

**D.R. BABASAHEB AMBEDKAR
MARATHWADA UNIVERSITY,
AURANGABAD.**



**Curriculum under Choice Based Credit &
Grading System**

M.B.A.

Semester-I to IV

run at college level from the

Academic Year 2015-16 & onwards

REGULATIONS SPECIFIC TO
M.B.A. PROGRAMME
IN
UNIVERSITY DEPARTMENT OF MANAGEMENT
SCIENCE



Dr. Babasaheb Ambedkar Marathwada University,
Aurangabad.

(2011-2012)

17. STRUCTURE OF MBA PROGRAMME UNDER CHOICE BASED CREDIT SYSTEM

MBA – I SEMESTER

Courses/subjects	Instruction hrs/week	Duration of Exam	Marks			CREDITS
			IA	EXAM	TOTAL	
7 Core Subjects & 1 Project	8 x 4 = 32	3 hrs.	2 x 70 1 x 100	7 x 80	8 x 100 = 800	8 x 4
TOTAL	32		240	560	800	32

MBA – II SEMESTER

Courses/subjects	Instruction hrs/week	Duration of Exam	Marks			CREDITS
			IA	EXAM	TOTAL	
8 Core Subjects & 1 Project	9 x 4 = 36	3 hrs.	8 x 20 1 x 100	8 x 80	9 x 100	9 x 4 = 36
TOTAL	36		260	640	900	36

MBA – III SEMESTER

Courses/subjects	Instruction hrs/week	Duration of Exam	Marks			CREDITS
			IA	EXAM	TOTAL	
2 Core Subjects	2x4	3 hrs.	2x20	2x80	2x100	4x2=8
6 Elective courses in finance/ Human Resource/ Marketing/ Production & Operation / IT	6x4	3 hrs.	6 x 20	6 x 80	6 x 100	6 x 4 =24
1 Summer Implant Training	1x4		1x100		1x100	4
TOTAL	36		260	640	900	36

MBA – IV SEMESTER

Courses/subjects	Instruction hrs/week	Duration of Exam	Marks			CREDITS
			IA	EXAM	TOTAL	
3 Core/Advanced Management subjects	3x4	3 hrs.	3x20	3x80	3x100	12
Final Project	1 x 4	-	1 x 100	-	1 x 100	4
TOTAL	16		160	240	400	16

First Semester

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-401	Management Practices, & Organizational Behavior	4	3	20	80	100	4
MANB-402	Statistical Methods	4	3	20	80	100	4
MANB-403	Managerial Economics	4	3	20	80	100	4
MANB-404	Environment Management	4	3	20	80	100	4
MANB-405	Research Methodology	4	3	20	80	100	4
MANB-406	Accounting for Managers	4	3	20	80	100	4
MANB-407	Managerial Skill Development	4	3	20	80	100	4
MANB-451	Project	4	3	100	-	100	4
Total				240	560	800	32

Second Semester

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-408	Corporate Governance & Ethics	4	3	20	80	100	4
MANB-409	Optimization Techniques	4	3	20	80	100	4
MANB-410	Human Potential Management	4	3	20	80	100	4
MANB-411	Financial Management	4	3	20	80	100	4
MANB-412	Marketing Management	4	3	20	80	100	4
MANB-413	Production & Operations Management	4	3	20	80	100	4
MANB-414	Business Legislation	4	3	20	80	100	4
MANB-415	International Business Environment	4	3	20	80	100	4
MANB-452	Project	4	3	100	-	100	4
Total				260	640	900	36

Third Semester - Group A - Finance

Subject Code	Subject Title	No. of Hours/ Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521F	Project Planning, Analysis and Mgt.	4	3	20	80	100	4
MANB-522F	Working Capital Management	4	3	20	80	100	4
MANB-523F	Corporate Taxation	4	3	20	80	100	4
MANB-524F	Investment Management	4	3	20	80	100	4
MANB-525F	Financial Decision Analysis	4	3	20	80	100	4
MANB-526F	Management of Financial Institutions	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

Third Semester Group B - Marketing

Subject Code	Subject Title	No. of Hours/ Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521M	Consumer Behaviour	4	3	20	80	100	4
MANB-522M	Advertising Management	4	3	20	80	100	4
MANB-523M	Industrial Marketing	4	3	20	80	100	4
MANB-524M	Brand Mgt.	4	3	20	80	100	4
MANB-525 M	Sales & Distribution Management	4	3	20	80	100	4
MANB-526 M	Marketing of Services	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

