



ASSAM SCIENCE AND TECHNOLOGY UNIVERSITY

DETAILED SYLLABUS OF MBA 3rd SEMESTER

Course Structure of
Master of Business Administration Programme
MBA 3rd Semester

(Total Credits –30)

Semester III			
Paper Code (Subject Code)	Name of the Paper	Total Credits	L-T-P
BA132301	Business Policy & Strategic Management	3 credit	3-0-0
BA132302	Operation Research for Industry	3 credit	3-0-0
BA132303	Business Law	3 credit	3-0-0
BA132304	Industry Internship Project *	3 credit	8 weeks
Group I FM/HR/MM/PO	Specialisation ** (Marketing/Finance/HR/ Production)	9 credit	
Group II FM/HR/MM/PO	Specialisation ** (Marketing/Finance/HR/ Production)	9 credit	

*Industry Internship Training is to be conducted during Summer Break for a duration of 8 (Eight) weeks in an industry / organisation of repute.

**Students need to select two specialisations from any of the following - FM, HR, MM and PO for Group I and Group II specialisations.

Finance Group (FM)

Semester III (9 Credits)			
Paper Code	Name of the Paper	Total Credits	L-T-P
BA13230F1	Security Analysis and Portfolio Management	3 credits	3-0-0
BA13230F2	Taxation Planning and Management	3 credits	3-0-0
BA13230F3	Behavioural Finance	3 credits	3-0-0

HR Group (HR)

Semester III (9 Credits)			
Paper Code	Name of the Paper	Total Credits	L-T-P
BA13230H1	Human Resource Planning and Development	3 credits	3-0-0
BA13230H2	Industrial Relations	3 credits	3-0-0
BA13230H3	Managing Organisational Change and Development	3 credits	3-0-0

Marketing Group (MM)

Semester III (9 Credits)			
Paper Code	Name of the Paper	Total Credits	L-T-P
BA13230M1	Brand Management and Advertising	3 credits	3-0-0
BA13230M2	Supply Chain Management	3 credits	3-0-0
BA13230M3	Consumer Behavioural Analysis and Retailing	3 credits	3-0-0

Production Group (PO)

Semester III (9 Credits)			
Paper Code	Name of the Paper	Total Credits	L-T-P
BA13230P1	TQM and Six Sigma	3 credits	3-0-0
BA13230P2	Service Operations Management	3 credits	3-0-0
BA13230P3	Operation Strategy Planning and Control	3 credits	3-0-0

Detailed Syllabus:**Course: Master of Business Administration****Semester: Third****Paper: Business Policy & Strategic Management****Paper Code: BA132301****Total credit – 3 (Three) (3-0-0)****Total Sessions: 40**

Unit No.	Contents	Marks Allotted	No. of Lectures
1.	Strategic Management concept-Evolution of strategic mgt. & business policy, Historical perspective of strategic mgt. & business policy, Indian scenario of strategic mgt. & business policy; Understanding strategy, levels of strategy, strategic decision making; Strategy formulation-schools of thought (prescriptive, descriptive, integrative); Strategic mgt.-concept, definition, elements, process, model of strategic mgt. process; Establishment of strategy-strategic intent, vision, mission, goals, objectives; concept of business-dimensions, levels, product/service concept. Recommended Text Book(s): AzharKazmi-Strategic Management & Business Policy, 3 rd Ed., TATA McGraw Hill Pub., 2010	20	8
2.	Formulating strategy-concept of environment (characteristics, internal & external, SWOT), environmental sectors (economic,	35	15

	<p>International, market, political, legal, socio-cultural), scanning the business environment (factors, approaches, sources, techniques); Organizational environment-Dynamics of internal environment (resources, behavior, strengths & weaknesses, competencies, competitive advantages); Corporate level strategy- expansion, stability (no-change, profit), retrenchment (turnaround, divestment, liquidation), combination, concentration, integration (horizontal, vertical), diversification (concentric, conglomerate), cooperative (merger-acquisition, joint-ventures, alliances), digitalization; Business-level strategy-concept, generic business strategies (cost-leadership, focus, differentiation); Strategic analysis- process of strategic choice (focusing on alternatives, analysis of alternatives, evaluation of alternatives, choosing the best alternative), strategic analysis (tools & techniques, SWOT, portfolio, experience curve, life cycle, industry, strategic groups, competitors), Contingency strategy, strategic plan.</p> <p>Recommended Text Book(s): AzharKazmi-Strategic Management & Business Policy, 3rd Ed., TATA McGraw Hill Pub., 2010</p>		
3.	<p>Implementing strategy-Nature, barriers, forward linkages, backward linkages, model of strategy implementation. resource allocation; Structural implementation-considering organizational structure, types of organizational structures (entrepreneurial, functional, divisional, SBU, matrix, network), structure for strategies (business-level, corporate-level); Functional 7 operational implementation-functional strategies (vertical fit, horizontal fit), financial policies, marketing policies, operational policies, personnel policies, information policies; Integration of policies-considerations, operational implementation (operational effectiveness, productivity, processes, people).</p> <p>Recommended Text Book(s): AzharKazmi-Strategic Management & Business Policy, 3rd Ed., TATA McGraw Hill Pub., 2010</p>	20	10
4.	<p>Evaluating and controlling strategy-concept, nature of strategic evaluation & control, importance, participants, barriers, requirements for effective evaluation; strategic control-premise control, implementation control, strategic surveillance; Operational control-process, setting up the standards, measurement of performance, analysis of variances, corrective action; Techniques of evaluation & control-techniques for strategic control & operational control.</p> <p>Recommended Text Book(s): AzharKazmi-Strategic Management & Business Policy, 3rd Ed., TATA McGraw Hill Pub., 2010</p>	25	7

