

MBA 301: SUPPLY CHAIN MANAGEMENT

UNIT I

Introduction: Basic Concept & philosophy of supply chain management; Essential features, Various flows (cash, value and information), Key issues in SCM, Benefits and case examples.

UNIT II

Logistics Management: Logistics as part of SCM; Logistics costs, Different models, Logistics sub-system, Inbound and outbound logistics, Bullwhip effect in logistics, Distribution and warehousing management. Purchasing & vendor management: Centralized and decentralized purchasing, Functions of purchase department and purchase policies, Use of mathematical model for vendor rating / evaluation, Single vendor concept, Management of stores, Accounting for materials.

UNIT III

Inventory Management: Concept, various costs associated with inventory, various EOQ models, Buffer stock (trade - off between stock out / working capital cost), Lead time reduction, Re-order point / re-order level fixation, Exercises -numerical problem solving, ABC, SDE / VED Analysis, Just-In-Time & Kanban System of inventory management.

UNIT IV

Recent Issues in SCM : Role of computer / IT in supply chain management, CRM Vs SCM, Benchmarking-concept, Features and implementation, Outsourcing-basic concept, Value addition in SCM-concept of demand chain management.

SUGGESTED READINGS

- 1 Raghuram G. (I.I.M.A.) -Logistics and Supply Chain Management (Macmillan, 1<sup>st</sup> Ed.)
- 2 Krishnan Dr. Gopal -Material Management, (Pearson, New Delhi, 5<sup>th</sup> Ed.)
- 3 Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1<sup>st</sup> Ed.).
- 4 Sahay B.S. - Supply Chain Management (Macmillan, 1<sup>st</sup> Ed.)

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**MBA-302 PRODUCTION AND OPERATIONS MANAGEMENT****UNIT-I**

Operations management- An overview, definition of production and operations management, production cycle, classification of operations, responsibilities of operations manager, new product development, product design, plant location, layout planning.

**UNIT- II**

Forecasting as a planning tool, forecasting types and methods, exponential smoothening, measurement of errors, monitoring and controlling forecasting models, box-jenkins method, productivity and work study, method study, work measurement.

**UNIT -III**

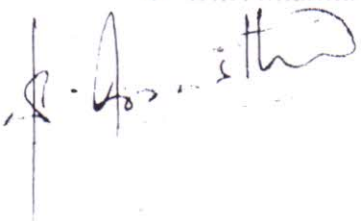
Production planning techniques, routing decisions, line of balance, scheduling types and principles, master production schedule, inventory management-objectives, factors, process, inventory control techniques- ABC, VED, EOQ, SED, FSN, analysis.

**UNIT-IV**

Basic concepts of quality, dimensions of quality, juran's quality trilogy, deming's 14 principles, PDCA cycle, quality circles, quality improvement and cost-reduction-7QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage, six sigma, total productive maintenance (TPM), training for TQM, TQM road map, quality improvement index, benchmarking, contemporary issues in quality- benchmarking, JIT, six sigma.

**Suggested readings:**

- ❖ Main texts Gary Gessler- A framework for Human Resource Management Pearson education Education, ltd.
- ❖ K. Ashwathappa, Human Resource and Personnel Management, Tata Mc-Graw publishing.
- ❖ V.S.P. Rao, Human Resource Management, Excel Books.
- ❖ D.D. Sharma, Total Quality Management: Principles, Practice and Cases.





## UNIT I

Evolution and concept of entrepreneurship, Concept of entrepreneur, Manager, Intrapreneur, Individual and corporate entrepreneurs, Characteristics of successful entrepreneurs, Need of entrepreneurship development, Entrepreneurship, Innovation, Invention, Creativity, Business idea, Opportunities through change, Entrepreneurship as a career, Entrepreneurship as a style of management, The changing role of the entrepreneur.

## Unit II

**Theories of Entrepreneurship:-** Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen, Entrepreneurial traits, External influences on entrepreneurship development: Socio-cultural, Political, Economical, Personal, Entrepreneurial success and failure: Reasons and remedies, Scope of small business activities; Place in national economy; Institutional support programmes; Role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs, etc; Entrepreneurship development programmes and management education for entrepreneurs **Women Entrepreneurs:** Challenges to woman entrepreneurs, Achievements of woman entrepreneurs, Role models of woman entrepreneurs.

