Network Flows</i>. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993.</li> <li>2. Gould. F J. etc. <i>Introduction to Management Science</i>. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993.</li> <li>3. Gupta, M P and Sharma J K. <i>Operations Research for Management</i> New Delhi, National, 1997.</li> <li>4. Taha Hamdy A. <i>Operations Research: An Introduction</i>. MacMillian New York, 1992.</li> <li>5. Mathur, K and Solow D. <i>Management Science</i>. Englewood Cliffs New Jersey, Prentice Hall Inc. 1994.</li> <li>6. Sharma S. J K. <i>Operations Research: Theory and Applications</i>. New Delhi, Macmillian India. 2001.</li> <li>7. Srinath L S <i>Operations Research for Executive</i>. New Delhi, Affiliated East West Press, 1994.</li> </ol>

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Subject Title	: LOGISTICS MANAGEMENT		
Subject Ref. No.	: MANB 525 P	Credits	: 4
		Lectures/ Week	: 4
		Assignments / Sessionals	: 20 Marks
		Semester Examination	: 80 Marks

<b>Course Objectives:</b>	The objective of this course is to give students a managerial knowledge of basic concepts and principles of Logistics Management. These include the management of core logistics functions, cost integration. It also includes relationships with suppliers, customers and other firm functions such as manufacturing, marketing and finance.
<b>Pre-requisites:</b>	
<b>Unit-I -</b>	<b>Introduction:</b> Introduction to Logistics and its Interface with Production and Marketing.
<b>Unit-II -</b>	<b>Distribution Channels:</b> Physical Distribution and Logistics. Transportation Systems. Dispatch and Routing Decisions and Models.
<b>Unit-III-</b>	<b>Elements of Logistics:</b> Warehousing and Distributing Centers; Location. Inventory Management Decisions. Packaging and Materials Handling. Facilities and Services.
<b>Unit-IV-</b>	<b>Logistics Analysis:</b> Measures of Logistics. Logistics System Analysis and Design. Logistics Audit and Control.
<b>Unit-V-</b>	<b>Dynamics of Logistics:</b> International Logistics Management. Logistics Future Directions.
<b>Text Books:-</b>	<ol style="list-style-type: none"> <li>1. Bowersox, Supply Chain Logistic Management, Tata Mc Graw Hill Edition, 9780070667037.</li> <li>2. Ballau, Renald H. <i>Business Logistics Management</i>. Englewood Cliffs New York, Prentice Hall Inc. 1992.</li> <li>3. Beal K. <i>A Management Guide to Logistics Engineering</i>. U.S.A. Institute of Production Engineering, 1990.</li> <li>4. Benjamin S. B. <i>Logistics Engineering and Management</i>. Englewood Cliffs, New York, Prentice Hall Inc., 1996.</li> <li>5. Bowersox, D J and Closs, D J. <i>Logistics Management: A System Integration of Physical Distribution</i>, New York, MacMillan, 1986.</li> <li>6. Strategic Logistics Management, by James R. Stock and Douglas M. Lambert, McGraw-Hill/Irwin, 2001</li> </ol>

<b>Subject Title</b>	: WORLD CLASS MANUFACTURING		
<b>Subject Ref. No.</b>	: MANB 526 P	<b>Credits</b>	: 4
		<b>Lectures/ Week</b>	: 4
		<b>Assignments / Sessionals</b>	: 20 Marks
		<b>Semester Examination</b>	: 80 Marks

