

Proposed Syllabus
MBA III Semester
International Business Environment

Course Objectives: To familiarize the students with the concepts, functions and practices of international business and to enable them to get global perspective on issues related to it.

Course Outcomes: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Get acquainted with the fundamentals of International trade and business
2	Analyse and evaluate International marketing environment and the Export procedure
3	Analyse and evaluate Global logistics and Supply chain environment.
4	Analyse and evaluate International financial environments and working of institutions

Unit-I: International Trade and Business

Significance, Nature and scope of global business, Modes of global business, theories of international trade, Free trade v/s protection, tariff and non-tariff barriers, Overview of trade blocks, PESTLE factor

Unit-II: International Marketing Environment and Export Procedure

Definition of international marketing, Competition in International Business, International Product Adaptation & Branding Strategies, International Pricing Strategies, International Trade-Channels & Distribution Strategies, Future of International Marketing.

Export Procedure – Registration, Pre-shipment, Shipment and Post-shipment stages, Export documents, Export restrictions, Import restrictions, Foreign Commercial Payments, Packing and Marking.

Unit- III: Global Logistics and Supply Chain Environment

Interdependence of physical distribution activities, Benefits of a physical distribution system, Export shipping and Warehousing, Foreign freight forwarded, International logistics and Supply chain management, Cargo and Corporate Security initiative, Customs-Trade partnership, Electronic tracking

Unit-IV: International Financial Environment and Institutions

The Foreign exchange market, International parity and exchange rate determination, International Financial markets

Balance of Payment – Concept, components and disequilibrium in Balance of payment, WTO, IMF, IBRD, IFC, UNCTAD.

Suggested Readings:

1. Francis Cherunilam, International Business – Text and Cases, 3rd Edition, Prentice-Hall of India, New Delhi
2. Roger Bennett, International Business, Second Edition, Financial Times Pitman Publishing, Delhi
3. Philip R. Cateora, John L. Graham and Prashant Salwan, International Marketing, Thirteenth Edition, Tata McGraw-Hill Publishing Company Limited, New Delhi
4. Charles W. L. Hill, International Business, Fourth Edition, Tata McGraw-Hill Publishing Company Limited, New Delhi

5. K. Aswathappa, International Business, Fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi
6. Acharya W.K. and Jain K.S., Export Import Procedures & Documentation, Second Edition, Himalaya Publishing House, Mumbai
7. Francis Cherunilam, International Marketing (Text and Cases), Eleventh Revised Edition, Himalaya Publishing House, Mumbai.

Proposed Syllabus
Sant Gadge Baba Amravati University, Amravati
MBA III Semester (Finance Specialisation)
Investment Analysis and Portfolio Management

Course Objectives: To provide fundamental understanding in investment analysis for investment decisions. And enhance knowledge and skills on Technical and Fundamental analysis.

Course Outcomes: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand and get insights into investment analysis for investment decision making.
2	Acquire knowledge and skills on Technical and Fundamental analysis.
3	Understand concept of Equity valuation.
4	Learn the concept of Portfolio management along with different theories.

Unit I: Introduction to Investments: Meaning, Characteristics, Objectives and Significance of Investments, Investment Process: Investment planning and Information, Investment Options and avenues available in India, Types of investors, Investment Return and Risk analysis, Investment vs. Speculation, Investment vs. Gambling, Approaches to investment decision making, Indian investment Scenario.

Unit II: Fundamental and Technical Analysis: Fundamental analysis, Economy-industry and company(E-I-C) Analysis, Technical analysis: Tools and Techniques.

Unit III: Equity Valuation: Constant growth model, two-stage growth model, three phase model, valuation through Price-earnings ratio, Discounted Cash Flow Techniques, Balance sheet valuation, Valuation of Investment in Debt Securities, Fundamentals of Bond Valuation, Bond returns and risks, Bond pricing theorems, Bond duration, Yield to Maturity Approach, Determinants of Interest Rates, Asset allocation techniques, Managing equity and bond funds

Unit IV: Portfolio Management: Meaning, Portfolio management process, Portfolio Analysis: Measuring expected risk and return of a portfolio with two securities and more than two securities, portfolio risk diversification, Portfolio Selection: Markowitz model of portfolio selection, Creating optimal portfolio. Problems. CAPM: Assumptions, SML and CML, APT, Portfolio revision: portfolio revision strategies, Portfolio evaluation: measuring portfolio risk adjusted returns – Sharpe ratio – Treynor ratio – Jensen ratio, Single index model, efficient frontier, FAMA decomposition.

Suggested Readings:

1. S. Kevin, Securities Analysis and Portfolio Management, Second edition, PHI Learning
2. Prasanna Chandra, Investment analysis and Portfolio Management, Third edition, Tata McGraw Hill
3. Reilly & Brown, Investment Analysis and Portfolio Management, eighth edition, Cengage Learning
4. Punithavathy Pandian, Securities Analysis and Portfolio Management, second edition, Vikas Publishing House
5. Fischer DE & Jordan R J, Security Analysis and Portfolio Management, 6e, Prentice Hall
6. Donald E. Fisher, Ronald J. Jordan, Ashwini K. Pradhan, Security Analysis & Portfolio Management, Pearson
7. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill

Indian Financial System and Financial Markets

Course Objectives: The objective of this course is to familiarize the students with the concepts and aspects of Indian financial system and financial markets.

Course Outcomes: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand the role, function, components and regulation of the financial system in reference to the macro economy.
2	Identify the existence of regulatory authority and development of Banking and non-banking financial institutions.
3	Know the instruments, participants, structure and operation of various financial market working in India.
4	Assess the important role of development banks in the Indian financial system and create strategies to promote financial inclusion.