Reference Book(s)

1. Thomas L. Wheelan& J. David Hunger-Concepts in Strategic Management & Business Policy, 12th Ed., Pearson Pub., 2011

Course: Master of Business Administration

Semester: Third

Paper: Operation Research for Industry

Paper Code: BA132302

Total credit – 3 (Three) (3-0-0)

Total Sessions: 40

Unit No.	Contents	Marks Allotted	No. of Lectures
1.	<p>Introduction to Operation Research: Application of Operation Research in Decision Making.</p> <p>Linear Programming: Mathematical formulations of LP Models for product-mix problems, Graphical Method, Simplex Method, Artificial variable techniques (Big-M method) Solution of maximization and minimization problems, Duality, Sensitivity: Resource and Cost, Integer Programming Problems- Concept and Techniques of Solutions.</p> <p>Recommended Text Book(s):</p> <ol style="list-style-type: none"> Quantitative Techniques in Management by N.D. Vohra (3rd edition, Tata McGraw Hill) Operations Research: Theory and Applications by J.K. Sharma (5th Edition, Macmillan India Ltd.) 	25	10
2	<p>‘Transportation Problem: Introduction to transportation problems, North-West corner rule, Least cost method, Vogel’s approximation method for obtaining initial feasible solutions, Stepping stone and MODI method to get optimal solution,</p> <p>Assignment Problem: Hungarian Method, Unbalanced assignment problems, Constrained assignment problems.</p> <p>Recommended Text Book(s):</p> <ol style="list-style-type: none"> Quantitative Techniques in Management by N.D. Vohra (3rd edition, Tata McGraw Hill) Operations Research: Theory and Applications by J.K. Sharma (5th Edition, Macmillan India Ltd.) 	25	10
3.	<p>Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point;</p> <p>Dominance Method and Graphical Method for solving Mixed Strategy Game, Application of LPP for solving a Game.</p> <p>Recommended Text Book(s):</p> <ol style="list-style-type: none"> Quantitative Techniques in Management by N.D. Vohra (3rd edition, Tata McGraw Hill) Operations Research: Theory and Applications by J.K. Sharma (5th Edition, Macmillan India Ltd.) 	25	10
4.	<p>Network Analysis: PERT & CPM, Critical Path-float and slack analysis, Total float, Free Float, Independent float, Time & Cost Trade Off, Monte Carlo Simulation with business applications. Analytical Hierarchical Procedure (AHP)</p> <p>Recommended Text Book(s):</p> <ol style="list-style-type: none"> Quantitative Techniques in Management by N.D. Vohra (3rd edition, Tata McGraw Hill) Operations Research: Theory and Applications by J.K. Sharma (5th Edition, Macmillan India Ltd.) 	25	10

Course: Master of Business Administration**Semester: Third****Paper: Business Law****Paper Code: BA132303****Total Credit: 3 (three) (3-0-0)****Total Sessions: 40**

UNIT NO.	CONTENTS	MARKS ALLOTTED	NO. OF SESSIONS
1.	The Indian Contract Act ,1872: Introduction, Meaning, Nature and Classification of contracts, Essential elements of a contract - Offer and Acceptance, Capacity of Contract , Free Consent ,Consideration, Quasi Contracts , Termination and Breach of Contracts, Law of Agency.	25	10
2.	Sale of Goods Act,1930: Essentials of a contract of sale, Sale distinguished from agreement to sale, Goods and their classification, Price ,Conditions and Warranties, Doctrine of Caveat emptor, Passing of Property Performance of Contract of sale, Unpaid seller and his rights.	15	6
3.	The Negotiable Instruments Act, 1881: Meaning, Objectives, characteristics, Kinds and essentials of the instruments, Parties to the instruments –their privileges and liability, Discharge and Dishonour of the instruments.	15	6
4	The Partnership Act ,1932: Meaning and Nature of Partnership ,Formation of partnership, Rights, Duties and Liabilities of Partners ,Registration of Firm , Dissolution of Firm. A brief knowledge of Limited Liability Partnership.	10	4
5.	Company Law: Meaning and Nature of Company, Classification of Companies, Formation of a Company ,Memorandum of Association and Articles of Association, Prospectus, Shares and Share Capital, Raising of Capitals/Issue of Shares. Company Management: Management of Company- Board of Directors, Managing Director Whole-time director etc., Shareholders, Company Meetings and Resolutions, Accounts ,Audit , Returns and dividends.	35	14

Recommended Text Book: Elements of Mercantile Law by N.D. Kapoor (Publisher:-S. Chand & Sons)

Course: Master of Business Administration

Semester: Third

Paper: Security Analysis & Portfolio Management

Paper Code: BA13230F1

Total credit – 3 (Three) (3-0-0)

