

# ASSAM SCIENCE AND TECHNOLOGY UNIVERSITY

## **Course Structure of**

## **Master of Business Administration Programme**

# MBA 4<sup>th</sup>Semester

(Total Credits – 30)

Paper Code	Name of the Paper	<b>Total Credits</b>	L-T-P
BA132401	Project Management	2 credit	2-0-0
BA132402	Quality Control & Management	2 credit	2-0-0
BA132403	Technology & Innovation Management	2 credit	2-0-0
Group I	Specialisation*	9 credit	
FM/HR/MM/PO	(Marketing/Finance/HR/Production)		
Group II	Specialisation*	9 credit	
FM/HR/MM/PO	(Marketing/Finance/HR/Production)		
BA132404	Final Semester Project	3 credit	
Open Elective	Papers (Students need to select any ONE o	ut of the followin	ng)**
BA13240E1	Travel and Tourism Management	3 credit	3-0-0
BA13240E2	International Marketing & Trade	3 credit	3-0-0
BA13240E3	Management of Non-Government	3 credit	3-0-0
	Organisations		
BA13240E4	Infrastructure Management	3 credit	3-0-0
BA13240E5	Health Care Management	3 credit	3-0-0
BA13240E6	Event Management	3 credit	3-0-0
BA13240E7	Computer Aided Project Management	3 credit	2-0-2
BA13240E8	Enterprise Resource Planning	3 credit	2-0-2
BA13240E9	E-Commerce	3 credit	2-0-2
BA13240E10	Construction Management	3 credit	3-0-0
BA13240E11	Management of Financial Services	3 credit	3-0-0
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\*Students need to select two specialisation groups (Group I & Group II). All the papers under the group are compulsory

\*\* Subjects will be offered by the respective Institutions on the basis of availability of teachers and choice of students (a minimum of 10 students need to opt for the paper)

#### Finance Group (FM) (9 credit)

Paper Code	Name of the Paper	<b>Total Credits</b>	L-T-P
BA13240F1	Financial Planning & Control	3 credit	3-0-0
	Systems		
BA13240F2	Financial Engineering & Derivatives	3 credit	3-0-0
	Management		
BA13240F3	International Finance	3 credit	3-0-0

## HR Group (HR) (9 credit)

Paper Code	Name of the Paper	<b>Total Credits</b>	L-T-P
BA13240H1	Performance Appraisal, Training &	3 credit	3-0-0
	Development		
BA13240H2	Strategic Human Resource	3 credit	3-0-0
	Management		
BA13240H3	Negotiation & Counselling	3 credit	3-0-0

#### Marketing Group (MM)(9 credit)

Paper Code	Name of the Paper	<b>Total Credits</b>	L-T-P
BA13240M1	Marketing Research and CRM	3 credit	3-0-0
BA13240M2	Rural Marketing Concepts and Practices	3 credit	3-0-0
BA13240M3	Marketing of Services	3 credit	3-0-0

## Production Group (PO) (9 credit)

Paper Code	Name of the Paper	<b>Total Credits</b>	L-T-P
BA13240P1	Supply Chain & Logistics Management	3 credit	3-0-0
BA13240P2	TPM & Lean Manufacturing	3 credit	3-0-0
BA13240P3	Modern Operations Research Techniques for Industry	3 credit	3-0-0

Course: Master of Business Administration Semester: Fourth

**Paper: Project Management** 

Paper Code: BA132401

**Total Sessions: 30** 

## Total credit – 2 (two) (2-0-0)

Unit	Contents	Marks	No. of
No.		allotted	sessions
ı	Introduction: Project Life Cycle, Project Scope, Establishing Project	15	5
'	Priorities, Creating the Work Breakdown Structure and Integrating with	13	3
	the Organization, Process Breakdown Structure, Responsibility Matrices.		
II	Estimating Project Time & Costs: Importance, Guidelines, Macro versus	30	9
	Micro Estimating, Methods for Estimating Project Times and Costs,		
	Developing Budget.		
	Developing a Project Plant Developing a Project Nativerk Constructing a		
	Developing a Project Plan: Developing a Project Network, Constructing a		
	Project Network, Network Computation Process.		
	Scheduling: Network Techniques – PERT & CPM		
	Scheduling Resources: Project Constraints, Resource Constraints,	30	8
	Resource Allocation.		
	Reducing Project Duration, Options for Accelerating Project Completion,		
	Crashing a Project.		
	Resource Loading, Resource Levelling, Constrained Resource Scheduling,		
	Multiproject Scheduling and Resource Allocation.		
IV	Progress and Performance Measurement and Evaluation: Project Control	25	8
	Process, Monitoring Time Performance, Methods of Variance Analysis,	_5	-
	Developing Status Report, Indexes to Monitor Progress, Forecasting Final		
	Developing Status Report, indexes to Monitor Frogress, Forecasting Final		

Project Costs.	