Unit I: Overview of Financial System

Introduction of Financial System: Formal and Informal Financial Systems, Structure, Components of the Formal Financial System, Regulation, Role and Functions of Financial Systems

Financial System and Economy: Types of Economic Units, Interrelationship between Financial System and Economic Development Indicators, Classification of Indian Economy.

Macro-economic Framework: Flow of Fund of Accounts, Trend in Saving and Investment, Household Sector Financial Saving.

Unit II: Structure of Regulatory Authority and Banking Institutions

Reserve Bank of India - Functions, Role and Legal Framework of RBI, Monetary Policy and Credit control, CCIL.

SEBI: Functions, Role and Legal Framework of SEBI, Role of Depositories and Custodian – NSDL, CDSL and SHCIL Credit Rating Agencies, Concept of AMFI.

IRDA: Functions, Role and Legal Framework of IRDA, Life Insurance and General Insurance, Roles and Functions of Insurance Intermediaries.

Unit III: Concept of Financial Market

Money Market: Functions, Classification of Money Market, Role of RBI in Money Market, Instruments in Money Market.

Capital Market: Concept, Structure and Functions of Primary Market - Instruments of Issue and Methods of Flotation, Secondary Market - Concept, Market players: Full service brokers and Discount brokers, Trading System and Settlement.

Debt and Government Securities Market: Introduction of Debt Market – Nature, Characteristics, and Participants of Debt Market, Types of Instrument Traded in Primary and Secondary Debt Market. Overview of Government Securities Market.

Unit IV: Development Banks and Innovations in Financial Market

Development Banks: Concept, Role, and Functions of IDBI, EXIM, NABARD and SIDBI.

Evolution of Financial System: Reforms in Financial System, Financial Inclusion and Microfinance institutions: BANDHAN & IDFC

Ethical Issues in Financial Markets: Ethics in - Banks, Stock Market, Insider trading, Insurance and NBFCs.

Suggested Readings:

1. Bharathi Patak, Indian Financial System, 4th Edition, Pearson Education.
2. Vasant Desai, Indian Financial System and Development, Himalaya Publishing House.
3. Gordan and Natarajan, Indian Financial System, Himalaya Publishing House.
4. M.Y.Khan, Indian Financial System, Tata Mc Graw Hill.
5. Bhole. L.M. and Jitendra Mahakud, “Financial Institutions & Markets – Structure, Growth & Innovations”, 5th edition. TMH.

6. Deodhar, S.B., Indian Financial System, Himalaya Publishing House, New Delhi
7. Indian Institute of Banking & Finance, Ethics in Banking, Taxmann Publications.
8. Dr. D Guruswamy, Financial services of India, McGraw Hill Education.
9. John R. Boatright (2019) , Ethics in Finance, Willy Blackwell Publications,
10. Jes Villa, (2015), Ethics in Banking: The Role of Moral Values and Judgements in Finance, Palgrave Macmillan.

Financial Derivatives and Risk Management

Course Objectives: The objective of this course is to impart students with the knowledge of financial derivative instruments and strategies as a tool of risk management.

Course Outcomes: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Describe and explain the fundamental features of a range of key financial derivatives instruments.
2	Solve problems requiring pricing derivative instruments and hedge market risk based on numerical data and current market trends.
3	Acquire ability to selection of various options strategies and able to determine option prices with Binominal and Black Sholes models.
4	Estimate the value of interest rate and foreign exchange swaps; Be able to understand the structure of commodity market.

Unit I: Introduction to Financial Derivatives

Derivatives Market: International and Indian Derivatives Market, Types of Traders, Regulatory Framework of Derivatives Market in India.

Evolution of Derivatives: History of Derivatives Market, Origin of Derivatives in India.

Financial Derivatives: Definition and its Types, Classification of Derivatives Participants, Functions and Uses.

Unit II: Future and Forward Market

Future and Forward Contract: Meaning, Difference between Forward and Future Contracts, Structure of Forward and Future Markets, Mechanics of Future Markets, Types of Margin and Mark to Market.

Pricing: Determination of Forward and Future Prices, Cost of Carry Model, Forward Rate Agreement, Currency futures.

Hedging, Speculation and Arbitrage using Futures: Basis Risk, Factors Affecting Basis Risk, Single Stock Futures, Stock Index Futures and Currency futures.

Unit III: Option and Its Strategies

Fundamentals of Options: Concept of Options, Types of Option, Options Contract, Options Terminologies, Moneyness in Options and Option Pricing, Currency options.

Option Pricing Models: The Binomial Model and The Black-Scholes Merton Model.

Option Strategies: Hedging, Straddle, Strangles, Strips and Straps, Butterfly and Spread trading.

Unit IV: SWAP and Commodity Derivatives

Basic of Swap: Concept and Nature, Evolution of Swap Market, Features of Swaps and Swaptions

Types and Valuation of Financial Swap: Interest Rate Swap, Currency Swap and Equity Swap with intermediary.

Commodity Market: Introduction, Types, Commodity Futures and Options, Exchanges Multi Commodity Exchange, National Commodity Derivative Exchange Role, Functions and Trading.

Suggested Readings:

1. John C Hull: Options, Futures and Other Derivatives, Prentice Hall of India, New Delhi.
2. Gupta, S.L, Financial Derivatives: Theory, Concepts and Problems (latest ed.), PHI Learning Publications.
3. Kumar S SS, Financial Derivatives, Prentice Hall of India, New Delhi.
4. Vohra & Bagri (2017), Futures and Options, McGraw Hill,
5. Kevin, Financial Derivatives, Prentice Hall of India, New Delhi.