Total Sessions: 40

Unit No.	Contents	Marks Allotted	No. of Lectures
I	Introduction & Investment Alternatives <ul style="list-style-type: none"> • Introduction to the Investment Environment, Investment Alternatives: Money Market Instruments, Non-marketable Financial Assets, Bonds, Equity Shares, Life Insurance Investment v/s Speculation, Financial Derivatives & Real Assets • Financial Markets: Calculation of various Indexes, Trading & Settlement of Securities, Margin Account Calculations, Types of orders & Trading Costs, Short Selling of Securities • Role & Functions of SEBI, Structure & Working of BSE & NSE Recommended Text Book: <ol style="list-style-type: none"> 1. Investment Analysis & Portfolio Management (4th Edition) by Prasanna Chandra, Tata McGraw Hill 	20	8
II	Statistical Component & Preliminary Asset Analysis <ul style="list-style-type: none"> • Risk & Return – Definition of Risk, Systematic and Unsystematic risk, Minimising Risk Exposure, Definition of Return, Single stock and Portfolio Risk and Return Measurement. • Quantitative Concepts: Mean, Variance, Covariance, Correlation, Regression, Normal Distribution & their application in Finance • Portfolio Concept: Markowitz Portfolio Theory, Capital Asset Pricing Model, Characteristics Line, CML & SML, Single & Multi-Index Models, Arbitrage Pricing Theory Recommended Text Book: <ol style="list-style-type: none"> 1. Investment Analysis & Portfolio Management (4th Edition) by Prasanna Chandra, Tata McGraw Hill 	20	8
III	Equity Valuation Models <ul style="list-style-type: none"> • Dividend Discount Models: Single Period & Multi Period Models, Zero Growth, Constant Growth, Two Stage, Three Stage, H-Model, Free Cash Flow Model, Earnings Multiplier Approach • Active & Passive Portfolio Management Recommended Text Book: <ol style="list-style-type: none"> 1. Investment Analysis & Portfolio Management 	15	6

	(4 th Edition) by Prasanna Chandra, Tata McGraw Hill		
IV	Bond Valuation Concepts <ul style="list-style-type: none"> Bond Characteristics, Bond Prices & Yields, Risk in Bonds, Yield to Maturity, Realized YTM, Interest Rate Risk Bond Duration, Modified Duration, Immunization Strategy, Active & Passive Bond Portfolio Management Recommended Text Book: <ol style="list-style-type: none"> Investment Analysis & Portfolio Management (4th Edition) by Prasanna Chandra, Tata McGraw Hill 	15	6
V	Fundamental & Technical Analysis <ul style="list-style-type: none"> Fundamental Analysis: Economic Analysis, Industry Analysis & Company Analysis Technical Analysis: Assumptions, Dow Theory, Indicators, Charts, Moving Averages, ROC, RSI Recommended Text Book: <ol style="list-style-type: none"> Investment Analysis & Portfolio Management (4th Edition) by Prasanna Chandra, Tata McGraw Hill 	15	8
VI	Advanced Portfolio Concepts <ul style="list-style-type: none"> Mutual Funds: Entities Involved, Schemes, Open Ended & Closed Ended Schemes, Net Asset Value (NAV) Efficient Market Hypothesis: Weak, Semi-Strong & Strong Form Portfolio Performance Evaluation: Sharpe Ratio, Treynor Ratio, Jensen Measure, M² Measure, Fama Decomposition Model Recommended Text Book: <ol style="list-style-type: none"> Investment Analysis & Portfolio Management (4th Edition) by Prasanna Chandra, Tata McGraw Hill 	15	4

Other Reference Books:

- Security Analysis & Portfolio Management by S. Kevin, PHI Learning
- Security Analysis and Portfolio Management, 2nd Edition, PunithavathyPandian, Vikas Publishing House Pvt. Ltd.
- Security Analysis and Portfolio Management, Samuel Thomas, PHI Learning Private Limited

Course: Master of Business Administration**Semester: Third****Paper: Taxation Planning and Management****Paper Code: BA13230F2****Total credit – 3-0-0****Total Sessions: 40**

Unit No.	Contents	Marks Allotted	No. of Lectures
1.	Income Tax- Fundamental Concepts: Sources and Authority of taxes in India, Sources of Income Tax Law, Basic concepts and Important definitions, Relevance of method of accounting for heads of income, Incomes exempt from tax.	8	3
2.	Profit and Gains of Business or Profession: Incomes chargeable under this head, Speculation Business, Important admissible Deductions , Inadmissible deductions, Certain deductions to be only on payment basis, Compulsory maintenance of Accounts and Audit provisions .	20	8
3.	Capital Gains: Meaning of- Capital Asset, Transfer, Scope and year of chargeability, Transactions not regarded as transfer, Mode of computation of Capital Gains, Exemptions of Capital Gains, Tax on Capital Gains.	12	6
4.	Set-off and carry forward of losses: Inter source and Inter head adjustment of losses, Carry forward and set-off of accumulated business losses and unabsorbed depreciation, Carry forward and set-off of losses under the head 'Capital Gains'.	8	2
5.	Computation of Total Income and Tax Liability of Companies: Steps involved in computing the Total Income, Deductions available from Gross total income, Minimum Alternate Tax , Corporate Dividend Tax. Filing of ITR and Payment of Taxes- Advance Tax and Tax Deduction at source	12	6

Unit No.	GROUP –B : Indirect Tax NAME OF THE TOPIC WITH SUB –TOPICS	Marks Allotted	No. of Sessions
1.	Central Excise: Introduction to the Laws relating to central excise, ,Meaning ,Nature and Scope of Central Excise duty, Charging section ,Key definitions and terms used , Conditions for levy of Excise duty, Types of Excise duties, Bases of excise duty , Levy ,collection and exemptions from excise duty. Classification and Valuation of goods.- A brief Study.	20	7
2	Service Tax : Genesis of service tax in India ,Concepts and General Principles of Service Tax, Service and declared services, , Negative list and Exemptions in service tax ,Reverse charge in service tax, Points of Taxation, Abatements and composition schemes Registration under service tax , Return Filing and payment of Taxes.	20	8

Recommended Text Books :

1. Conceptual Clarity on Income Tax by CA.ArvindTuli,Dr. Bhushan Kumar Sharma and Mrs. NeeruChadha.(Kalyani Publishers)
2. Central Excise law and Practice by V.S Datey(Taxman's)
3. Service tax law and practice by Abhishek A. Rastogi (Taxman's)