## Recommended Text Book(s):

- Project Management: The Managerial Approach by Clifford Gray & Erik Larson (Publisher: McGraw Hill)
- 2. Project Management: A Managerial Approach by Jack R. Meredith & Samuel J. Mantel (Publisher: Wiley India)

#### Paper: Quality Control & Management

Paper Code: BA132402

**Total Sessions: 30** 

## Total credit - 2 (two) (2-0-0)

Unit	Contents	Marks	No. of
No.		allotted	sessions
ı	Introduction to Quality: Dimensions of Quality, Costs of Quality	25	8
	Quality Management- a conceptual framework.	23	Ü
	Total Quality Management- Introduction, basic concepts of TQM,		
	Contribution of Quality Gurus in the TQM journey, Contribution of		
	Deming and Juran, TQM implementation, Obstacles, Benefits of		
	TQM		
	Kaizen – basic concepts, segments of Kaizen, 5S, Six Sigma-		
	Concept.		
	Recommended Text Book(s):		
	Quality Management by Kanishka Bedi (Oxford University Press)		
	2. Total Quality Management by Dale H.Besterfield, Carol Besterfield-		
	Michna, Glen H. Besterfield, Mary Besterfield-Sacre, Hemant		
	Urdhwareshe, Rashmi Urdhwareshe (Revised Third Edition, Pearson		
	Publication)		
II	Quality Management Systems: Introduction, Quality Assurance,	25	6
	Quality Systems, Quality Management Principles, Requirements of		
	a Quality Management System.		
	Quality Improvement Tools- Seven quality control tools,		
	Management & Planning Tools.		
	Recommended Text Book(s):		
	1. Total Quality Management by Dale H.Besterfield, Carol		
	Besterfield-Michna, Glen H. Besterfield, Mary Besterfield-		
	Sacre, HemantUrdhwareshe, RashmiUrdhwareshe (Revised		

	Third Edition, Pearson Publication)		
	2. Total Quality Management by Poornima M. Charantimath		
	(Pearson Publication)		
III	Statistical Process Control: Specification & Control limits, Types of	25	8
	Control Charts, Control Charts for Variables, Control Charts for		
	Attributes, Comparison between Variable & Attribute Control Charts,		
	State of Control, Out of Control Process, Process Capability Indices.		
	Recommended Text Book(s):		
	3. Quality Management by Kanishka Bedi (Oxford University Press)		
	4. Total Quality Management by Dale H.Besterfield, Carol		
	Besterfield-Michna, Glen H. Besterfield, Mary Besterfield-		
	Sacre, HemantUrdhwareshe, Rashmi Urdhwareshe (Revised		
	Third Edition, Pearson Publication)		
IV	Acceptance Sampling: Need for Acceptance Sampling, Types of Sampling	25	8
	Plans, Single Sampling Plan, Operating Characteristic (OC) Curve, Double		
	Sampling Plan for Attributes, Sequential Sampling Plan, Chain Sampling		
	Plan, Continuous Sampling Plan.		
	Recommended Text Book(s):		
	Quality Management by Kanishka Bedi (Oxford University Press)		

#### Paper: Technology & Innovation Management

Paper Code: BA132403

**Total Sessions: 30** 

#### Total credit - 2 (two) (2-0-0)

Unit Contents Marks No. of No. allotted sessions ı Innovation Fundamentals: Definition, Incremental and Radical 25 8 Innovation, Incremental & Radical Innovation, Types of Innovation, Handerson-Clark Abernathy-Clark Model, Model, Disruptive Technological Change Model. Ш Utterback-Abernathy Dynamic Model of Innovation, Tushman-Rosenkopf 25 8 Technology Life Cycle Model, S Curve, Predicting Technology Obsolescence. Innovation Strategy and Risks. Ш Skills of an Innovator, Roadblocks in Driving Innovation, Innovating for 10 4 Emerging Economies, Evolution of New Market. IV Managing Technology: Critical Factors, Essential Issues in Managing 40 10 Technology, Technology Life Cycle, Competition at Different Phases of the Technology Life Cycle, Process of Technological Innovation, Technology Planning, Forecasting Technology and Methods, Technology Audit, Technology Audit Model.

#### **Recommended Text Book(s):**

- 1. Innovation Management by Allan Afuah (Publisher: Oxford)
- 2. Managing Innovation: Integrating Technological, Market and Organizational Change by Joe Tidd& John Bessant (Publisher: Wiley)
- 3. Management of Technology: The Key to Competitiveness and Wealth Creation by Tarek Khalil & Ravi Shankar (Publisher: McGraw Hill)

# Paper: Financial Planning & Control Systems Paper Code: BA13240F1

 $Total\ credit-3\ (Three)\ (3\text{-}0\text{-}0)$ 

Total	<b>Sessions:</b>	<b>40</b>
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Unit	Contents	Marks	No. of
No.		Allotted	Lectures
Ι	Financial Policy And Corporate Strategy :	15	5
	Strategic Financial Decision Making Framework,		
	Strategy at different hierarchy levels, Interface of		
	Financial Policy and Strategic Management, Balancing		
	Financial Goals vis-à-vis Sustainable growth.		
II	Control Process:	40	18
	Methods of reporting financial results both		
	internal and external metrics, Formulating		
	Business Plan		
	Introduction to Budgetary Control, Strategic		
	Planning and Budgeting , Objectives and		
	functions of Budgeting, Essentials of Successful		
	Budgetary Control, Budgeting procedure ,		
	Behavioral considerations in Budgeting ,Budget		
	Components , Types of budgets , Performance		
	Budgeting, Operational Steps in Performance		
	Budgeting, Zero Base Budgeting, Limitations of		
	Zero Based Budgeting, Management by		
	objectives. ( MBO )		
	Variance Analysis- Revenue Variances and		
	Expense Variances, Managerial use of variances,		
	Variance Analysis and Performance Evaluation.		
	Responsibility centers and Financial Control,		
	Responsibility Centre Types, Coordinating		

	Responsibility Centres, Evaluating		
	Responsibility Centers,		
III	Transfer Pricing:	20	7
	Introduction, Objectives of Transfer Pricing System,		
	Methods of Transfer Pricing, Conflict Between a		
	division and the Company, Multinational Transfer		
	Pricing.		
IV	<b>Emerging Tools for Performance Measurement:</b>	25	10
	Market Value Added (MVA), Economic Value		
	Added (EVA), Balanced Scorecard, Value Chain		
	Analysis, Activity Based Costing, Activity		
	Based Management, and Activity Based		
	Budgeting, Triple bottom line concept of		
	corporate,		
	Critical Evaluation of Sample Annual Reports -		
	Using Financial and Non financial measures of		
	evaluation.		