6. Pawan Jhabak, Commodity and Derivatives Market, Himalaya Publishing House.
7. Niti Nandini Chatnani (2019), Commodity Markets and Derivatives, Cengage India,
8. Redhead, Financial Derivatives: An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
9. Satyanarayana Chary T, Financial Derivatives, Excel Books, New Delhi.
10. Parameshwaran, Financial Derivatives, Mcgraw Hill.
11. Paul Hopkins, Fundamentals of Risk Management by Kogan Page.

Behavioural Finance

Course Objectives: To offer students a stimulating insight into the emerging field of behavioural finance and to enhance students' ability to critically interpret the behaviours associated with financial decision-making.

Course Outcomes: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Explain and demonstrate using empirical data the challenges to the efficient market hypothesis.
2	Explain the nature and forecast the consequences of key behavioural biases of investors.
3	Demonstrate the effect of Emotional Factors and Social Forces on investment
4	Explain the psychological factors influencing decision-making.

Unit I: Foundations of Behavioural Finance

Foundations of Rational Finance: Expected Utility Theory; Efficient Markets Hypothesis; Price trends and reversals (semi-strong EMH); The Influence of Psychology.

Heuristics: The Two Systems (Human Mind); Familiarity and Related Heuristics; Anchoring; Irrationality and Adaptation; Hyperbolic Discounting.

Unit II: Behavioural Biases

Self-Deception: Forms of Overconfidence; Causes of Overconfidence; other forms of self-deception; Untangling Skill and Luck in Business.

Prospect Theory and Mental Accounting: Error in Bernoulli's Theory; Prospect Theory; SP/A Theory; Framing; Mental Accounting, Sentiment and asset pricing

Unit III: Emotional Factors and Social Forces

Substance of Emotion; Theories of Emotion; Evolutionary Perspective on Emotions; Types and Dimensions of Emotions; Emotional Style; Emotions and Investing; Fairness, Reciprocity, and Trust; Conformity; Social Influence; Social Influence on Investment and Consumption.

Unit IV: Behavioural Aspects of Investing

Investor Behaviour: Heuristics and Biases Mean for Financial Decision Making; Implications of Overconfidence for Decision Making; Influence of Emotions; Implications of Mental Accounting; Knowing Yourself: Psychographic Models; Guidelines for Overcoming Psychological Biases.

Market Outcomes: Size Effect and Seasonality; Momentum and Reversal; Post-Earnings Announcement Drift; The Value Premium; The Equity Premium Puzzle; Excessive Volatility; Bubbles; Behavioural Asset Pricing Model

Suggested Readings:

1. Prasanna Chandra (2016). Behavioural Finance. McGraw Hill Education Pvt. Ltd. (India).
2. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
3. Richard M. Thaler (2005). Advances in Behavioural Finance: Volume II. Princeton University Press.
4. Willams Forbes(2009). Behavioural Finance. Wiley Publication
5. Hersh Shefrin, (2000) Beyond Greed and Fear, Harvard Business School Press.
6. Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning.
7. Nofsinger, J. R. (2001) Investment Madness, Prentice Hall

MBA SEMESTER-III
NOMENCLATURE:- MARKETING MANAGEMENT
MBA/...../M / RETAIL MANAGEMENT

Course Objective:

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills

Course Outcomes: - After completion of this course the students will be able to

CO	Course Outcomes
1	Acquaintance budding managers with knowledge of planning, designing, implementation and assessment of retail strategies based on consumer needs and prevailing trends
2	Understands evolution of retail industry, career opportunities in retail industry
3	Understand characteristics of retail trading area, factors of site locations, information system requirements and techniques of customer retention

Unit I: Retailing – Definition & Importance – Indian Vs. Global Scenario – Types of Retailing – Store Retailing – Non Store Retailing

Unit II: Types of retail formats – Franchising in retailing, Retail Organization Structure Major Functional Areas – Careers in retailing

Unit III: Supply Chain Management, Process, Strategy, E -Retailers And Technology In Retailing, Electronic Retailing, Retail Buying Technology- Human Interface, Challenges Etc.

Unit IV: Retail Strategies ,Differentiation Strategies ,Growth Strategies , Expansion Strategies ,Pricing Strategies, Role of IT in retailing ,Electronic Data Exchange, Bar Coding , RFID ,Electronic Payment Systems.

Suggested Reading:-

1. Retailing Management – Swapna Pradhan
2. Retail Marketing Management – Swapna Pradhan
3. Retail Management – Gibson Vedamani
4. Retail Management – Levy & Weitz
5. Channel Management & Retail Management – Meenal Dhotre
6. Retail Marketing Management – David Gilbert
7. Retail Management – Ron Hasty & James Reardon
8. The Art Of Retailing – A.J. Lamba
9. Retail Management –W. Steward
10. Retail Management – Analysis Planning & Control – David Walters

MBA/...../M / CONSUMER BEHAVIOR

Course Objective:

The Objective of this course is to develop understanding about the consumer psychology, factors influencing decision-making process and its applications in marketing function of firms.