Reference Book: Law and Practice by Vinod Singhania and Kapil Singhania(A Taxman's Publication)

Course: Master of Business Administration

Semester: Third

Paper: Behavioural Finance

Paper Code: BA13230F3

Total credit – 3 (Three) (3-0-0)

Total Sessions: 40

Unit No.	Contents	Marks Allotted	No. of Lectures
I	Conventional Finance, Prospect Theory and Market Efficiency <ul style="list-style-type: none"> Neoclassical Economics, Rational Preferences, Utility Theory, Risk Attitude, Allais Paradox. Risk & Return for Individual Assets and Portfolio of Assets, Market Efficiency Prospect Theory, Mental Accounting 	20	7
II	Behavioural Science Foundations <ul style="list-style-type: none"> Perception, Memory and Heuristics; Familiarity and related heuristics; representativeness and related biases, anchoring; irrationality and adaptation Overconfidence - Miscalibration; other strains of overconfidence, factors impeding correction. Emotional Foundations – Emotion, Emotion Theory, Brain; Emotion and reasoning. 	20	10
III	Investor Behaviour <ul style="list-style-type: none"> Implications of Heuristics and Biases for Financial Decision-making Financial Behaviour stemming from Familiarity and from representativeness; Anchoring to available Economic clues Implications of Overconfidence for Financial Decision-making Overconfidence and excessive trading; Demographics and dynamics; under-diversification and excessive risk taking; Excessive Optimism Individual Investors and the Force of Emotion Mood of investors and market; Pride and regret; the disposition effect; House Money. 	20	8
IV	Social Forces and Market outcomes <ul style="list-style-type: none"> Social Forces – <i>Homo Economics</i>; Fairness, Reciprocity and Trust; Social Influences matter; Conformity; Social Behaviour and Emotion & Evolution; Corporate Boards Market Outcomes – Earnings Announcements and Value Vs. Growth; Rational Explanations; the Equity Premium Puzzle; Real-World Bubbles; Behavioural Finance and Market Valuations 	20	10
V	Money Management <ul style="list-style-type: none"> Behavioural Investing – Anomaly Attenuation, Style Peer Groups and Style Investing, Style Rotation Neurofinance and the Trader's Brain – Expertise and Implicit Learning, Neurofinance and insights, Expertise and Emotion 	20	5

Recommended Text Book(s):

1. Understanding Behavioural Finance by Lucy F. Ackert & Richard Deaves; Cengage Learning

Reference Text Books:

1. Behavioural Finance by William Forbes; Wiley India
2. Value Investing & Behavioural Finance – Insights into Indian Stock Market Realities by Parag Parikh; Tata McGraw Hill Education Private Limited.

Course: Master of Business Administration**Semester: Third****Paper: Human Resource Planning & Development****Paper Code: BA13230H1****Total credit – 3 (Three) (3-0-0)****Total Sessions: 40**

Unit No.	Contents	Marks Allotted	No. of Lectures
1.	<p>Concept of HRD-Introduction, Relationship between HRM & HRD, HRD objectives & functions, HRD system, HRD structure, Roles & competencies of HRD professional, HRD culture, Climate, Matrix; HRP-introduction, HRP activities, Steps for strategic HRP, Strategic HRP system, Objectives of HRP, Manpower demand forecasting, analysis of performance, analysis of productivity, HRP process outline, Qualitative methods for HRP forecast (Delphi, nominal group, wastage analysis), HRP models (Markov, Renewal, Optimization, Cambridge, Simulation, Replacement theory), Challenges to organizations & HRD professional.</p> <p>Recommended Text Book(s): Dipak Kr. Bhattacharyya-Human Resource Planning, 2nd Ed., Excel books</p>	30	12
2.	<p>Career Planning- Introduction, definition, elements, career development, career development vs. career planning/manpower planning/succession planning, career development stages, career development vs. employee empowerment/family issues/changing needs, career planning process; Succession planning-steps, management development, MDPs, techniques of management development; Organizational development-introduction, goals, characteristics, steps; HRP and organizational culture, EFQM model of excellence.</p> <p>Recommended Text Book(s): Dipak Kr. Bhattacharyya-Human Resource Planning, 2nd Ed., Excel books</p>	30	10
3.	<p>Skilling- Introduction, Definition of skilling, Multiskilling, Competencies; Competency mapping-concept, approaches; Organizational flexibility-job flexibility, HRP flexibility, People Capability maturity model (P-CMM), Human capital ROI, managing manpower redundancy, Handling Job rotation, transfer, promotion, framing promotion policies, job mobility, job</p>	20	10

	enrichment, job enlargement; HRIS-concept, objectives, development of stages, modules; Valuation of HR-concept, methods; HR audit-concept, objectives, importance, scope, methods; HR research concept. Recommended Text Book(s): Dipak Kr. Bhattacharyya-Human Resource Planning, 2 nd Ed., Excel books		
4.	Trends in HRP- HRD and National planning, HRD from world's perspective, future HR roles & competencies, role of HR as strategic partner, HR scorecard approach, HR & Six sigma practices, relating Six Sigma to HR strategy, Importance of creativity & innovation in HR, Knowledge management, aligning HR to learning organization. Recommended Text Book(s): Dipak Kr. Bhattacharyya-Human Resource Planning, 2 nd Ed., Excel books	20	8

Reference Book(s)

1. Human Resource Management (2nd Ed), By P. Jyoti & D.N. Venkatesh, Oxford University Press.
2. Human Resource Development, By Jon M Werner Randy L. DeSimone, Cengage Learning.