## UNIT III

Different aspects of entrepreneurial organisations. Entrepreneurship and Management, Training and development programme; Evaluation of entrepreneurship development; Development of support system, Need of license, Capital issues and legal environment of business. Entrepreneurial planning and monitoring, Entrepreneurship development during planned economy

Creating entrepreneurial venture -Entrepreneurship development cycle. The business plan as an entrepreneurial tool. Elements of Business Plan, Objectives, Market analysis, Development of product / idea, Marketing, Finance, Organization & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. Project management-Technical, Financial, Marketing personnel and management feasibility reports, Financial schemes offered by various financial institutions like -Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture capital funding, Angel capitalist

## UNIT IV

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants etc. - with special reference to 'Export oriented unites'

**Role of the following agencies in the entrepreneurship development**

1. DIC - District Industrial Center, 2. SISI - Small Industries Services Institute, 3. EDII - Entrepreneurship Development Institute of India, 4. NIESBUD - National Institute of Entrepreneurship and Small Business Development 5. NEDB National Entrepreneurship Development Board

## Suggested Readings

- 1 Dynamics of Entrepreneurship Development - Vasant Desai,
- 2 Entrepreneurship: New Venture Creation - David H. Holt,
- 3 Entrepreneurship Development New Venture Creation - Satish Taneja, S.L.Gupta,
- 4 Project management - K. Nagarajan,
- 5 Entrepreneurship: Strategies and Resources - Marc J. Dollinger,

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**Introduction to Consumer Behavior:** -Nature and Importance of CB, Application of CB in Marketing

**Consumer Research Process:** ,Various Methods and techniques of consumer research, Consumer Research Process, New developments in the field of consumer research.

**UNIT II**

**Individual Determinants of CB:**-Perception: Elements of Perception, Dynamics of Perception, Consumer Imagery ,Learning: principles, theories, Personality: Theories, Personality and understanding Consumer Diversity, Brand Personality, self and Self Image, Attitude: Structural model of attitude, attitude formation & change, Motivation: needs/motives & goals, dynamic

**Group Determinants of CB:**-Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept., Family: functions of family, family decision making, family life cycle(FLC),Opinion Leadership and Personal influence, Diffusion of Innovation: Adoption process. Diffusion process

**UNIT-III**

**Communication and Persuasion:**-Components of Communication, The Communication Process, Designing Persuasive Communication

**Consumer Decision making Process:**-Problem recognition, Information Search and Evaluation, Outlet Selection and Purchase Post purchase behavior, Customer Satisfaction and Customer Commitment

**UNIT-IV**

**Models of CB:** -Traditional Models of Consumer Behavior: Economic, Social and Psychological Contemporary Models of Consumer Behavior: Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Input Process Output Model

**Industrial Market& and Consumer Behavior:**-Meaning, scope and characteristics of industrial markets Factors affecting industrial buying, Participants in Industrial Buying, Industrial buying process

**Suggested Readings:**

1. Loudon D.L. and Bitta Della - Consumer Behaviour (Tata Mc Graw Hill, 4th Ed.)
2. Schiffman Leon G. and Kanuk Leslie Lazar - Consumer Behaviour (Pearson/ Prentice Hall, 9th Ed.)
3. Hawkins, Best and Coney - Consumer Behaviour (Tata Mc Graw Hill, 9th Ed.)

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## MBA MK 02 SALES AND DISTRIBUTION MANAGEMENT

## UNIT I

Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

## UNIT II

Sales Force Management: Organizing the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

## UNIT III

Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

## UNIT IV

Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

## Suggested Readings

- 1 Donaldson B - Sales Management : Theory and Practice (Palgrave)
- 2 Jobber David and Lancaster Geoff -Selling and Sales Management (Pearson Education)
- 3 Spiro -Sales Force Management (Tata Mc Graw Hill, 11<sup>th</sup> Ed.)
- 4 Still Richard R, Cundiff Edward W. and Govoni Norman A.P -Sales Management: Decisions, Strategies and Cases (Pearson Education, 5<sup>th</sup> Ed.)
- 5 Rosenbloom - Marketing Channels (Cengage Learning, 7<sup>th</sup> Ed.)
- 6 Johnson and Marshall - Sales Force Management (Tata Mc Graw Hill, 8<sup>th</sup> Ed.)
- 7 Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson E -Marketing Channels (Prentice Hall of India, 6<sup>th</sup> Ed.)