Course Outcomes: - After completion of this course the students will be able to

CO	Course Outcomes
1	Understanding consumer behavior in totality and its application in marketing
2	Understanding marketing decisions and its interlink with consumer behavior
3	Recognize social, technological , implications of marketing actions on consumer behavior
4	Models and latest trends influence consumer behavior

Unit I: Consumer Behavior Nature and Scope, Applications In Different Functional Areas Of Marketing Management, Consumer Buying Behavior Process: Stages, Information Search Process, Valuation Criteria, Decision Rules

Unit II: Perception, Personality- Attitude and Persuasion, Psychographics and Lifestyle, Impulse Buying

Unit III: Organizational and Institutional Consumer Behavior, Culture and Consumer Behavior, Opinion Leadership, Family Decision Making, Influence of Reference Group

Unit IV: Consumer Behaviour Models, Howarth Sheth, Nicosia, Cognitive Dissonance, Consumer Behavior In Online Purchase, Consumer Behavior Audit

Suggested Reading:

1. Schiffron & Kanuk, Consumer Behavior, Pearson Education
2. Solomon, Consumer Behavior: Buying, Having And Being, Pearson Education
3. Kotler Philip, " Marketing Management- Analysis, Planning And Control, Printice Hall
4. Engd J.E., Blackwell, Miniard P.W., Consumer Behavior, Dryden Press
5. Aaker, David A. Etc., Advertising Management, 4th Ed., New Delhi, Prentice Hall Of India, 1985.
6. King, Advertising: Art And Science, Macmillan India, 2003. 7. Frank Jefkins, Advertising, Macmillan India, 2003.
4. Batra, Advertising Management, Pearson Education, 5th Ed., 2003.
5. Clow, Integrated Advertising, Promotion And Marketing Communications, Phi, 2003.
6. Jefkins, Advertising, 4th Ed., Pearson Education.
7. Chunawalla & Others, Advertising Theory And Practice, 7th Ed., 2002, Himalaya Publishing House.
8. Rathor, B.S., Advertising Management, 11th Ed., 2003.
9. Chatterjee, B.K., Marketing Management: A Finance Emphasis, Everest Publishing House.
10. Kulkarani M.V., Advertising Management, 4th Ed., 2003.

MBA/...../M / BRAND MANAGEMENT

Course Objective:

The objective of this course is to impart in depth knowledge to the students regarding the theory and practice of commodity, Products, Brands, Branding & Brand Management

Course Outcomes: - After completion of this course the students will be able to

CO	Course Outcomes
1	The course train students to manage product, and building brand equity in the market of an organization
2	This gives them an insight of managing brand over multiple categories, over time and across multiple market segments
3	A learner will gain knowledge and skills in brand architecture and brand engagement
4	Can build strategies for launching product across market/s

Unit I: Branding- Concept, Evolution, Difference between product & Brand, Brand Portfolio, Role of Branding

Unit II: Brand Positioning, Repositioning, Brand Identity Prism, Brand Image, Types Of Branding

Unit III: Brand Equity, Brand Revitalization, Brand Elimination, Brand Creation, Managing Brand

Unit IV: Branding Challenges & Opportunities, Branding In Different Sector, Retail, Services, Industrial ,High Tech Products.

Suggested Readings:-

1. Keller, Strategic Brand Management, Building, Measuring & Managing Brand Equity, 2nd Ed. PHI.
2. U.C. Mathur, Brand Management, Text and Cases, Macmillan Ltd.
3. Harsh Verma – Brand Management – Excel Books 2nd Edition, 2008
4. Chunawala S.A. Brand Management – Himalaya Publishing House, 3rd Edition, 2009.
5. Mahim Sagar, Brand Management, Anis Publication.

MBA/...../M / SALES AND DISTRIBUTION MANAGEMENT

Course Objective:

The objective of this paper is to provide students' knowledge on sales and distribution strategies and their implications in managerial decision making

Course Outcomes: - After completion of this course the students will be able to

CO	Course Outcomes
1	Learner understand importance of SDM in marketing functional and its interlinks with other functional areas.
2	Had knowledge and understand the diverse variables affecting sales and distribution functions and various plans of distribution.
3	Develop expertise in designing and effectively managing company's sales and distributions operations
4	Understand fundamentals of distribution channels, logistics and supply chain management

Unit I: Introduction To Sales And Personal Selling, Strategic Sales Management, Managing The Sales Force: Compensation, Motivation, And Leading The Sales Force, Evaluating The Sales Force, Evaluating The Sales Force Performance, Sales Analytics, Managing Sales Territories And Quotas, Selling Process: Types, Tactics, After Sales Issues

Unit II: Selection and Appointment of Channel Members, Evaluating Channel Performance, Channel Migration and Emergent Channels, Wholesaling and Mass Distribution

Unit III: Introduction to SDM and Marketing Channels, Sales Organizations, Channel Institutions, and Intermediaries in India, Channel Members, Types Roles, Channel Design: Key Issue In Distribution Strategy, Evaluating Alternative Channel Design

Unit IV: Social and Ethical Concern In SDM, Power And Conflicts In Channel Management, Channel Information System, Use Of Technology in SDM

Suggested Reading:-

1. Mowen, JohnC., Consumer Behaviour, New York, Macmillan, 1993.
2. Schiffman, L.G and Kanuk, L. L., Consumer Behaviour, New Delhi, Prentice Hall ofjndia, 8th ed., 2003.
3. Solomon, Consumer Behaviour: Buying, Having, and Being, 5th ed., Pearson Education.
4. Schiffman & Kanuk, Consumer Behaviour, 8th ed., Pearson Education.
5. Chunawalla, S.A., Commentary on Consumer Behaviour, 2nd ed., 2001., Himalaya Publishing House.
6. Nair, Suja, Consumer Behaviour - Text and Cases, 3rd ed., 2003, Himalaya Publishing House.

HUMAN RESOURCE MANAGEMENT-SEMESTER-III
MBA/3301-TALENT ACQUISITION AND DEVELOPMENT

COURSE OBJECTIVES	
1	To make students aware about Talent acquisition i.e. recruitment and selection process in detail.
2	To assess the impact of training and development at global level.