#### **Recommended Books:**

- 1. Management Control Systems (  $12^{th}$  edition ) by Robert N Anthony and Vijay Govindarajan –McGraw Hill Education
- 2. Fundamentals of Financial Management by Sheeba Kapil, Pearson

## **Paper: Financial Engineering & Derivative Management**

Paper Code: BA13240F2

**Total Sessions: 40** 

Total credit -3 (Three) (3-0-0)

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Unit	Contents	Marks	No. of
No.		Allotted	Lectures
I	Introduction	20	6
	• Introduction to Derivatives, Brief History, Basics of		
	Forwards, Futures & Options		
	• Indian Derivatives Market, Concepts on Hedging,		
	Speculation & Arbitraging		
	• Use of Futures & Options in Hedging & Speculation		
	Recommended Text Book:		
	1. Options, Futures & Other Derivatives (7 <sup>th</sup> Edition) by		
	John C. Hull &Sankarshan Basu, Pearson Education		
II	Mechanics of Forwards/Futures Markets	20	8
	• Types of Futures, Open Interest & Trading Volume,		
	Convergence of Futures Price to Spot Price		
	• Margin Concept, Types of Traders & Types of Orders,		
	Forward v/s Futures Contracts		
	• Hedging using Futures: Long Hedge, Short Hedge, Cross		
	Hedging; Stock Index Futures		
	Recommended Text Book:		
	1. Options, Futures & Other Derivatives (7 <sup>th</sup> Edition) by		
	John C. Hull &Sankarshan Basu, Pearson Education		
III	Forward & Futures Prices	15	6
	• Forward Price of an Investment Asset: No Income,		
	Known Income & Known Yield		
	• Futures Prices of Stock Indices, Currency Futures,		
	Futures on Commodities		
	Recommended Text Book:		
	1. Options, Futures & Other Derivatives (7 <sup>th</sup> Edition) by		

	John C. Hull &Sankarshan Basu, Pearson Education		
IV	Cwong	15	5
1 V	<ul> <li>Swaps</li> <li>Introduction to Swaps, Use of Swaps in terms of Assets</li> <li>&amp; Liabilities</li> </ul>	13	3
	Interest Rate Swaps: Comparative Advantage Argument     & its Valuation		
	Currency Swaps: Comparative Advantage Argument & its Valuation		
	Recommended Text Book:		
	1. Options, Futures & Other Derivatives (7 <sup>th</sup> Edition) by		
	John C. Hull &Sankarshan Basu, Pearson Education		
V	Options	15	10
	Types of Options, Properties of Stock Options, Put-Call		
	Parity		
	Trading Strategies: Spreads, Straddle, Strangle		
	Option Price Valuation: Binomial Tree & Black-Scholes-		
	Merton Model		
	Greek Letters: Delta, Theta, Gamma, Vega, Rho		
	Recommended Text Book:		
	1. Options, Futures & Other Derivatives (7 <sup>th</sup> Edition) by		
	John C. Hull &SankarshanBasu, Pearson Education		
VI	Financial Engineering: An Introduction	15	5
	Financial Product Development		
	Multi-Period Options: Caps, Floors & Collars		
	Hybrid Instruments : Currency-Commodity Hybrid,		
	Interest rate-Equity Hybrid		
	Recommended Text Book:		
	1. Financial Engineering: A Complete Guide to		
	Financial Innovation by John F. Marshal &Vipul K.		
	Bansal, PHI Learning		

#### **Other Reference Books:**

- Derivatives and Risk Management (1st Edition) by SundaramJanakiraman, Pearson Education
- Derivatives and Risk Management by Rajiv Srivastava, Oxford University Press

# **Paper: International Finance**

Paper Code: BA13240F3

**Total Sessions: 40** 

# Total credit -3 (Three) (3-0-0)

Unit	Contents	Marks	No. of
No.		Allotted	Lectures
I	Introduction	25	10
	Overview of International Monetary System		
	Globalization & The Multinational Firm		
	• Foreign Exchange Markets: Balance of Payments, Spot		
	Rates, Forward Rates & Forward Exchange Swaps		
	• Real Monetary Assets, Interest Rates and Exchange		
	Rates, Foreign Exchange Intervention		
	Recommended Text Book:		
	1. International Financial Management (5 <sup>th</sup> Edition) by		
	P.G. Apte, Tata McGraw Hill		
II	International Financial Markets	25	10
	International Capital Markets: International Credit &		
	Money Markets, International Bond & Equity Markets		
	Global sources of equities - ADR, GDR, IDR		
	Overview of International financial institutions – World		
	Bank, IMF and Asian Development Bank		
	Recommended Text Book:		
	1. International Financial Management (5 <sup>th</sup> Edition) by		
	P.G. Apte, Tata McGraw Hill		
III	Hedging & Risk Management	30	10
	• Risk Management & Hedging Strategies: Forecasting		
	Exchange Rates, Measuring Exposure to Exchange Rate		
	Fluctuations		
	• Foreign currency futures and options, Managing		