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## MBA-FM 01: INDIAN FINANCIAL SYSTEM

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2.16**UNIT-I****Framework of Indian Financial System****Financial System** – Significance, Components, Designs, Nature and Role.

Financial System &amp; Economic Development

**Financial Markets** – Money and Capital Market, recent trends in Indian money market and Capital market, Derivative market**UNIT-II****Factoring and Forfeiting** – Distinctive functions of factors, Types, Difference between factoring and forfeiting, Legal aspects, Advantages, Factoring vs. Bills Discounting, International Factoring.**UNIT-III****Consumer Finance and Lease Financing****Bills Discounting** – Types of Bills, Discounting of Bills, Purchasing of Bills, Drawer & Drawee Bills. **Credit Cards** – Functioning of Credit Cards.**Lease Financing** : Meaning and Types, Financial Evaluation from Lessor & Lessee Point of view, Economic Aspect of Lease.**Hire Purchase** : Meaning and Legal Aspect/Position. Hire Purchase V/s. Lease Finance, Hire Purchase V/s. Installment payment.**UNIT-IV****Financial Intermediaries****Insurance : introduction**, Significance, , IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General Insurance, Pension Fund and Pension Plans Today.**Mutual Funds** : Significance Types & Organization, Association of Mutual Funds in India, UTI**Disinvestment of PSUs****Credit Rating**

Need, Rating Methodology, Rating Symbols, Credit Rating Agencies – CRISIL, CARE, MOODY, Standard &amp; Poor's fifth rating.

**Suggested Reading**

- 1 Pathak, Indian Financial System, Pearson Pub.
- 2 S. Guruswamy, Financial Market and Instruments, Thomson.
- 3 Mishkin, Financial Market & Institutions, Pearson Pub.
- 4 M.Y. Khan, Financial Services, Tata Mc-Graw Hill.
- 5 L.M. Bhole, Financial Institutions & Markets, Tata Mc-Graw

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## MBA FM 02 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Unit I**

**Introduction** Concepts of investment-Financial and non-financial forms of investment – Objectives of financial investment, types of instruments, Financial markets – primary and secondary markets major players and instruments in secondary market -Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Functions of SEBI, International stock exchange

**Unit II**

**Utility Analysis** :Analysis of risk & return, types of risk, Valuation – bond and fixed income instruments valuation –bond pricing theorems, duration of bond and immunization of interest risk, term structure of interest rate, determination of yield curves, Capital allocation between risky & risk free assets-Utility analysis

**Unit III**

**Investment Analysis** Fundamental & Technical Analysis of equity stock, Concept of intrinsic value, Objectives and beliefs of fundamental analysts., Economy-Industry-Company framework, Economic analysis and forecasting, Theory of Technical analysis, points and figures chart, bar chart, contrary opinion theory, confidence index RSA, RSI, Moving average analysis, Japanese Candlesticks. Behaviour of stock market prices – The market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management, Asset pricing theories CAPM & Arbitrage pricing theories.

**Unit IV**

Modern portfolio theory Asset allocation decision. Dominant & Efficient portfolio – simple diversification, Markowitz diversification model, selecting an optimal portfolio – Sharpe single index model. Determination of corner portfolio. Process of portfolio management – International Diversification.

Portfolio performance evaluation Sharp & Treynor & Jensen's measure, Portfolio revision – Active and passive strategies & formula plans in portfolio revision. Mutual funds-types, performance evaluation of mutual funds, functions of Asset Management Companies.

**Suggested Reading**

- 1) Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage
- 2) Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson, PHI
- 3) Investment science – David G.Luenberger. Oxford.
- 4) Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003
- 5) Portfolio Management –S. Kevin – Prentice Hall India.
- 6) Practical Investment Arrangement – Strong – Thomson / Cengage Learning 3/e

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## MBA-HR-01: HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT

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**UNIT-I**

HRD Concept & Definition, Goals of HRD, Importance of HRD, History of HRD in India, HRD Departments and their Tasks, Qualities of HRD Professionals, Present Status of HRD in India.

**UNIT-II**

Interventions of HRD – Role – Concept & Analysis, Performance Management System, 360 Degree, Feedback, Training and Development.

**UNIT-III**

Interventions of HRD – Potential Appraisal, Competency Mapping, Career Planning and Development, Mentoring, Assessment Centers.