<b>Course Objectives</b>	The Core Operations Management subject is designed with the intention to create Quality-consciousness amongst the future Operations Managers. The content orients the students with ways – means – techniques – procedures for developing a Excellent Manufacturing Systems.
<b>Pre-requisite</b>	The students are expected to come prepared with the basic conceptualization & searching through the web / reference books for cases & instances of Operational / Manufacturing Excellence.
<b>Unit – I</b>	<b>Basics of Operational Excellence</b> World Class Manufacturing Environment; Imperatives for success – Technology, Systems approach and change in the mindset; Strategic Decisions in Manufacturing Management; Choice of Technology, Capacity, Layout/Automation in Material handling Systems; Aggregate Planning and Master Production Scheduling-Materials Requirement Planning (MRP) – Software in Use, Manufacturing Resources Planning (MRP-II) Software in Use.
<b>Unit – II</b>	<b>Manufacturing Techniques</b> Optimized Production; 5-S, Kaizen; Technology Principles advocated by Eliyahu Goldtratt; Just – in – Time System – Manufacturing Systems, Pull Systems, Purchase & Source Development; Kanban, Supply Chain Management/Benchmarking; Toyota Production System, Six Sigma & other Operational Techniques
<b>Unit – III</b>	<b>Total Quality Management - I:</b> TQM Philosophy, TQM Principles, TQM Tools including Circles, Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools; Quality Costs; Taguchi Loss Function; Designing Products through 'Fuzzy' Logic.
<b>Unit – IV</b>	<b>Total Quality Management - II:</b> Functional Linkage of Quality with reliability and Maintainability/ Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); quality Audits; Lead Assessment and ISO-9000 Standards; Marketing Aspect of T.Q.; Total Quality of Services; Total Quality and Safety, Total Employee Involvement and Small Group Activities; Customer – Driven Project Management (Integration of TQM, Project Management Systems with customer – Driven team Structure)/ Automation in Design and Manufacturing.
<b>Unit – V</b>	<b>IT in Manufacturing Systems, ISO &amp; Environment Systems:</b> IT & Manufacturing Systems, Design – Inventory – Statistical IT Tools, Manufacturing Resource Planning Software(s) MRP – II. ISO 9000, 9001 Series, ISO-TS 16949, Environment Consciousness, Operational Excellence with Environment, ISO-14001, OHSAS 18001 Series,
<b>Text Books</b>	1. Buffa, Elwoods and et al <i>Programmed learning at for Production and Operations Management</i> – Illinois, Learning System Co. 1981. 2. Devitsiotis, Kostas N: <i>Operations Management Auckland</i> . McGraw Hill, 1981.

Subject Title	: Corporate Taxation	No. of Credits	: 4
Subject Ref. No.	: MANB523F	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80

UNIT – I : Definition of Income and Assessee, previous year, Assessment year, gross total income, residential status, incidence of tax, capital and revenue receipts.

UNIT – II : Income from salary, income from business and profession, income from capital gains and income from other sources relating to company assesses only.

UNIT – III : Income exempt from tax, tax rebates, deduction relating to company assessee only, set off and carry forward of losses, TDS, self assessment tax, filing of return.

UNIT – IV : Tax planning, with reference to setting up of new business, financial management decisions and employees remuneration.

UNIT – V : Tax planning regarding dividends policy, additional tax on undistributed profits, computation of tax liability of company.

#### REFERNCE BOOKS –

1. Ahuja, G.K and Gupta Ravi, Systematic Approach to Income Tax, Allahabad, Bharat law house.
2. Bhagwati Prasad, Direct Taxes Law and Practice, wishwa prakashan.
3. Singhanian, V.K. Direct Taxes Law and Practice, Delhi, Taxman.
4. Sarinivas, E.A. Handbook of Corporate Tax Planning, New Delhi, Tata Mcgraw Hill.
5. Ranina, H.P. Corporate Taxation, A Handbook 2<sup>nd</sup> edition, New Delhi, Oriental Law House.

<b>Subject Title</b>	: Financial Decision Analysis	<b>No. of Credits</b>	: 4
<b>Subject Ref. No.</b>	: MANBS25F	<b>No. of Periods / Week</b>	: 4
		<b>Assignments / Sessionals</b>	: 20
		<b>Semester Examination</b>	: 80

**Objective :-** The objective of this course is to impart an intensive knowledge about the solutions, use of quantitative techniques in financial decision areas.

**Unit I –** Regression Analysis – Simulation technique – Business failure and reorganization cost-volume profit analysis.

**Unit II –** Capital Expenditure Decision under risk and uncertainty. Leasing-Finance and operating lease – single investor & leverage lease.

**Unit III –** Corporate Debt capacity management – Mergers & Acquisition- take over valuation of Goodwill & share

**Unit IV –** Sequencing decisions- Replacement decisions – Dividend Policy Models

**Unit V –** Linear Programming – Goal Programming (Application) – Inventory models EOQ & Price Break.

**Suggested Readings :**

- 1) V.K. Bhalla – Financial Management & Policy.
- 2) Harold Bierman – Lease Vs Buy decision.
- 3) Levy H. & Sarnat H. – Capital Investment & Financial Decision
- 4) Van Horn James c – Financial Management Policy.

Subject Title	: Investment Management	No. of Credits	: 4
Subject Ref. No.	: MANB524F	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80

**Objective :-** The objective of this course intend to enable the students to understand the nuances of finance which will facilitate the decision making process.

**Unit I – Security Analysis – Risk-Return- Investment Alternatives Financial Securities & Real Estate Investment- objectives of Security Analysis.**

**Unit II- Fundamental Analysis – Industry analysis – Company Analysis.**

**Unit III – Technical Analysis – Dow Theory – Breadth of market analysis – stock analysis.**

**Unit IV – Investment Management -- Investment objectives & constraints Investment motives & goals – process of investment management .**

**Unit V – Efficient Market Theory – weak form efficiency – semi -strong form efficiency - strong form efficiency- measuring methods of risk & return of securities.**

**Suggested Readings:**

- 1.Security analysis & investment management by Donald E. Fischer & Ronald J. Jordan
- 2.Investment Management by V.K. Bhalla
3. Investment Analysis & Portfolio Management by Prasanna Chandra.
4. Investment by Sharpe, William f.
5. Modern Investment & Security Analysis by Fillar Russell J. & Farrell James L. New York.