Course Outcomes: On Successful completion of the course the learner will be able to

COURSE OUTCOMES	
CO 1	Student will be able to understand and explain talent acquisition process and retain talent.
CO 2	Student will be able to understand the interplay between various aspects of talent acquisition retention and development of talent.
CO 3	Student will be able to analyses the need assessment of training and its methods.
CO 4	Student will be able to learn to design training programme and also can explore issues and possible solutions for evaluating training.

UNIT I

Job Analysis, Recruitment, Recruitment process, online recruitment, Sources of Recruitment, quality of application pool screening candidates, resume, CV

UNIT II

Selection process, use of psychological test, personality test, ability test, computer proficiency Test, interview process, types, advantages and disadvantages, planning interview, errors in selection, Reference and background check, appointment orders, verification of character, criminal antecedent, previous work behavior & educational qualification, recruitment strategies in top MNCs

UNIT III

Training: Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme.

UNIT IV

Training Need Assessment: Determination of Training Needs, Approaches to Training Needs Assessment, TNA, Cycle of Events. Designing Training Programmes, Methods of conducting Training, Evaluation of Training Programmes.

Suggestion Readings:

1. Lance Berger & Dorothy Berger-The Talent Management Handbook (McGraw Hills)
2. The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People(Hardback)
3. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
4. Sahu R.K. - Training for Development (Excel Books, 1st Ed.)
5. Tapomoy Deb - Training & Development Concepts & Application (Ane Books, 6th Ed.)
6. Friedman & Schustack - Personality: Classic Theories and Modern Research (Pearson)
7. Lynton & Pareek - Training for Development (Vistaar Publication, 2nd Ed.)
8. Hall Calvin S.et al - Theories of Personality (Wiley-India Text Books, 4th Ed.)

MBA/3302-EMPLOYEE RELATIONS

COURSE OBJECTIVES	
1	To develop an understanding of the interaction pattern among labour, management and the State.
2	To understand Conflict preventing & resolution methods under IR ,

Course Outcomes: On Successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
CO 1	Student will be able to elaborate the IR perspective in detail.
CO 2	Students will be able to illustrate the role of trade union in the industrial setup
CO 3	Students will be able to comprehend the causes and impact of industrial disputes.
CO 4	Students will be able to understand importance and process of developing and maintaining harmonious relationships between the management and all level of employees.

UNIT-I: IR Perspectives: Introduction & Approaches (Unitary, Pluralistic, Class Conflict, Gandhian) to Industrial and Employment Relations, ILO, Dilemma Basic Aspects of Industrial Relations in India, Industrial Relations and the Emerging Socio-Economic Scenario, Industrial Relations and the state .

UNIT-II: Trade Union: Role of Trade Unions, Types of Trade Union, Trade Union as an Organisation Structure, Size, Affiliation, Membership, Finance, Leadership, Trade Union recognition and registration, Trade Union politics Linkage, Implications, White collar unionism, Trade Union in MNC's, Impact of globalization on trade union movement.

UNIT-III: Industrial Conflict & Disputes: Industrial disputes- Meaning & causes, Industrial Dispute Act – 1947, Alternate Dispute Resolution. Lay off, Termination, Retrenchment, closures, VRS, Collective Bargaining, Negotiation and Collective Settlements, Emotional Intelligence, Quality of Work Life, Workers Participation in Management.

UNIT-IV: Laws governing employment relationship & Contemporary Issues in Industrial Relations: Salient features of Industrial Employment (Standing order) Act 1946. Role of labour laws and international bodies such as ILO-Social Audit, Industrial Relations in the emerging scenario, Employee Empowerment and Quality Circles, Industrial Relations and Technological Change.

SUGGESTED READINGS:

1. Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
2. Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3. Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4. Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislation. Himalaya Publishing House
5. Kapoor, N.D: Elements of Mercantile Law. Sultan Chand & Sons
6. E.I. Rabindranath, Industrial relations in India. McGraw Hill Education

MBA/3303-PERFORMANCE MANAGEMENT SYSTEM

COURSE OBJECTIVES	
1	To familiarize students with comprehensive knowledge of performance and its management and also to equip them with necessary skills regarding assessment.
2	To evaluation of employee in the organisation with learning of new concepts, trends in the field of performance management.

Course Outcomes: On Successful completion of the course the learner will be able to

COURSE OUTCOMES	
CO 1	Student will be able to explain the concept of performance management, challenges of performance management and different advantages of implementing well-designed performance management systems.
CO 2	Student will be able to understand that performance management is an on-going process composed of several sub-processes, such as performance planning, execution, assessment, and review.
CO 3	Student will be able to analyzed different methods and approaches to performance measurement and also can identify some of the common challenges, problems with the performance appraisal process.
CO 4	To design a performance management system and also can develop key skills involved in effective performance management and employee development.

Unit I: Overview Performance Management: Evolution of concept of performance management, concept and perspectives of performance management. Meaning, nature and scope of Performance Management. The Performance Management Contribution, Challenges to performance management. Performance Management and Strategic Planning. Outcome metrics– Economic Value Added (EVA).

Unit II: Performance Management System: Concept, Nature, Objectives, Functions. Effective performance management system, Competency based performance management system and recent developments. Models for Assessing Performance-Balanced score card; EFQM Model; Performance Management Process & documentation, Performance Monitoring, Performance Counseling- Concept, Principles and Skills.