HRD Audit – Concept and Objectives, Methodology, Preparation of HRD Audit, HRD Score card, HRD Audit Failures, Case Studies, Current Status of HRD Audit in India.

**UNIT-IV**

Organization Development – Concept and Definition, Objectives, Process of OD, Interventions of OD- Sensitivity Training, Survey Feedback, Process Consultation Team Building, Intergroup Development, Appreciative Inquiry, Case Studies.

**Suggested Reading:**

- 1 TV Rao and Udai Pareek, Designing and Managing HR Systems, Oxford & IBH Publishing Co. Pvt. Ltd.
- 2 Gareth R Jones, Organizational Theory, Design and Change 5th Edition, Pearson Education
- 3 Wendell L. French and Cecil H. Bell, Organizational Development 6th Edition, Prentice Hall

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MBA-HR 02:LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (PART -I)

**UNIT I**

**The factories Act, 1948** – Major provisions of factories Act with licensing, registration  
Health safety and welfare, working hours of adult, penalties and procedure

**UNIT II**

**Trade Union Act,1926** – Definition of a trade union ,Registration of trade union,  
Right and duties of registered trade union, regulation, penalties.

**UNIT III**

**The Industrial Dispute Act ,1947-** Concept ,Settlement of Industrial dispute –procedure, power and duties of  
Authorities .strikes and lockouts ,retrenchment and lay off provisions.

**UNIT IV**

**The Employee Provident Fund ACT,1952,**

**Industrial Employment (standing orders) Act,1946-** Certificate ,applicability , interpretation  
appeal , disciplinary Action and grievance procedure.  
**The Apprentices Act,1961**

**Suggested Reading:**

- 1 P.K. Padhi , Labour and Industrial Law , Prentice Hall of India Ltd.
- 2 P.L. Malik ,Handbook of Industrial Law ,Eastern Book
- 3 N.D. Kapoor ,Handbook of Industrial law , Sultan Chand & Sons
- 4 Sinha, Sinha & Shekhar , Industrial Relation, Trade Union and Labour Legislation, Pearson Education
- 5 Ratna Sen , Industrial Relation in India , MacMillan India.
- 6 V.G. Goswami ,Labour and Industrial Law ,Central Law Agency

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## MBA IB 01 INTERNATIONAL MARKETING

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## UNIT I

## Overview of World Business and Framework of International Marketing:

Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

## World Market Environment:

Political Environment-Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk. Legal Environment-Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

Cultural Environment-Culture and its Characteristics, Influence of Culture on

(a) Consumption (b) Thinking (c) Communication Process, Cultural Universals.

## UNIT II

## Planning for International Marketing:

Marketing Research, Marketing Information Sources, Marketing Information System, Market Analysis Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones

## UNIT III

## International Marketing Decisions - I:

Product Policy and Planning-Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

International Pricing Strategy-Role of Pricing, Price Standardization, Pricing Decisions,

Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment

International Channels of Distribution – Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution

## UNIT IV

## International Marketing Decisions -II:

International Promotion Strategies-Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations

International Advertising – Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, Standardized International Advertising

International Organizational Control

## SUGGESTED READINGS

- 1 Onkvisit .S, Shaw.J -International Marketing (Pearson, 3<sup>rd</sup> Ed.)
- 2 Cherunilam F -International Trade and Export Management (Himalaya, 2007)
- 3 Varshney R.L., Bhattacharya B -International Marketing Management (Sultan Chand & Sons, 9<sup>th</sup> Ed.)
- 4 Czinkota -International Marketing (Thompson, 8<sup>th</sup> Ed.)
- 5 Cateora Graham -International Marketing (TMH, 10<sup>th</sup> Ed.)
- 6 Jain S. – International Marketing (Thomson)



MBA IB 02: INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN EXCHANGE ECONOMIC

**UNIT I**

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

**Unit II**

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory.  
Instruments of Trade Policy-Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**UNIT III**

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

**UNIT IV**

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

**SUGGESTED READINGS:**

- 1) Agarwal Raj -International Trade (Excel, 1<sup>st</sup> Ed.)
- 2) Hill C.W. -International Business (TMH, 5<sup>th</sup> Ed.)
- 3) Daniels -International Business (Pearson, 1<sup>st</sup> Ed.)
- 4) Black J -International Business Environment (Prentice Hall)
- 5) Bhalla V.K. -International Business Environment (Anmol)

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