Course: Master of Business Administration

Semester: Third

Paper: Industrial Relations (IR)

Paper Code: BA13230H2

Total credit – 3 (Three)

Total Sessions: 40

Unit No.	Contents	Marks Allotted	No. of Lectures
1.	Industrial Relations (IR) - An overview <ul style="list-style-type: none"> Industrial Relations: Concept, Importance, Scope and Aspects, Factors affecting IR, Approaches to IR, Pre-requisites of Successful IR Programme. Trade Union <ul style="list-style-type: none"> Concept, General features, Functions of Trade Unions in India, Types of Trade Unions, Structure of Trade Union in India. Trade Union Movement, Growth and Development of Trade Union Movement through Pre and Post Independence. Problems of Trade Unions, Rights and Obligations of Recognised Trade unions. Recommended Books: <p>3. Dynamics of Industrial Relations by Mamoria, Mamoria and Gankar, Himalaya Publishing House.</p>	20	8
2.	Industrial Conflict <ul style="list-style-type: none"> Industrial Conflicts/Disputes: Concept and Essentials of a Disputes, Classification of Industrial Disputes, Impact and causes of Disputes. Strikes: Typology, When are Strikes Justified, Illegal Strike, Right to strike, Lockouts – an overview. Settlement Machinery <ul style="list-style-type: none"> Conciliation: Conciliation officer and Board, Qualities and Roles of conciliator, voluntary and compulsory conciliation. Arbitration: Concept and Types. Adjudication: Concept, Types: Labour court, Industrial tribunal and National Tribunal Recommended Books: <p>1. Dynamics of Industrial Relations by Mamoria, Mamoria and Gankar, Himalaya Publishing House.</p>	35	16
3.	Resolution of industrial conflicts <ul style="list-style-type: none"> Overviews of Tripartite body: ILC & SLC, Bipartite Body: Works committee & JMC. Ethical Codes: Principles, Features, Objectives. Code of Discipline in Industry. Collective Bargaining <ul style="list-style-type: none"> Concept, Features, Importance, Content and Coverage, Process of Negotiation during Bargaining, Pre-requisites of Collective Bargaining Agreements. Recommended Books: <p>1. Dynamics of Industrial Relations by Mamoria, Mamoria and Gankar, Himalaya Publishing House.</p>	30	12

4.	<p>Workers' Participation in Management</p> <ul style="list-style-type: none"> • Concept, Objectives of Workers Participation, Forms of Participation, Levels of Participation. • Forms of Workers' Participation in India – an overview, Conditions Necessary for successful Participation. <p>Recommended Books:</p> <ol style="list-style-type: none"> 1. Dynamics of Industrial Relations by Mamoria, Mamoria and Gankar, Himalaya Publishing House. 	15	4
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Course: Master of Business Administration**Semester: Third****Paper: Managing Organisational Change and Development (MOCD)****Paper Code: BA13230H3****Total credit –3 (Three)****Total Sessions: 40**

Unit No.	Contents	Marks Allotted	No. of Lectures
1.	The Nature of Planned Change <ul style="list-style-type: none"> • Introduction to change, Importance and need for change, Forces of change, Types of change, Change and its impact on people. • Resistance to Change, Overcoming resistance, Minimising resistance, Organisational Culture and dealing with change. • Effective Change Management, Key factors in effective Change Management, Keys to mastering Change, Skills for leaders. Leading and Managing Change <ul style="list-style-type: none"> • Overview of Change Activities, Motivating Change, Creating a vision, Developing Political Support, Managing the Transition, Sustaining Momentum. Recommended Books: <ol style="list-style-type: none"> 4. Organisation Change And Development By Kavita Singh, Excel Books. 5. Theory of Organisation Development And Change By Thomas G. Cummings and Christopher G. Worli, (9e), CENGAGE Learning. 	25	10
2.	Models of Change <ul style="list-style-type: none"> • Lewin's Force Field Analysis Model, Greiner's Organisational Growth Model, Systems Model of change, Continuous Change Process Model. Organisational Development-an Introduction <ul style="list-style-type: none"> • Definition, Characteristics of OD, Model of OD- Action Research. • Diagnostic Models, Methods of obtaining Diagnostic information, The change Agent, Client consultant Relationship in OD. • Power and Control Issues in organisations, Concept of Organisational Politics. Recommended Books: <ol style="list-style-type: none"> 2. Organisation Change and Development By Kavita Singh, Excel Books. 	25	10
3.	OD Interventions- An overview <ul style="list-style-type: none"> • Introduction, Definition of OD intervention, Selecting an OD Intervention, Classification of OD Interventions. • Personal and Interpersonal Intervention: Laboratory Training, Career Planning, Managerial Grid, Stress management, Johari Window & Transaction Analysis. Recommended Books: <ol style="list-style-type: none"> 1. Organisation Change and Development By Kavita Singh, Excel Books. 	20	8

4.	Team, Intergroup, Structural and Comprehensive Interventions <ul style="list-style-type: none"> • Team & Inter Group Development Intervention: Role Negotiation, Role Analysis, Process Consultation, Self Managed work teams; Third party consultation, Organisation Mirror, Intergroup Team Building, TQM. • Structural Interventions: Job Design, Quality of Work Life, MBO & Appraisal, Socio-technical System & The Collateral Organisation. • Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Learning Organisation- attributes, approaches, Impact, outcomes, Reengineering. Recommended Books: <ol style="list-style-type: none"> 1. Organisation Change And Development By Kavita Singh, Excel Books. 	30	12
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Course: Master of Business Administration**Semester: Third****Paper: Brand Management & Advertising****Paper Code:BA13230M1****Total credit –3 (Three) (3-0-0)****Total Sessions: 40**