Third Semester- Group C - Human Resource Management

Subject Code	Subject Title	No. of Hours/ Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521H	Management of Industrial Relations	4	3	20	80	100	4
MANB-522H	Human Resource planning and Development	4	3	20	80	100	4
MANB-523H	Training & Development	4	3	20	80	100	4
MANB-524H	Performance Management Systems	4	3	20	80	100	4
MANB-525 H	HRD – Strategies & Systems	4	3	20	80	100	4
MANB-526 H	Cross Culture & Global HRM	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

Third Semester Group D - Production & Operation

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521P	Production Planning and Control	4	3	20	80	100	4
MANB-522P	Purchasing & Materials Management	4	3	20	80	100	4
MANB-523P	Service Operations Management	4	3	20	80	100	4
MANB-524P	Applied Operations Research	4	3	20	80	100	4
MANB-525P	Logistics Management	4	3	20	80	100	4
MANB-526P	World Class Manufacturer	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

Third Semester - Group E Information & Technology

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521-I	Strategic Management & IT	4	3	20	80	100	4
MANB-522-I	System Analysis & Design	4	3	20	80	100	4
MANB-523-I	Database Management System	4	3	20	80	100	4
MANB-524-I	Internet Programming for E-commerce	4	3	20	80	100	4
MANB-525-I	RDBMS & SQL Concepts	4	3	20	80	100	4
MANB-526-I	Application Development using Oracle	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

Fourth Semester

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-503	Entrepreneurship & Project Management	4	3	20	80	100	4
MANB-504	Quality Management	4	3	20	80	100	4
MANB-505	Indian Economy	4	3	20	80	100	4
MANB-552	Project Study	4	3	100	-	100	4
Total				160	240	400	16

Note :-

1. Maximum total no. of marks at the end of IVth semester – 800 + 900 + 900 + 400 = 3000
2. Maximum total no. of credits at the end of IVth semester – 32 + 36 + 36 + 16 = 120

Subject Title	: Management Process, Leadership & Organizational Behaviour		
Subject Ref. No.	: MANB401	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The Subject intends to empower the students to understand the nuances of Organizational Functioning with special reference to Human Behavior, Group Dynamics, Organizational Learning & thereon; thereby making them capable of working in an organizational set-up.		
Pre Requisite	: The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.		
Unit – I	: Genesis of Management Thought & Conceptualization: Understanding of Management Concepts, Evolution of Management Thought, Systems and Contingency Approach for understanding organizations, Managerial Processes, Functions, Skills & roles of a Manager in an organization; Management by Objectives (MBO).		
Unit – II	: Management of Individual Behavior in Organization - I: Personality, Perceptions, Values, Attitudes, Learning.		
Unit – III	: Management of Individual Behavior in Organization - II: Work motivation & Employee Engagement, Individual decision making & problem solving		
Unit – IV	: Group Dynamics: Corporate Leadership, Emotional Intelligence, Understanding & managing group processes-Interpersonal and Group Dynamics - Communication, Group Decision-making, Organizational Design & Structure, Recreation & Work Stress		
Unit – V	: Society vis-à-vis Organization: Corporate Social Responsibility; Corporate Global Citizenship in the wake of Globalization		
Text Books	:	<ol style="list-style-type: none"> 1. Luthans, F. <i>Organizational Behaviour</i>, 7th ed., New York, McGraw Hill, 1995. 2. Robbins, S.P. <i>Management</i>, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996. Robbins, S.P. <i>Organizational Behaviour</i>, 7th ed., New Delhi, Prentice hall of India, 1996 	
Additional Reference Books	:	<ol style="list-style-type: none"> 1. Koonz, H. and Weachirch, H. <i>Management</i>. 10th ed., New York, McGraw Hill, 1995. 2. Goleman, Daniel <i>Emotional Intelligence</i>, 3. Harvard Business Review's Leadership Manual <p>www.hbpr.com</p>	