<b>Subject Title</b>	: Project Planning, Analysis, Selection and Management		
<b>Subject Ref. No.</b>	: MANB521F	<b>No. of Credits</b>	: 4
		<b>No. of Periods / Week</b>	: 4
		<b>Assignments / Sessionals</b>	: 20
		<b>Semester Examination</b>	: 80
<b>Course Objective</b>	: The course will enable the students to blend their Judgment with Analytical reasoning of factors related to Projects.		
<b>Pre Requisite</b>	: The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.		
<b>Unit – I</b>	: <b>Planning</b> – Generation & screening of Project Ideas. - Overview of Capital Investments.		
<b>Unit – II</b>	: <b>Analysis</b> – Market & Demand Analysis, - Technical Analysis, - Financial Analysis, - Project Risk Analysis - SCBA Analysis		
<b>Unit – III</b>	: <b>Selection</b> – Multiple Projects & Constraints - Network Techniques for Project Management - Estimating Project Times & Costs		
<b>Unit – IV</b>	: <b>Financing</b> – Financing of projects		
<b>Unit – V</b>	: <b>Management</b> – Project Management, - Review & administrative aspects - Environmental appraisal of projects.		
<b>Suggested Readings</b>	: 1. Ahuja, G K & Gupta, Ravi. <i>Systematic Approach to Income Tax</i> , Allahabad, Bharat Law House, 1997. 2. Bhalla, V.K. <i>Modern Working Capital Management</i> . New Delhi, Anmol, 1997. 3. Bhalla, V K. <i>Financial Management and Policy</i> . 2 <sup>nd</sup> ed., New Delhi, Anmol, 1998. 4. Chandra, Prasanna. <i>Projects: Planning Analysis &amp; Management</i> 7 <sup>th</sup> ed., New Delhi, Tata McGraw Hill, 1987. 5. Dhankar, Raj S. <i>Financial Management of Public Sector Undertakings</i> . New Delhi, Westville, 1995		

<b>Subject Title</b>	: Working Capital Management	<b>No. of Credits</b>	: 4
<b>Subject Ref. No.</b>	: MANB522F	<b>No. of Periods / Week</b>	: 4
		<b>Assignments / Sessionals</b>	: 20
		<b>Semester Examination</b>	: 80
<b>Course Objective</b>	: Critical understanding of Concepts of Working Capital and its effective management for reduced risks & increased profitability.		
<b>Pre Requisite</b>	: The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.		
<b>Unit – I</b>	: Overview- Concept, Nature & Planning of Working Capital.		
<b>Unit – II</b>	: Management of Cash – Motives for Holding Cash & Marketable securities - Objectives of cash management - Factors determining cash needs		
<b>Unit – III</b>	: Receivables Management – Objectives, Credit policies, Credit Terms & Collection policies		
<b>Unit – IV</b>	: Inventory Management – Types, Costs & Benefits of holding inventories - Inventory Management Techniques & models.		
<b>Unit – V</b>	: Working Capital Financing - Trade credit, Bank credit, Commercial Papers, Certificate of Deposits, Factoring, Foreign Borrowings etc.		
<b>Suggested Readings</b>	: 1. Bhalla, V.K. <i>Working Capital Management: Text and Cases</i> , 4 <sup>th</sup> ed., Delhi, Anmol, 2001. 2. Hampton J.J and C.L. Wagner <i>Working Capital Management</i> , John Wiley & Sons, 1998. 3. Mannes, T.S. and J.T. Zietlow <i>Short-term Financial Management</i> , West Pub Co., 1998. 4. Scherr, F.C. <i>Modern Working Capital Management</i> , Prentice Hall, 1989. 5. Smith, Keith V. and G.W. Gallinger <i>Readings on Short-term Financial Management</i> , West Pub. Co., 1988. 6. Prassanna Chandra, <i>Financial Management – Theory &amp; Practice</i> 7 <sup>th</sup> ed. New Delhi, Tata McGraw Hill Education. 7. Block, Hirt & Danielsen, <i>Foundations of Financial Management</i> - 13 <sup>th</sup> ed. New Delhi, Tata McGraw Hill Education. 8. Khan & Jain – <i>Financial Management</i> - 6 <sup>th</sup> ed. New Delhi, Tata McGraw Hill Education.		