Unit No.	Contents	Marks Allotted	No. of Lectures
I	Evolution of Brand Management, Life Cycle of a Brand, Brand Positioning, Brand-Consumer Relationship, Brand Personality, Concepts of Power Brand, Super Brand & Corporate Brand , The Brand value Chain, Brand Mantras	25	10
II	Brand Architecture, Designing a Branding Strategy, Reinforcing brands, Revitalizing brands, Adjustments to the Brand Portfolio, Building Global customer-based brand equity, Future brand priorities.	25	10
III	Advertising-Its Purpose, Function, Process, Classification of Advertisements, Impact of Advertising & its Social, Economic & Ethical Implications, Theories of Advertising: Stimulus Response Theory, AIDA, DAGMAR Model, Theory of Cognitive Dissonance, Media Planning, Media buying, Advertising Campaign Planning, Advertising Budget, Institutional Advertising, Industrial Advertising	25	12
IV	Source of Ideas, Ad Appeal, Copy Writing, Design & Layout, Colour Concept, Production of Print & Broadcasting Ads, Ad Agency: Types, Structure, Functions, Agency-Client Relationship, Areas of Conflict, Future of advertising	25	8

Books Recommended:

1. K.L. Keller, M.G. Parameswaran & I. Jacob-Strategic Brand Management, Third edition, PEARSON.
2. Jaishri Jethwaney & Shruti Jain—Advertising Management (Oxford University Press, Second Edition)
3. Advertising- Planning and Implementation- Sangeeta Sharma, Raghuvir Singh (PHI Learning)

Course: Master of Business Administration

Semester: Third

Paper: Supply Chain Management

Paper Code: BA13230M2

Total credit –3 (Three) (3-0-0)

Total Sessions: 40

Unit No.	Contents	Marks Allotted	No. of Lectures
1.	Introduction- SCM, Key Concepts, Enablers, SC in India; SC strategy- Customer service & cost trade-offs, order delivery lead time; SC responsiveness-strategic approach for Make Vs. Buy continuum; Sourcing strategy, Impact of internet on sourcing. Recommended Text Book(s): Janat Shah-Supply Chain Management (Text & Cases), Pearson	15	8
2.	Material Flow Management- Inventory management (Types of inventory, inventory-related costs, cycle stock, safety stock, seasonal stock, managing inventory for short PLC), Multi-item, multi-location inventory management. Recommended Text Book(s): Janat Shah-Supply Chain Management (Text & Cases), Pearson	15	8
3.	Transportation- Drivers, modes, impact of speed of delivery, strategy design for transportation, vehicle scheduling by saving algorithm; Network design- Operations planning, design problems, models, service system location management, warehousing decisions. Recommended Text Book(s): Janat Shah-Supply Chain Management (Text & Cases), Pearson	20	8
4.	Demand forecasting (Role, Qualitative & Quantitative methods, Time-series models); IT in SC- Enabling SC through IT, Strategic framework for IT in SCM, future trends; SC integration (internal and external), Partnership & trust formation, Industry-level initiatives (VMI, ECR, CPFR) Recommended Text Book(s): Janat Shah-Supply Chain Management (Text & Cases), Pearson	30	8
5.	Demand & Revenue Management in SC- Pricing, law of demand and optimal pricing decision, revenue management for multiple customer segment, innovative pricing; Benchmarking & Performance measures, Enhancing SC performance. Recommended Text Book(s): Janat Shah-Supply Chain Management (Text & Cases), Pearson	20	8

Reference Book(s)

1. Martin Christopher-Logistics & SCM (Strategies for reducing cost & Improving Service), Pearson, 2011, 2nd ed.
2. N. Chandrasekaran-Supply Chain Management (Process, System & Practice), Oxford Univ. Press, 2010.
3. Sunil Chopra, Peter Meindl & D.V. Kalra-Supply Chain Mgt. (strategy, planning & operation), Pearson, 2011, 4th Ed.
4. Sunil Sharma-Supply Chain Management (Concepts, Practices & Implementation), Oxford Univ. Press, 2010.

Course: Master of Business Administration**Semester: Third****Paper: Consumer Behavioural Analysis and Retailing****Paper Code: BA13230M3****Total credit –3 (Three) (3-0-0)****Total Sessions: 40**

Unit No.	Contents	Marks Allotted	No. of Lectures
1	1.1 Introduction to Consumer Behavior, Definition of Consumer Behavior 1.2 Nature and Scope of Consumer Behavior 1.3 Evolution of Consumer Behavior as a Field of study and its relationship with Marketing 1.4 Practical applications of the concept of Consumer Behavior 1.5 The Consumer Decision making process Recommended books: Consumer Behaviour by Sciffman&Kanuk Consumer Behaviour by RamanujMazumdar	10	5
2	Models of Consumer Behaviour 2.1 Howard and Sheth Model 2.2 Engel, Kolatt&Blackwell Model 2.3 Nicosia Model Recommended books: Consumer Behaviour by Sciffman&Kanuk Consumer Behaviour by RamanujMazumdar	15	5
3	3.1 Internal factors affecting Consumer Behaviour 3.2 Perception and its dynamics 3.2.1 Impact and usage of Perception in consumer behaviour 3.3 Personality and consumer behaviour 3.3.1 Psycho-analytical Theory 3.3.2 Socio-psychological theory 3.3.3 Trait Theory Recommended books : Consumer Behaviour by Sciffman&Kanuk Consumer Behaviour by RamanujMazumdar	15	4
4	4.1 Learning and its process 4.2 Classical and Operant Conditioning Recommended books : Consumer Behaviour by Sciffman&Kanuk Consumer Behaviour by RamanujMazumdar	10	4
5	5.1 Attitude 5.2 Attitude Measurement 5.3 Multi-attribute measurement of attitude Recommended books : Consumer Behaviour by Sciffman&Kanuk Consumer Behaviour by RamanujMazumdar	10	5