Subject Title	: Statistical Methods		
Subject Ref. No.	: MANB402	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The objective of the course is to make student familiar with statistical techniques relevant to management science and focus on applied aspects of subject.		
Pre Requisite	: Basic knowledge of mathematics.		
Unit – I	: Measures of central tendency, mean-median-mode, measures of dispersion, means and standard deviation.		
Unit – II	: Correlation analysis and regression analysis.		
Unit – III	: Time series analysis: components, methods of measurement moving averages and methods of Least Squares.		
Unit – IV	: Probability and probability distribution, Business Forecasting		
Unit – V	: Statistical Reference: Test of Hypothesis, Chi square test, F-test and Analysis of variance.		
Text Books	:	<ol style="list-style-type: none"> 1. Gupta S P, <i>Statistical Methods</i>, New Delhi S Chand and Co Ltd 2008 2. Elhans D N, VeenaAgrawal, B M <i>Fundamental of Statistics</i> New Delhi, KitabMahal, 2002. 3. Sharma S D. <i>Operation's Research</i>. KedarNath and Ram Nath and Co., Meerut, 2000 	
Additional Reference Books	:	<ol style="list-style-type: none"> 1. C Satyadevi, <i>Quantitative</i> , New Delhi S Chand and Co Ltd 2009 2. Shrivastava V K, Shenoy G V, Sharma S C, <i>Quantitative Techniques and Managerial Decisions</i>, New Delhi, New Age International Ltd, 2005 3. Shrivastav, <i>Statistics for Management</i>, Tata McGraw Hill, 2000 4. Levin Richard I and Rubin David S <i>Statistics for Management</i>, New Prentice Hall Inc. 1995. 	

Subject Title	: Managerial Economics		
Subject Ref. No.	: MANB403	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The objective of the course is to acquaint the students with concepts and technologies needed in economics and to enable them to apply this knowledge in business decision making at firm level.		
Pre Requisite	: Basic understanding of concepts, theories of economics.		
Unit – I	: Introduction:		
	i. Basic concepts and Principles		
	ii. Theory of firm		
Unit – II	: Theory of Demand:		
	i. Demand and supply analysis		
	ii. Consumer preference and choice		
	iii. Elasticity of demand		
	iv. Demand forecasting		
Unit – III	: Theory of Production and Cost:		
	i. Production Theory		
	ii. Cost concepts		
Unit – IV	: Market Structure:		
	i. Perfect Competition		
	ii. Monopoly		
	iii. Oligopoly		
Unit – V	: Macro-Economic Aspects:		
	i. National Income		
	ii. Money Supply and Inflation		
	iii. Business cycles		
Text Books	:		
	1. M Adhikari, <i>Business Economics</i> , Excel Books New Delhi 2000		
	2. Baumol, W J <i>Economics Theory and Operation Analysis 3rd Ed</i> New Delhi, Prentice Hall Inc. 1996		
	3. Chopra O P <i>Managerial Economics</i> New Delhi, Tata McGraw Hills 1985		
	4. Geetika, Ghosh, and Chaudhari Purba Roy, <i>Managerial Economics</i> Tata McGraw Hills		
	5. Mithani <i>Managerial Economics</i>		

Subject Title	: Environment Management		
Subject Ref. No.	: MANB404	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: UNs Resolution for 2010 & the World Millennium Goals have Environment & Sustainable Development as the core objective. The course is designed to make the budding managers sensitized to Environment along with developing an understanding of inclusive & sustainable growth; thereby creating Managers that cater to the societal demands along with the organizational priorities.		
Unit – I	: Environment Management: Fundamentals-Sustainable Development. Natural Capitalism, Implications of human population growth. Limits to growth, Environment and Business Schools.		
Unit – II	: Energy Management; Fundamentals-Fossil Fuels use, Nuclear – Wind – Hydro Energy, Bio-fuel, Agro-ecology; Ecosystem Concepts; Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry.		
Unit – III	: Environment Management System; EMS Standards, ISO 19011 & ISO 14000 Series, Bharat Stage – II & Euro – II. Eco-Management & Audit Scheme. Clearance/Permissions for establishing industry.		
Unit – IV	: Environmental Management and Valuation: Environmental Accounting, Economics, Environmental Taxes Shifts, Green Funding, Green Banking; Environment Ethics; Environmental Planning, Environmental Health & Protection; GATT/ WTO Provisions; Environmental Laws; Acts, Patents, IPRS, Role of NGO'S, PIL.		
Unit – V	: Pollution and Waste Management- Air, Water Land Pollution, Trade in Wastes; Water, Forest & Biodiversity Management; Water Resources, Dams and their role; forest products and Trade, Role of Biodiversity in International Trade; Approaches to corporate Ethics: Bio-ethics. Global-warming. Quito Protocol, Carbon Credit.		
Text Books	: 1. Uberoi, N.K.; <i>Environmental Management</i> , Excel Books. A-45, Naraina Pahse-I, New Delhi, 2000. 2. Pandey, G.N.; <i>Environmental Management</i> , Vikas Publishing House New Delhi, 1997. 3. Gupta, N. Dass: <i>Environmental Accounting</i> , Wheeler Publishing 19, K.G. Marg, New Delhi, 1997. 4. Mahanty, S.K. <i>Environment & Pollution Law Manual</i> , Universal Law Publishing, G.T. Karnal Road, New Delhi, 1996. 5. Harley, Nick: <i>Environmental Economics</i> , MacMillan India Ltd., Ansari Road, New Delhi, 1997. 6. Kolstad, Charles D.: <i>Environmental Economics</i> , Oxford University Press, 2000. 7. Nigel Horan, : <i>Environment Waste Management: An European Perspective</i> , John Wiley & Sons. 1996.		