	Transaction Exposure, Managing Economic &		
	Translation Exposure		
	Recommended Text Book:		
	1. International Financial Management (5 <sup>th</sup> Edition) by		
	P.G. Apte, Tata McGraw Hill		
IV	International Trade	20	10
	• Developments in International Trade Theory, Trade Policy Instruments & Liberalization		
	• World Trade Organization, Legal Dimension in International Business		
	Recommended Text Book:		
	<ol> <li>International Financial Management (5<sup>th</sup> Edition) by P.G. Apte, Tata McGraw Hill</li> </ol>		

## **Reference Book(s)**:

• Financial Management (5<sup>th</sup> Edition) by M.Y. Khan & P.K. Jain, Tata McGraw Hill

## Paper: Performance Appraisal, Training & Development

Paper Code: BA13240H1

**Total credit – 3 (three) (3-0-0)** 

**Total Sessions – 40** 

Unit	Contents	Marks	No. of
No.		allotted	sessions
1.	Performance Appraisal- concept, definition, objectives, importance,	30	12
	evolution; Performance Appraisal System- job analysis, types,		
	approaches, sources, methods (traditional & modern), rating errors;		
	Validating Performance Appraisal- communication, interview,		
	feedback, counseling; Ethical & Legal issues of performance		
	appraisal.		
	Recommended Text Book(s):		
	1. Performance Appraisal & Management by T. Deb		
	(Excel books Pub.)		
2.	Implications of Performance Appraisal- Compensation	20	7
	Management, Career development, Training, Mobility, Knowledge		
	management.		
	Recommended Text Book(s):		
	1. Performance Appraisal & Management by T. Deb		
	(Excel books Pub.)		
3.	Training & Development- introduction, need analysis, design,	30	12
	implementation, evaluation, trainers selection, ethical & legal issues.		
	Recommended Text Book(s):		
	1. Training & Development by G. PanduNaik (Excel		
	books Pub.)		
4.	Training &Development methods-Classroom, outbound, e-learning,	20	9
	community camp, on-the-job, coaching, mentoring, counselling;	20	
	Executive coaching for leadership.		
	S		
	Recommended Text Book(s):		
	1. Training & Development by G. PanduNaik (Excel		

books Pub.)	

## Reference Book(s)

1. Performance Management by Kohli & Deb (Oxford Pub.)

## Paper: Strategic Human Resource Management (SHRM)

Paper Code: BA13240H2

**Total Sessions: 40** 

**Total credit – 3 (three) (3-0-0)** 

Unit No.	Contents	Marks Allotted	No. of lectures
1.	Strategic Management and SHRM	20	8
	Strategic Management: Definition, Requisites, Process,		
	Hierarchy and Implementation.		
	Strategic Human Resource Management: Definition, Need &		
	Importance, Steps in SHRM.		
2.	Strategies for Recruitment, Retention, Compensation	30	12
	Recruitment: E-Recruitments, Outsourcing Recruitments,		
	Head Hunting, Assessment Centres, Work Life Balance,		
	Autonomous Work Teams		
	Retention: Challenges, Methods		
	Reward and Compensation: Skill Based Pay, Broadbanding,		
	Variable pay, Profit Sharing, Gain Sharing, Employee Stock		
	Option Plans, Executive Compensation		
3.	Strategies for Training & Development, Performance	30	12
	Management, Retrenchment		
	Training and Development: Competency Mapping, Cross		
	Cultural Training, Multi Skilling, Succession Planning,		
	Creating a Learning Organisation		
	Performance Management : Concept, needs, Pay for		
	Performance, 360°Feedback		
	Retrenchment : Concept, Retrenchment and Redundancy,		
	Downsizing, HR Outsourcing, Employee Leasing		
4.	Implications of SHRM	20	8
	Human Aspects of Strategies Implementation: Organisational		
	Culture, Implications of Mergers and Acquisitions,		
	Organisational Power and Politics.		

•	Value Addition Function: Gaining competitive advantage,	
	Strategic Business Partner	

## **Recommended Book:**

1. Strategic Human Resource Management by Rajib Lochan Dhar, Excel Books.

#### **Reference Book**:

Strategic Human Resource Management by Tanuja Agarwala, Oxford University Press

# **Paper: Negotiation & Counselling**

Paper Code: BA13204H3

 $Total\ credit-3\ (three)\ (3\text{-}0\text{-}0)$ 

**Total Sessions – 40** 

Unit No.	Contents	Marks	No. of
		allotted	Sessions
I	Nature of Negotiation	20	08
	• Negotiation- Definition, Features, Types		
	(Integrative & Distributive), Overcoming		
	tactics in Negotiation, PRAM Model: an		
	Approach to win-win practice. Preparation and		
	process of Negotiation, Qualities of a good		
	Negotiator.		
II	Negotiation -applications	30	12
	• Negotiation processes in use: Collective		
	bargaining: Features, Pre-requisites and		
	Process. Conflict Management: Features,		
	Functions, Consequence, Types, Approaches		
	and Resolution.		
	BATNA: Best Alternative to a Negotiation		
	Agreement. Role of Emotion in Negotiation.		
	Creativity in Negotiation. Communication		
	skills in Negotiation. Stake holders,		
	constituents and interest. Developing		
	Negotiation strategy. Ethics in Negotiation.		
III	Counselling		
	• Counselling: Historic developments,		
	Definition, Characteristics, Objectives and		
	Roles, Factors responsible, Conditions for	20	08
	effective counselling. Characteristics of a good		
	counsellor.		
	Counselling Approaches:		