6	6.1 Reference Groups 6.2 Family and lifestyle concepts 6.3 Social class 6.5 Opinion leadership 6.6 Adoption and diffusion of innovations Recommended books : Consumer Behaviour by Schiffman & Kanuk Consumer Behaviour by Ramanuj Mazumdar	20	8
7	6.1 An overview of retailing 6.2 Different types of retailing 6.3 Retail environment 6.4 Retail store location 6.5 Layout analysis, site evaluation and selection 6.6 Store design and layout 6.7 Pricing, budgeting and inventory evaluation Recommended Books : Retail Management by Barry Berman & J.R. Evans, Pearson Education 1. Retail Management by C. Bajaj, R. Tuli & N.H. Srivastava. Oxford University Press	20	9

Reference Books:

1. Consumer Behaviour by Leon G. Schiffman & Leslie Lazar Kanuk, (latest edition available in the market), Pearson publication
2. Consumer Behaviour-Insights from Indian Market by Ramanuj Mazumdar, PHI publications
3. Retail Management by Barry Berman & J.R. Evans, Pearson Education.
4. Retail Management by C. Bajaj, R. Tuli & N.H. Srivastava. Oxford University Press.

Course: Master of Business Administration

Semester: Third

Paper: TQM & Six Sigma

Paper Code: BA13230P1

Total credit – 3 (Three) (3-0-0)

Total Sessions: 40

Unit No.	Contents	Marks Allotted	No. of Lectures
I	<p>Introduction – Dimensions of Product Quality and Service Quality; Cost of Quality; Evolution of TQM; Principles of TQM, Leadership, The Deming philosophy, Core values, Quality statements – vision, mission and quality policy statements; Total Quality Management Excellence Model; Prerequisites of TQM; Implementation of TQM programme – steps; Barriers and Benefits.</p> <p>Leadership and Strategic Planning, Customer Satisfaction, Employee Involvement, Continuous Process Improvement. Supplier Partnership.</p> <p>Recommended Text Book</p> <p>Total Quality Management by Poornima M. Charantimath (Publisher: Pearson Education)</p> <p>Total Quality Management by Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield-Sacre (Publisher: Pearson Education)</p>	20	8
II	<p>Kaizen – Concept, Segments of Kaizen, Tools for Gemba Kaizen. Principles of Lean manufacturing.</p> <p>5-S, CWQC, QFD – House of Quality, QCC, Poke-Yoke.</p> <p>Recommended Text Books</p> <p>Total Quality Management by Poornima M. Charantimath (Publisher: Pearson Education)</p>	15	6
III	<p>Quality Improvement Tools –seven quality control tools; Management and Planning tools – Affinity Diagram, Relations Diagram, Systematic/Tree Diagram, Matrix diagram, Matrix Data Analysis method, Arrow Diagram, Process design and program chart.</p> <p>Quality awards – Deming Prize, MBNQA – criteria.</p> <p>Recommended Text Book</p> <p>Total Quality Management by Poornima M. Charantimath (Publisher: Pearson Education)</p>	15	7

IV	<p>Stabilizing and Improving a Process with Control Charts – process variation, attribute control charts, variable control charts, out-of-control patterns, diagnosing a process – use of diagnostic tools and techniques</p> <p>Recommended Text Book</p> <p>Quality Management by Howard S. Gitlow, Alan J. Oppenheim, Sosa Oppenheim and David M. Levine (Publisher: McGraw-Hill)</p>	15	5
V	<p>Process Capability – attribute process capability and variable process capability studies, Process capability indices, process improvement.</p> <p>Design of Experiments – Introduction, one-factor designs, two-factor factorial designs.</p> <p>Recommended Text Book</p> <p>Quality Management by Howard S. Gitlow, Alan J. Oppenheim, Sosa Oppenheim and David M. Levine (Publisher: McGraw-Hill)</p>	20	8
VI	<p>Six Sigma – Introduction, Relationship between the voice of customer and voice of the process, The DMAIC model, Benefits and costs of six sigma management, Roles and Responsibilities.</p> <p>Recommended Text Book</p> <p>Quality Management by Howard S. Gitlow, Alan J. Oppenheim, Sosa Oppenheim and David M. Levine (Publisher: McGraw-Hill)</p>	15	6

Course: Master of Business Administration

Semester: Third

Paper: Service Operations Management

Paper Code: BA13230P2

Total credit – 3 (Three) (3-0-0)

Total Sessions: 40

Unit No.	Contents	Marks Allotted	No. of Lectures
I	<p>Understanding Services: Distinctive Characteristic of service operations; types of service processes; Focused and unfocused service operations; Service encounters – elements; Service Strategy and competitiveness – generic competitive strategies; Formulating competitive service strategy – Basic elements of strategic service vision. Strategic Role of Information in Services. Virtual value Chain.</p> <p>Recommended Text Books</p> <p>Service Operations Management – Improving Service Delivery by Robert Johnston and Graham Clark (Publisher: Pearson Education)</p> <p>Service Management and Operations by CenzigHaksever, Barry Render, Roberta S. Russell and Robert G. Murdick (Publisher: Pearson Education)</p> <p>Service Management – Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons. (Publisher: McGraw Hill Education)</p>	10	3
II	<p>Service Processes: Creating service experience, nature of service processes – service product variety, types of processes, Engineering services processes – process mapping, walk-through audits, service transaction analysis; Controlling service processes; Repositioning service processes.</p> <p>Service Quality: Measuring Service Quality, Quality Service by Design – Service package, Poka-Yoke, Quality Function Deployment. Service Recovery.</p> <p>Recommended Text Books</p> <p>Service Operations Management – Improving Service Delivery by Robert Johnston and Graham Clark (Publisher: Pearson Education)</p> <p>Service Management – Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons. (Publisher: McGraw Hill Education)</p>	15	7