Subject Title	: Research Methodology		
Subject Ref. No.	: MANB405	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.		
Pre Requisite	: NA.		
Unit – I	: Nature and Scope of Research Methodology; Research Problem identification; Types of Problems; Problem solving process; Problem Formulation and Statement of Research Objectives; Research Applications.		
Unit – II	: Research process; Research designs-exploratory, descriptive & experimental research designs		
Unit – III	: Methods of Data Collection – Observational and Survey methods; Questionnaire Design; Attitude measurement Techniques; Motivational Research Techniques; Administration of Surveys;		
Unit – IV	: Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data;		
Unit – V	: Analysis of Data-; Use of SPSS and other Statistical Software Packages: Advanced Techniques for Data Analysis – ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods; Organization structure of research; Research Proposal; Purpose and types of Research Proposal.		
Text Books	: <ol style="list-style-type: none"> 1. Research methodology methods & techniques by C.R. Kothari 2. Statistical methods: Dr.S.P. Gupta-sultan Chand & sons New Delhi. 3. Research methodology by Gupta 4. Research methodology in social science by Giridhari 5. Management Research Methodology by K.N. Krishnaswamy, Appayyarsivakumar and M. Mathirajan. 6. Management Research by Andrews, F.M. and S.B. Withey Social Indicators of Well Being. Plenum Press. NY, Bennet, Roger 7. Survey Methods by Fowler, Floyd J.Jr., 8. Exploring Research by Salkind, Neil J., 		

Subject Title	: Accounting for Managers	No. of Credits	: 4
Subject Ref. No.	: MANB406	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision making and control		
Unit – I	: Financial Accounting – Concepts, Importance and Scope, Generally Accepted Accounting Principles of Double Entry System of Book-Keeping, Ledger Posting, Preparation of Trial Balance sheet, Preparation of Final Accounts with simple Adjustments Management Accounting – Meaning, Aims, Objectives, Functions, Advantages and Limitations of Management Accounting Difference between Management Accounting and Financial Accounting; Financial Analysis Fund Flow and Cash Flow Statements.		
Unit – II	: Cost Accounting: - Meaning, Concept, Relationship Between Cost Accounting and Financial Accounting, Cost Elements – Material Labour and Overheads, Preparation of Cost Sheet		
Unit – III	: Budgeting: - Meaning, Concept, Types of Budgets- Functional, Master; Fixed and Flexible Budget; Budget Control -Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision – Making.		
Unit – IV	: Marginal Costing , Absorption Costing and Breakeven Analysis, Standards Costing and Variance Analysis.		
Unit – V	: Financial Accounting – Concepts, Importance and Scope, Generally Accepted Accounting Principles of Double Entry System of Book-Keeping, Ledger Posting, Preparation of Trial Balance sheet, Preparation of Final Accounts with simple Adjustments.		
Text Books	: 1) 'Advanced Accountancy' by Shukla and Grewal. 2)'Advanced Financial Accounting' by R.L.Gupta 3) 'Advanced Accounting' by Jain and Naranmg. 4) 'Advanced Accounting' by Khan and Jain. 5) 'Advanced Accountancy' byS.N.Maheswari.		
Additional Reference Books	:		