	Theories/Approaches, Process of Counselling,		
	Types of counselling, Standard and non		
	standard techniques of counselling.		
IV	Evaluation of counselling and ethics in counselling	30	12
	• Evaluation: Component, Problem of		
	Evaluation, Tools for effective Diagnosis,		
	Approaches to Evaluation, Criteria for		
	evaluation.		
	• Ethics in Counselling: Ethics and status of		
	counselling, Role of counselling in undertaking		
	low productivity workers. Counselling of		
	students with Emotional Problems.		
	• Special areas of counselling: counselling on		
	Drug addicts, Education and on Social matters.		
	Counselling for disabled.		

## **Text Book:**

 Counselling and Negotiation Skills for Managers by Premvir Kapoor, Wiley Publication (ISBN. 9788177229653).

## Paper: Marketing Research & CRM

Paper Code: BA 132040M1

## $Total\ credit-3\ (three)\ (3-0-0)$

#### **Total Sessions – 40**

UNIT	CONTENTS	MARKS	NO. OF
NO.		ALLOTTED	SESSIONS
I	Nature and scope of Marketing Research – Marketing	20	8
	Research as an aid to marketing decision making, Role of		
	Marketing Research in a Marketing Plan, Concept,		
	Applications of Marketing Research, Limitations of		
	Marketing Research, Ethical Considerations in Marketing		
	Research, Emerging Issues: Online Research, Data		
	Warehousing & Data Mining		
	Books Recommended:		
	1. Marketing Research:Text & Cases by Rajendra		
	Nargundkar, (McGraw Hill, 3 <sup>rd</sup> Edition)		
II	Planning the Data Analysis: Proceesing of Data with	20	8
	Computer Packages, Statistical & Data Processing		
	Packages, Data Input Format, Variable & Variable		
	Labels, Value Labels, Statistical Analysis, Simple		
	Tabulation & Cross Tabulation: Univariate & Bivariate		
	Analysis, First Stage AnalysisSimple Tabulation for		
	Ranking Type Questions, Second Stage Analysis		
	Books Recommended:		
	1. Marketing Research:Text & Cases by Rajendra		
	Nargundkar, (McGraw Hill, 3 <sup>rd</sup> Edition)		
III	ANOVA and Design of Experiments, Correlation &	20	12
	Regression: Explaining Association & Causation,		
	Discriminant Analysis for Classification & Prediction,		
	Factor Analysis for Data Reduction, Cluster Analysis for		

	Market Segmentation, Multidimensional Scaling for		
	Brand Positioning, Conjoint Analysis for Product Design,		
	Attribute-based Perception Mapping Using Discriminant		
	Analysis		
	Books Recommended:		
	1. Marketing Research:Text & Cases by Rajendra		
	Nargundkar, (McGraw Hill, 3 <sup>rd</sup> Edition)		
IV	Customer Relationship Management-meaning & need of	20	6
	good CRM, Operational CRM vs Analytical CRM, CRM		
	marketing initiatives, Automation & Mobile CRM, CRM		
	in e-business.		
	Books Recommended		
	1. Jill Dyche, The CRM Handbook, (Latest Edition),		
	PEARSON		
V	Planning CRM Program, Choosing CRM tool, CRM	20	6
	development team, CRM implementation, CRM		
	roadblocks, Future of CRM.		
	Books Recommended		
	1. Jill Dyche, The CRM Handbook, (Latest Edition),		
	PEARSON		

#### Paper: Rural Marketing: Concepts & Practices

Paper Code: BA13240M2

**Total Sessions: 40** 

#### Total credit – 3 (Three) (3-0-0)

UNIT CONTENTS MARKS NO. OF NO. ALLOTTED SESSIONS Concept, Nature and Significance of Rural Marketing, Factors 25 10 contributing to Growth of rural markets, Segmentation of Rural Market, Rural Market VS Urban Market, Challenges and Opportunities of rural marketing, Rural Marketing Research Ш Rural Consumer Behaviour, Rural Marketing Mix, 25 10 New Product Development for the Rural Market, Rural Market and Product Life Cycle Ш Rural Market and Brand Management, Rural Retail Channel 25 12 Management, Principles of Innovation for Rural Market Marketing, Strategies for Indian Rural Market E-Rural Marketing, Organised Rural Retailing, Rural Market Mapping, IV 25 8 Corporate Social Responsibility in Rural Market, IT for Substainable **Rural Development** 

#### **Recommended Text Book(s):**

 Dogra Balram & Kharminder Ghuman. Rural Marketing: Concepts and Practices,1st Edition ,The McGraw-Hill Company

#### **Paper: Marketing of Services**

Paper Code: BA 13240M3

**Total Sessions: 40** 

#### Total credit -3 (three) (3-0-0)

Unit No.	Contents	Marks allotted	No. of sessions
Ι	Introduction- Services, Services marketing mix, Gap model;	40	15
	Consumer behavior-expectation, perception, relationship;		
	Service quality measurement- SERVQUAL method, research		
	in marketing of services.		
II	Development of design and standards- customer defined	40	15
	standards, physical evidence & servicescape; Service delivery-		
	employee & customer roles, intermediaries & e-channels;		
	Managing demand & capacity.		
III	Service promises - integrated service marketing	20	10
	communication, pricing of services; Service recovery &		
	handling customer complaints.		