III	<p>Service Design and Development– Service Design elements, Tools for designing quality and value, Service Blueprinting, Principles of service design, Design process, Technology in service – Technology in the service encounter, evolution of self-service, Automation in services, Internet as service enabler, Challenges of adopting new technology in services.</p> <p>Recommended Text Books</p> <p>Service Management and Operations by CenzigHaksever, Barry Render, Roberta S. Russell and Robert G. Murdick (Publisher: Pearson Education)</p> <p>Service Management – Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons. (Publisher: McGraw Hill Education)</p>	10	3
IV	<p>Service system - Work Measurement in services; Locating facilities and Designing their layout; Strategic Location considerations, Modeling considerations, Facility location techniques.</p> <p>Operating the service system – Managing demand and supply in services, Queuing and Simulation, Service Quality and Continuous Improvement, Service Productivity and Measurement of performance; Driving operational performance – operational improvement approaches, service recovery, service guarantees.</p> <p>Recommended Text Book</p> <p>Service Management and Operations by CenzigHaksever, Barry Render, Roberta S. Russell and Robert G. Murdick (Publisher: Pearson Education)</p> <p>Service Operations Management – Improving Service Delivery by Robert Johnston and Graham Clark (Publisher: Pearson Education)</p> <p>Service Management – Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons. (Publisher: McGraw Hill Education)</p>	20	10
V	<p>Tools and Techniques for Managing Service Operations – Forecasting demand for services, Vehicle Routing and scheduling; Linear and Goal Programming Applications for services.</p>	25	10

	<p>Managing Waiting lines – Queuing systems, Principles and Features of Waiting line management. Analytical Queuing models. Capacity planning criteria</p> <p>Recommended Text Book</p> <p>Service Management and Operations by CenzigHaksever, Barry Render, Roberta S. Russell and Robert G. Murdick (Publisher: Pearson Education)</p> <p>Service Management – Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons. (Publisher: McGraw Hill Education)</p>		
VI	<p>Managing supply relationships – types of supply relationships, managing service supply chains, managing through intermediaries, supply partnerships, service-level agreements.</p> <p>Outsourcing Services – outsourcing process, managerial considerations.</p> <p>Recommended Text Book</p> <p>Service Operations Management – Improving Service Delivery by Robert Johnston and Graham Clark (Publisher: Pearson Education)</p> <p>Service Management – Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons. (Publisher: McGraw Hill Education)</p>	10	5
VII	<p>Managing Service Projects – Techniques, Resource constraints, Monitoring.</p> <p>Recommended Text Book</p> <p>Service Management – Operations, Strategy, Information Technology by James A. Fitzsimmons and Mona J. Fitzsimmons. (Publisher: McGraw Hill Education)</p>	10	2

Course: Master of Business Administration**Semester: Third****Paper: Operation Strategy Planning and Control****Paper Code: BA13230P3****Total credit – 3 (Three) (3-0-0)****Total Sessions: 40**

Unit No.	Contents	Marks Allotted	No. of Lectures
I	Strategy: Formulation and Implementation, Relevance of Operation strategy, Operations Strategy Formulation Process, Measures to ensure operational excellence, Strategic options for operations, World Class Manufacturing practices; Balanced Scorecard; Strategy Maps, Aggregate project plan, Strategic Frameworks, Critical Value factors.	15	5
II	Capacity Planning: Measures of capacity, Capacity Planning framework, Resource Requirement planning- steps, Rough cut capacity planning; capacity planning requirement - methodology, Alternative for capacity Augmentation, Decision Tree for capacity planning, capacity issues in service industry.	10	5
III	Forecasting: Designing of Forecasting system, Developing a forecasting logic, Sources of data, Models of forecasting, Exploratory Methods & Causal Methods, Accuracy of forecasts.	10	5
IV	Aggregate Production Planning: Framework for aggregate production planning, Alternatives for managing demand, Basic strategy for aggregate production planning. Aggregate production planning using transportation model; Linear programming model for APP.	15	5
V	Resources Planning: Bill of Material, Material Requirement Planning (MRP), Capacity Requirement planning (CRP), Distribution Requirement Planning (DRP), Manufacturing resource planning (MRP-II), Enterprise Resource planning	15	5

	(ERP).		
VI	Scheduling of operation: Scheduling rules, Scheduling of flow shops, Scheduling of job shops, operational control issues in Mass Production Systems, Planning & control of operations.	15	6
VII	Inventory Planning and control: Deterministic & Statistic models, Inventory Control systems.	10	6
VII	Maintenance Management: Changing dimensions of Maintenance management, Maintenance versus scheduling, Maintenance versus quality control. Equipment Life Cycle, Mean Time Between Failures(MTBF), Mean Time to Repair (MTTR), Preventive maintenance, TPM – concepts.	10	3

Recommended Text Book

Operations Management by B. Mahadevan, Publisher: Pearson Education

Operations Management for MBAs by Jack R. Meredith and Scott M. Shofer; Wiley- India Edition