Unit III: Performance Appraisal Process & implementation of PMS: Performance Planning- Definition, Objectives, characteristics and process. Determinants of Performance. . Performance Appraisal-Meaning Approaches to Measuring Performance: Appraisal Methods, Raters Errors, The Role of the Appraiser & skills required. Diagnosing the Causes of Poor Performance. Implementing Performance Management System

Unit IV: Performance Management & Employee Development: Building a High Performance culture, Linkage of performance management to reward and compensation System: Performance Management and Reward System, Performance Linked Remuneration System, Performance Linked Career Planning and Promotion Policy. High performance teams. Ethics and Performance Management: Objectives and Significance of Ethics in performance Management, Ethical issues and dilemmas in Performance Management,

SUGGESTED READINGS:

1. Sarma A.M., “Performance Management System”, Himalaya Publication
2. A.S. Kohli, T. Deb, “Performance Management” Oxford publications
3. HBR Guide to Performance Management
4. Daniels “Bringing out the best in people”, McGraw-Hill Education.
5. T.V. Rao, “Performance Management: Toward Organizational Excellence” Sage publications

MBA/3304 COMPENSATION AND BENEFIT MANAGEMENT

COURSE OBJECTIVES	
1	To learn basic compensation concepts and the context of compensation practice.
2	To understand the Legally required employee benefits.

Course Outcomes: On Successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
CO 1	Students will be able to design rational and contemporary compensation systems in modern organization and analyses different types of rewarding procedures of employees on the basis of performance.
CO 2	Students will be able to analyses, integrate, and apply the knowledge to solve compensation and reward related problems in organization Students will be able to justify the existing pay structure to employees .
CO 3	Students can hold the knowledge of the different softwares used for compensation management in this technological era.
CO 4	Students will be able to summarize the important provisions of social security legislation in reference to Employee State Insurance Act 1948, Payment of Gratuity Act 1982, and Employee's provident Fund Act 1952.

UNIT-I: Compensation Management and Reward Management, components and theories compensation package, job evaluation

UNIT-II: CTC Structure, Salary Slip Contents , Diagnosis of Compensation Problem, Designing pay structure, pay for performance competency based pay, bonus calculation, fringe benefits, salary slips of different types of employees

UNIT-III: Reverse strategy, executive compensation administration of compensation, benefits of Administration, employee welfare, working conditions & benefits, different software's used for compensation management

UNIT-IV: Law of minimum wages, payment of wages, payment of bonus, workmen compensation, Payment of gratuity Act 1982, ESI Act 1948, state Insurance, provident fund, gratuity and Maternity Benefit

SUGGESTED READINGS:

1. Compensation Management, RC Sharma, sulabh Sharma, SAGE publication.
2. Compensation management, bhattacharya, excel books India Publication
3. Compensation, Gorge T Milkovich, Jerry M Newmon, Macgrawhill Publication

MBA SEM-III

Production and Operations Management

1. SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Course Objectives:

- To develop an understanding of basic concepts, role of Logistics and supply Chain management in businesses
- To understand how supply chain drivers play an important role in redefining value chain excellence of firms.
- To develop analytical, critical understanding and skills needed for planning, designing and operations of supply chain.
- To understand, appraise and integrate various supply chain strategies.

Course Outcomes: After completion of this course the students will be to

CO	Course Outcomes
1	Analyze the business requirement and apply supply chain strategies.
2	Design effective distribution network for a company.
3	Develop strategies to reduce transportation expenses by applying optimization techniques.
4	Map the supply chain requirement as per the resources available by identifying thenon-value-added services within the supply chain.
5	Analyze the business requirement and apply supply chain strategies.

Unit 1

- **Introduction:** Logistics and SCM, Development of Logistics, Green logistics, Reverse Logistics, Role of Logistics in the Economy, Physical Distribution System and its components
- **Supply Chain Management:** Strategic Integrated Logistics Management, Working Decision Phases in a Supply Chain, Measuring of Supply Chain / Logistics Performance, Framework for Structuring Drivers, Competitive advantages through supply chain management
- **Demand forecasting:** Forecast Process, Forecast Techniques, Factors influencing demand planning and forecasting, Demand-driven material resource planning (DDMRP)

Unit 2

- **Sourcing Decisions:** Supplier selection and Management, Negotiation, contract and conflict Management, Analytical Tools in Sourcing, Global Sourcing
- **Inventory Management:** Receipt, Inspection, Storage and preservation, Identification of all materials stored, Maintenance of stock records.
- **Risk Management:** Issues, Challenges and Risks in SCM and their management, Supply chain sustainability
- **Order Processing and Information System:** Order Management System, Logistics Information System Flow

Unit 3

- **Warehousing:** Types, Uses, Role of Warehousing in SCM
- **Logistical Packaging:** Packaging, Issue & Dispatch
- **Distribution Management:** Designing Distribution Networks and Applications to Business, Role of distribution in a supply chain, Factors influencing distribution network design, design options for a distribution network, e-supply chain, framework for network design decisions
- **Models for Facility Location and Capacity Allocation:** Models, Factors, Facility Location Decision, Capacity Allocation

Unit 4

- **Transportation Fundamentals and Planning:** Role of Transportation in Supply Chain, Factors influencing Transportation Decisions, Modes of Transportation, Selection Process, Advanced Fleet Management System, Inter Modal Freight Technology, Transportation Security Initiatives and Role of Technology, Introduction to Air Cargo
- **Transportation Models:** Its definition, feasible solution by North-West Corner Method, Least Cost Method, VAM Methods. Optimal solution through MODI & Stepping Stone Method for balanced and unbalanced transportation problem.
- **Assignment Models:** Meaning of Assignment problem, unbalanced assignment problem, travelling salesman problem, Hungarian method for optimal solution.
- **Global Supply Chain:** Overview, Global Logistics and Documentation