#### **Recommended Text Book(s):**

1. Services Marketing by Zeithaml, Gremler, Bitner&Pandit (4<sup>th</sup> Ed.) TATA McGraw Hill.

## Reference Book(s)

1. Services Marketing (People, Technology, Strategy) by Lovelock, Writz & Chatterjee(Pearson Pub.)

# Paper: Supply Chain and Logistics Management

Paper code: BA 13240P1

Total credit: 3 (3-0-0) Total sessions: 40

Unit no.	Contents	Marks	No. of
		allotted	lectures
1	<ul> <li>Introduction to logistics Management –         Significance of logistics, Elements of         Logistics Management, Distribution         management, inventory management,         Distribution strategies, Challenge of Global         logistics.</li> <li>Transportation management-Place in         supply chain, Functionality, Participants in         transportation, Transportation formats,         Private Fleet, Modes of transportation,</li> </ul>	25	10
	Decision factors, Transport documentations, Intermodal transportation.		
2	<ul> <li>Ware housing-types of warehouses, warehousing operations, site selection process, warehouse layout and designing, Warehouse automation and it's components and benefits, warehouse management system (WMS),third party warehousing ,value added warehousing</li> <li>Third Party Logistics (3PL)-evolution, infrastructure required for 3PL,Selection of 3PL service provider,3PL Implementation, Operation of Indian 3PLs.</li> <li>Introduction to Fourth party logistics(4PL),GPS and GIS technology.</li> </ul>	30	12

3	Operations management in Supply chain-		
	Basic principles of manufacturing	20	8
	management, Manufacturing system, Role of		
	production in business, Mass production		
	system.		
	Lean manufacturing-successful lean		
	introduction to Supply Chain Benefits of		
	Lean manufacturing, Integration of Lean		
	Manufacturing and SCM, Agile		
	manufacturing, Quick Response		
	Manufacturing(QRM).		
	Mass customization: Meaning, drivers of		
	mass customization, characteristics,		
	approaches, Supply Chain Management for		
	Mass customization.		
	Procurement management in Supply		
4	chain management-introduction,		
	purchasing cycles, types of purchases,	25	10
	Inventory models, EOQ, Fixed order		
	Interval system, Fixed order Quantity		
	system, Inventory counting systems		
	New Paradigms in Inventory and		
	Purchase management-MRP,JIT, Vendor		
	Managed Inventory(VMI), Multi-tier		
	supplier Partnership ,Self certified vendors,		
	Green Channel suppliers		
<u> </u>			I.

## Recommended book:

• Supply Chain Management-by Rahul V.Altekar, PH1 Publications.

## **Reference books:**

- Supply Chain Management by Chopra, Meindl and Kalra (Pearson)
- Logistics and Supply Chain Management by Martin Christopher (Pearson)

## Paper: TPM & Lean Manufacturing

Paper code: BA 13240P2

Total credit: 3 (3-0-0) Total sessions: 40

Unit no.	Contents	Marks	No. of
		allotted	lectures
1	TPM – Basic, Use and Ideal Condition Productive		
	Maintenance, Preventive Maintenance, Corrective	25	10
	Maintenance, Maintenance Prevention, Breakdown		
	Maintenance, Goals of TPM, Key Strategies of		
	TPM Development, Benefits of TPM, Six Big		
	Losses.		
	Overall Equipment Efficiency.		
	Using Machine Efficiently – Six big losses,		
	Eliminating Breakdowns – types of breakdown and		
2	deterioration, Activities for achieving zero	30	12
	breakdowns.		
	Autonomous Maintenance - Activities and Steps,		
	TPM Initial Clean and Inspect and F-Tagging.		
	Development of In-House Capability to restore and		
	redesign equipment - role of operators and		
	maintenance staff.		
	Analyzing and categorizing the failure data.		
	TPM – Education & training and safety pillars.		
3	5 S - Meaning and benefits. SMED - applying		
	SMED to maintenance.	20	8
	Deciding on a maintenance strategy - TPM PM		
	Analysis, RCM PM Analysis.		
	Time and Condition-based monitoring.		
	Fault analysis – the 5 Why's, Fishbone Diagrams,		
	Fault tree diagrams, Out-of-control Action Plans.		

	TPM Team activities.		
	Lean Production –Elements, basic principles of lean		
4	operations, small-lot production, setup-time		
	reduction, maintaining and improving equipment,	25	10
	pull production system, lean versus push		
	manufacturing, lean implementation tools, Work		
	cell and cellular manufacturing, Value Stream		
	mapping.		

#### **Recommended Text Book(s):**

- 1. Total Productive Maintenance by Steven Borris (Publisher: McGraw Hill)
- 2. TPM for Every Operator ( Productivity Press)
- 3. Competitive Manufacturing Management: Continuous Improvement, Lean Production and Customer-focused Quality by John M. Nicholas.

#### Recommended Readings:

1. Toyota Production System by TaichiOhno, Productivity Press

#### Paper: Modern Operation Research Techniques for Industry

Paper Code: BA13240P3

**Total Sessions: 40** 

## Total credit – 3 (three) (3-0-0)

Unit No.	Contents	Marks allotted	No. of sessions
ı	Specially Structured Linear Programming: Transhipment	30	16
	Problem, Travelling Salesman Problem		
	Integer Programming: Concept & Formulation, Branch & Bound		
	Method, Applications of Zero-One Integer Programming		
	Goal Programming:Introduction & Concept, Goal Programming		
	Model Formulation, Goal Programming with Single, Multiple		
	Goals, Pre-emptive and Non-Pre-emptive Goal Programming,		
	Graphical Solution to Goal Programming.		
	Recommended Text Book(s):		
	3. Quantitative Techniques in Management by N.D. Vohra (3 <sup>rd</sup>		
	edition, Tata McGraw Hill)		
	4. Operations Research: Theory and Applications by J.K. Sharma		
	(5 <sup>th</sup> Edition, Macmillan India Ltd.)		
II	Queuing Theory: Introduction, General Structure of Queuing	15	10
	System, Performance measures of a Queuing System, Probability		
	distributions in Queuing Systems, Queuing Models.		
	Recommended Text Book(s):		
	3. Quantitative Techniques in Management by N.D. Vohra (3 <sup>rd</sup>		
	edition, Tata McGraw Hill)		
	4. Operations Research: Theory and Applications by J.K.		
	Sharma (5 <sup>th</sup> Edition, Macmillan India Ltd.)		

Ш	Dynamic Programming: Introduction, Terminology, Developing	15	8
	Optimal Decision Policy, Application of Dynamic Programming in		
	HRM.		
	Recommended Text Book(s):		
	5. Quantitative Techniques in Management by N.D. Vohra (3 <sup>rd</sup>		
	edition, Tata McGraw Hill)		
	6. Operations Research: Theory and Applications by J.K.		
	Sharma (5 <sup>th</sup> Edition, Macmillan India Ltd.)		
IV	Replacement Theory: Introduction, Types of failure, Replacement	10	6
	policy for equipment which deteriorates gradually, Replacement of		
	Items that fail suddenly, Other Replacement problems- Staff		
	Replacement.		
	Recommended Text Book(s):		
	2. Quantitative Techniques in Management by N.D. Vohra (3 <sup>rd</sup>		
	edition, Tata McGraw Hill)		
	3. Operations Research: Theory and Applications by J.K.		
	Sharma (5 <sup>th</sup> Edition, Macmillan India Ltd.)		

# **Paper: Travel and Tourism Management**

Paper code: BA 13240E1

Total credit: 3 (three) (3-0-0)

Total sessions: 40

Unit no.	Contents	Marks allotted	No. of lectures
1	<ul> <li>Introduction to Tourism Marketing- factors shaping the Indian tourism, definition of tourism marketing, nature, process, tourism marketing orientations.</li> <li>Challenges of tourism marketing-nature and characteristics of tourism offers, issues and challenges in tourism</li> </ul>	20	8
2	Tourism marketing environment and     Marketing mix-introduction, tourism     marketing system, Environment     analysis(SWOT),Marketing strategy     planning, concept of marketing mix of     tourism	25	10
3	<ul> <li>Tourism markets and tourist behavior-introduction to tourist markets, types of tourism markets, tourist behavior, tourist buying process and factors influencing tourist buying.</li> <li>The tourism product- definition, tourism as a product, destination as product, Destination development, Destination life cycle and tourism area, Brand and branding of a tourist destination.</li> </ul>	20	8
	Tourism distribution and promotion-		

4	tourism distribution and channels,	25	12
	promotion and communication of	35	
	tourism, developing a promotion plan,		
	promotional tools.		
	• Organization of tourism:		
	Technology in tourism marketing,		
	Tour operators licensing, IATA, ITDC,		
	Role of ATDC in the development of		
	tourism in Assam.		

#### **Recommended book:**

1. Tourism marketing by Manjula Chaudhary, Oxford University press.

#### **Reference books:**

- Tourism –Principles and Practices by Sampad Kumar Swain and Jitendra Mohan Mishra.-Oxford University press.
- 2. Sustainable and Responsible tourism: Trends, Practices and cases by Manhas –PHI learning.

## Paper: International Marketing & Trade

Paper Code: BA13240E2

**Total Sessions: 40** 

## Total credit – 3 (Three) (3-0-0)

UNIT	CONTENTS	MARKS	NO. OF
NO.		ALLOTTED	SESSIONS
140.		ALLOTTED	SESSIONS
1.	Concept of International marketing, Evolutionary process of Global	25	8
	marketing, Reasons for entering international markets, International		
	economic institutions- WTO, IMF, UNCTAD, ADB, International		
	political, legal and cultural environment, Identification and		
	segmentation of international markets.		
2.	Modes of entry in international markets, Product strategy for	25	12
	international markets, International branding strategy, Pricing		
	decision for international markets, International distribution		
	channels, Tools for international marketing communication, Ethical		
	issues in international marketing.		
3.	Background of International Trade Patterns, Concept of International	25	8
	Trade policy, Balance of payments, Balance of trade, Gains from		
	International trade, Institutional infrastructure for export promotion.		
_			10
4.	Export Documentation- Commercial documents, Regulatory	25	12
	documents, Procedure for export-import, Modes of payment and		
	international trade finance, Managing risks in international trade.		