Suggested Readings:

1. Bowersox, D.J. and Closs D.J, Logistical Management, Tata Mcgraw hill
2. Bowersox, D.J. and Closs D.J., Logistics Management: A System Integration of Physical Distribution, New York, Macmillan
3. Buffa, Elwood S. and Sarin, Rakesh K, Modern Production / Operations management, WSE, Wiley
4. Chary, S.N., Production and Operations Management, Tata Mc Graw hill
5. Kanishka Bedi, Production and Operations Management, Oxford
6. Martinich, Joseph S, Production and Operations Management, An applied Modern Approach, WSE, Wiley
7. Norman Gaither and Greg Frazier, Operations Management, Cenage Learning
8. Richard Chase, Ravi Shankar, F. Robert Jacobs and Nicholas J. Aquilano, Operations & Supply Management, Mc Graw Hill
9. Shridhara Bhat, Logistical Management, Himalaya Publishing House ,Shridhara Bhat, Logistics & Supply Chain Management, Himalaya Publication

2. MANAGEMENT OF MANUFACTURING SYSTEMS

Course Objectives:

- To Learn principles and strategies of automation in manufacturing systems.
- To understand flow lines and assembly systems and their mathematical analysis.
- To understand automated material handling systems and integration of material handling and storage.
- To understand grouping of similar parts through group technology and developing automated process plans through computer aided process planning.

Course Outcomes: After completion of this course the students will be to

CO	Course Outcomes
1	Explore the factors of manufacturing systems and various transformation processes to enhance productivity and competitiveness.
2	Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in manufacturing systems.
3	Develop aggregate capacity plans and MPS in manufacturing systems.
4	Plan and implement suitable materials handling principles and practices in manufacturing systems.
5	Plan and implement suitable quality control measures and TQM.

Unit 1

- **Manufacturing Systems:** Introduction, Components, Importance of Manufacturing for Technological and Socioeconomic developments, Strategic Decisions in Manufacturing Management, Production versus Productivity
- **Types of Manufacturing System:** Job Shop, Mass, Batch, Project Shop, Continuous process Linked cell system (Cellular manufacturing system), Flexible Manufacturing System (FMS)
- **World Class manufacturing:** Concept, Evolution
- **Manufacturing Techniques:** JIT, Kaizen, Kanban, CONWIP-Synchronous Manufacturing (Theory of Constraints)

Unit 2

- **Process Planning:** Types of Process designs, Factors affecting Process design, Process charts
- **Facility Location:** Factors affecting facility location, Factor rating analysis, Load distance model, closeness ratings.
- **Manufacturing Facility Layout:** Material handling, Process Layout, Product Layout, Cellular Manufacturing Layout, Fixed Position Layout, Hybrid Layout, Criteria for Good Layout, New Trends in Manufacturing Layouts.
- **Manufacturing Operations Scheduling:**
 - i. Scheduling Process-Focused Manufacturing: Shop-Floor Planning and Control, Order-Sequencing Problems
 - ii. Scheduling Product-Focused Manufacturing: Batch Scheduling, Delivery Schedules (Line of Balance Method)
- **Automation:** Automation in Design and Manufacturing, Role of IT in World Class Manufacturing, Flexible Manufacturing System, Automated Material Handling Equipment

Unit 3

- **Quality Management:** Quality Philosophies, Quality Leadership, Quality Circle, Quality Audit, Quality Awards and ISO 9000, Quality Tools, Quality Function Deployment, Six Sigma, Design for Six Sigma, Lean Management, TQM
- **Statistical Quality Control:** Concepts & Types of Control Charts for Attributes and Variables

- **Production Planning:** Aggregate Planning and Master Production schedule, Types of Production-Planning and Control Systems – Pond-Draining System (Push system, Pull System), Focusing on Bottlenecks, Material Requirement Planning
- **Capacity Planning:** Analysis of designed capacity, installed capacity, commissioned capacity, utilized capacity, factors affecting productivity and capacity expansion strategies

Unit 4

- **Productivity and Human Behavior:** Designing Workers' job, Empowering workers, Work Measurement, Learning Curves.
 - **Total Productive Maintenance:** Objectives of TPM, Maintenance Strategies and Planning, Total System Effectiveness, Break-down Maintenance, Preventive Maintenance, Predictive Maintenance Policy
 - **Maintenance Economics:** Quantitative Analysis, Optimal number of Machines, Replacement Strategies and Policies, Economic Service Life, Opportunity Cost, Replacement Analysis using specific time period, Spares Management, Maintenance records.
- Principles of Safety Management:** Safety Management, Objectives, Planning for safety Audit, Need of Safety Training to workers and officials.

Suggested Readings :

1. Buffa, Elwood S. and Sarin, Rakesh K, Modern Production / Operations management, WSE, Wiley
2. Chary, S.N., Production and Operations Management, Tata Mc Graw Hill
3. Kanishka Bedi, Production and Operations Management, Oxford
4. Martinich, Joseph S, Production and Operations management, An Applied Modern Approach, WSE, Wiley
5. Norman Gaither and Greg Frazier, Operations Management, Cenage Learning
6. Richard Chase, Ravi Shankar, F. Robert Jacobs and Nicholas J. Aquilano, Operations & Supply Management, Mc Graw Hill

3. SERVICE OPERATIONS MANAGEMENT

Course Objectives:

- To provide students with an understanding of the analysis, decision making and implementation issues of managing the operational aspects of a service.
- To understand the growing significance and impact of services on the growth and economy and the scientific ways to run the operations so as to optimize the business and brand returns.