#### **Recommended Text Book(s):**

1. Rakesh Mohan Joshi, International Marketing, second edition, OXFORD University Press.

# Paper: Management of Non-Government Organizations Paper Code: BA 13240E3

 $Total\ credit-3\ (Three)\ (3-0-0)$ 

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Unit No.	Contents	Marks allotted	No. of Sessions
I	<ul> <li>Concepts and Functions of NGOs</li> <li>Definition, concept, objectives and types of NGOs; Genesis and present status of NGOs; Role of NGOs; History of NGOs in India.</li> <li>NGO Management- Process of management: Strategy and Planning, Organization, Delegation, Coordination, Core competency and Capacity building; Challenges; Development issues; Development indicators.</li> <li>Problems of NGOs- Problem identification; Problems faced by NGOs; Managerial role in problem solving; Governance and leadership.</li> </ul>	25	08
II	<ul> <li>Legal Framework for NGOs</li> <li>Legal procedures for establishment of NGOs-Societies Registration Act, 1860; Charitable Endowments Act, 1890; Cooperative Societies Act, 1912; Companies Act, 1956 (relevant part); Indian Trust Act, 1882.</li> <li>FCRA- Foreign Contribution Regulatory Act; Income Tax Act 1961- Nature and Scope of Sec. 10; Income Tax Exemption- under section 11 &amp; 12; Rebate under sections 80G and 35AC of Income Tax Act.</li> </ul>	25	12
III	Schemes for NGOs under various Ministries	25	12

	Government of India- Ministry of Agriculture, Communication and Information Technology,		
	Consumer Affairs, Food and Public Distribution, Culture and Tourism,		
	Environment and Forest, Food Processing		
	Industries, Health and Family Welfare, Human Resource Development, Labour, Non		
	conventional Energy Sources, Rural		
	Development, Science & Technology, Social  Justice and Empowerment		
	NABARD and Human Rights Commission		
IV Fund	ding & Coordinating Agencies		
	<ul> <li>UN agencies; Donor agencies; Other international agencies; World Bank; IMF and Asian Development Bank.</li> <li>International Organizations- Oxfam, CARE, Action Aid, Red-Cross, Rotary International, UN AIDs, Amnesty International, Transparency International, CIVICUS, BRAC (Bangladesh). Save the Children and Help-age.</li> <li>National and Regional Organization- CYSD, AGRAGAMI, BISWA, PRADAN, AWARD, DISHA, VANI. SEWA, Peoples Union for Civil Liberty, Myrada, Paribartan, Gramvikas, Basundhara.</li> </ul>	25	08

#### **Recommended Text Books:**

- 1. Management of NGOs by J.M. Ovasdi (Macmillan India Ltd.)
- 2. Formation and Management of NGOs by Anita Abraham (Universal Law Publishing Co., New Delhi)
- 3. Administration and Management of NGOs by S.L. Goel and R. Kumar (Deep and Deep Publications Pvt. Ltd.)

# **Paper: Management of Financial Services**

Paper Code: BA13240E11

Total	<b>Total credit – 3 (Three) (3-0-0)</b>		<b>Total Sessions: 40</b>	
Unit No.	Contents	Marks Allotted	No. of Lectures	
I	Introduction	10	5	
	Financial services - concept, objectives/functions,			
	characteristics; Financial Services Market - concept,			
	constituents; growth of financial services in India;			
	Regulatory framework.			
	Recommended Text Book:			
	1. Financial Services and Systems (2 <sup>nd</sup> Edition) by S.			
	Gurusamy, Tata McGraw Hill Education Private Limited			
II	Leasing, Hire-purchase finance and Bills discounting	40	15	
	• Leasing - Concept & Classification, Advantages			
	and limitations of Leasing, Lease documentation			
	and agreement, Financial evaluation of leasing:			
	lessee's and lessor's perspectives			
	• Hire-Purchase Finance – Meaning and			
	characteristics, Hire-purchase vs. Installment			
	Payment, Lease Financing vs. Hire-purchase			
	financing, Parties to hire-purchase contract,			
	financial evaluation from the point of view of the			
	hirer and Financing Company.			
	• Bills Discounting – Concept, creation of a B/E,			
	discounting of a B/E, types of bills, advantages of			
	bills discounting.			
	Recommended Text Book:			
	1. Financial Services (7 <sup>th</sup> Edition) by M. Y. Khan, Tata			

	McGraw Hill Education Private Limited		
III	Insurance and Banking Services and Products	25	10
	• Insurance – Meaning, overview of Insurance Act		
	1938 and IRDA 1999, Insurance products and		
	services.		
	• Banking - RBI and its roles, bank product and		
	services		
	Recommended Text Book:		
	1. Financial Services (7 <sup>th</sup> Edition) by M. Y. Khan, Tata		
	McGraw Hill Education Private Limited		
IV	Issue management and Credit Rating	25	10
	• Issue management – Issue managers: merchant		
	bankers, underwriters, bankers to an issue, brokers		
	to an issue, registrars to an issue and transfer agents;		
	overview of public issues		
	• Credit Rating – Meaning, credit rating agencies,		
	regulatory framework of credit rating agency, rating		
	methodology, rating symbols/grades.		
	Recommended Text Book:		
	1. Financial Services (7 <sup>th</sup> Edition) by M. Y. Khan, Tata		
	McGraw Hill Education Private Limited		