Course Outcomes: After completion of this course the students will be to

CO	Course Outcomes
1	Critically analyze the types of service operations and operational parameters that are imperative for organizational success.
2	Evaluate and compare strategies leading to improvement of service operations quality.
3	Analyze the important aspects of service systems that control the provision of capacity to meet customer requirements effectively.
4	Implement statistical methods and management techniques to monitor, control and improve service processes of an organization.
5	Propose solutions with which a service organization can improve its operations and achieve sustainable competitive advantage.

Unit 1

- **Introduction to Service Operations Management:** Concept of Services, Matrix of Service Characteristics, Factors responsible for growth of services, Operations strategy in services, The link between customer, Service Strategy, Service Providers and Service System. Managing Operations in Global Economy, Challenges in Operations Management of Services
- **Designing Service Product and Service Processes:** The Service Product, its Design and Development, Process Planning and Design, Factors affecting process design and decisions, Service Process Matrix,
- Service Blueprinting, Service Process and Profitability, Service Process and Productivity

Unit 2

- **Managing Demand and Supply:** Demand exceeding Supply, Supply exceeding Demand, Matching Demand and Supply, Methods to deal fluctuating demand
- **Capacity Planning:** Capacity Planning of Services, Capacity Planning of Services versus Capacity Planning in Manufacturing.
- Locating Service Facilities, Off-shoring & Outsourcing
- **Services Facility Layout:** Servicescape, Types: Product Layout, Process Layout, Fixed-Position Layout, Retail layout, Office Layout
- **Operations Technology:** Automation in services, Automation issues
- **Operations Quality management in Services:** SERVQUAL Model, TQM

Unit 3

- **Service Operations Planning and Scheduling:**
Nature of Services Revisited, Operations strategies for service, Types of Service Operations, Scheduling Challenges in Services
Scheduling Quasi-Manufacturing Service Operations: Product -Focused Operations, Process -Focused Operations, Work-Shift Scheduling in Service Operations
Scheduling Customer-as-Participant Product Service Operation: Nature of these operations, Waiting lines in Service Operations
Scheduling Customer-as -Product Service Operation: Nature of these operations, Using Computer simulation in Service Operations
- Service Supply chains, lean services, Service Guarantee

Unit 4

- **JIT in Service Companies**
- **Aggregate Planning for Services**
- **Maintenance Management in Services:** Types, Role of People and Technology in Maintenance Management
- **Service Growth and Globalization**
- **Incorporating AI and Other Latest Technologies in Service Operations:** Introduction to AI and other new age technologies. Futuristic Scenario of incorporating new technologies like cloud computing, simulation, robotics etc. in service operations

Suggested Readings :

1. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production / Operations management, WSE, Wiley
2. Chary, S.N., Production and Operations Management, Tata Mc Graw Hill
3. Kanishka Bedi, Production and Operations Management, Oxford
4. Martinich, Joseph S., Production and Operations Management, An Applied Modern Approach, WSE, Wiley
5. Norman Gaither and Greg Frazier, Operations Management, Cenage Learning
6. Richard Chase, Ravi Shankar, F. Robert Jacobs and Aquilano, Nicholas J., Operations & Supply Management, Mc Graw Hill
7. Vinnie Jauhari, Kirti Dutta, Services (Marketing, Operations, Management), Oxford Higher Education.

4. OPERATIONS RESEARCH AND PROJECT MANAGEMENT

Course Objectives:

- To make students understand the concepts of Project Management for planning to execution of projects.
- To make students understand the feasibility analysis, costing and budgeting in Project Management.
- To enable the student to understand and analyze managerial and engineering problems in projects and to equip them to use the resources such as capitals, materials, productions, controlling, directing, staffing, and machines more effectively.

Course Outcomes: After completion of this course the students will be to

CO	Course Outcomes
1	Understand project characteristics and various stages of a project.
2	Understand the conceptual clarity about project organization and feasibility analyses –Market, Technical, Financial and Economic.
3	Solve project problems using appropriate techniques and optimization solvers, interpret the results obtained.
4	Determine optimal strategy for Minimization of Cost of shipping of products from source to Destination/ Maximization of profits of shipping products using various methods, finding initial basic feasible and optimal solution of the Transportation problems.

Unit 1

- **Project:** Concept, Types, Generation of Project Ideas, Project Life Cycle.
- **Project Feasibility Study:** Technical Analysis, Financial Analysis, Means of Financing.

Unit 2

- **Project Appraisal:** Appraisal Criteria, Analysis of Risk, Social Appraisal of Project.
- **Project Management & Control:** Organization, Planning & Control.

Unit 3

- **Recent Issues:** New Product Development, Environment Appraisal.
- **International standards:** ISO 14000, OSGHS.

Unit 4

- **Operation Research:**
Simulation Theory, Monte Carlo, Replacement Model
Sequencing Problems: Optimal sequencing of N Jobs on 2 and 3 machines

Suggested Readings :

1. Ghattas, R. G. and Mckee, Sandra L. Practical Project Management, Pearson Education
2. Gupta, M. P. and Sharma J. K., Operations Research for Management. New Delhi, National.
3. Sharma, J. K., Operations Research: Theory and Applications, New Delhi, Macmillan India.
4. Gupta, R.C., Statistical Quality Control, Khanna Publishers, Delhi.
5. Harvey Maylor, Project Management, Pitman Publishing.
6. Nagarajan, K. Project Management, New Age International Publications.
7. Prasanna Chandra., Projects Planning Analysis Selection Implementation & Review, TataMcGraw Hill.
8. Sharma, J.K., Fundamentals of Operations Research, Macmillan