Subject Title	: Managerial Skill Development	No. of Credits	: 4
Subject Ref. No.	: MANB407	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The course is designed to instill in students the ethics, etiquettes & confidence of a Manager. The course complements the other Managerial Subjects to enhance the personality of a student's holistically.		
Pre Requisite	: The students are supposed to come along with the mental & physical prepare to stretch themselves in order to condition themselves.		
Unit – I	: Fundamentals & Elements of Performance – KSA: Knowledge Enhancement Tools Skill Practice Tool, Positive Attitude Development Tool		
Unit – II	: Attitude for Performance: Optimistic Attitude Development Programme Mind Management Tools & Techniques, Activity		
Unit – III	: Managerial Skills: Analysis for Creative Problem-solving & Decision-making; Leadership; Team-work		
Unit – IV	: Communication: Written Communication – Formal Letters, Report Writing, Memo Drafting, Note Writing, Technical Writing etc, Oral Communication: Oral Presentations, Extempore, Speech Drafting, Body Language & other tools.		
Unit – V	: Skill Assessment & Self-Management Tools Assessment of Skills – Action Plan for Holistic Development Self-Management – Time Management, Stress Management & other Lifestyle Techniques		
Text Books	: <ol style="list-style-type: none"> 1. Bowman Joel P and Branchaw. Bernadine P. <i>Business Communications from Process to Product</i> 1987 Dryden Press. Chicago. 2. Hatch Richard. <i>Communication in Business</i> 1977 Science Research Association, Chicago. 3. Murphy, Herta A and Peck, Charles E. <i>Effective Business Communication</i>. 2nd Ed. 1976. Tata McGraw Hill, New Delhi. 4. Pearce C. Glenn etc. <i>Business Communications: Principles and Applications</i>. 2nd ed. 1988. John Wiley, New York. 5. Treece, Maira. <i>Successful Business Communications</i> 3rd ed. 1987. Allyn and Bacon Boston. 		
Additional Reference Books	: <ol style="list-style-type: none"> 1. 50 Companies that Changed the World – Howard Rothman 2. The Alchemist – Paulo Coelho 3. Think & Grow Rich – Napoleon Hill 4. The Monk who Sold His Ferrari – Robin Sharma 5. The Greatness Guide – Robin Sharma 6. Thinking Big – Jim Collins 7. Eat that Frog – Brian Tracy 		

Second Semester

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-408	Corporate Governance & Ethics	4	3	20	80	100	4
MANB-409	Optimization Techniques	4	3	20	80	100	4
MANB-410	Human Potential Management	4	3	20	80	100	4
MANB-411	Financial Management	4	3	20	80	100	4
MANB-412	Marketing Management	4	3	20	80	100	4
MANB-413	Production & Operations Management	4	3	20	80	100	4
MANB-414	Business Legislation	4	3	20	80	100	4
MANB-415	International Business Environment	4	3	20	80	100	4
MANB-452	Project	4	3	100	-	100	4
Total				260	640	900	36

Subject Title	:	Corporate Governance & Ethics	No. of Credits	:	4
Subject Ref. No.	:	MANB408	No. of Periods / Week	:	4
			Assignments / Sessionals	:	20
			Semester Examination	:	80
Course Objective	:	The subject aims at sensitizing the budding Managers to the significance of Values – Morals & Ethics in Organizational & Business parlance; thereby conditioning them to a value-based Managerial life-style.			
Pre Requisite	:	The students are expected to come prepared with the basic conceptualization & searching through the web / reference books for cases & instances of value-based Organizational Functioning			
Unit – I	:	Fundamentals & Conceptualization: Morals – Ethics – Values, Indian Heritage of Ethics, Fundamental principles of Ethics-Values in Business, Model of management in the Indian Socio-Political Environment, Need for values in Global change, Values for manager & Work Ethos, Holistic Approach for Managers in Decision Making, Indian Leaders on Business Ethics.			
Unit – II	:	Corporate Governance: An overview, Concept, Significance in Indian Context, Issues in Corporate Governance, Historical Perspective of Corporate Governance.			
Unit – III	:	Practice of Corporate Governance: Practice of Corporate Governance, Corporate Governance Mechanisms, Indian Model of Governance, Characteristics of Good Corporate Governance, Recommendation of Indian Committees, Agents and Institutions in Corporate Governance: Shareholders, investors, other stakeholders, Board of Directors, Auditors and Banks.			
Unit – IV	:	Legislative & Regulatory Framework: Facilitators and Regulations in Corporate Governance: SEBI, Government and Role of Public policies; Education System – Ancient & Modern, Indian Ethos & Management Education; Indian & Global Leaders on Business Ethics.			
Unit – V	:	Societal Aspect of Ethics & Corporate Governance: Corporate Social Responsibility & corporate Governance, Corporate Global Citizenship, Corporate Governance in Indian Scenario; Indian Heritage in Production and Consumption; Indian Insights into TQM, Stress in Business Management.			
Text Books	:	<ol style="list-style-type: none"> 1. Chakraborty, S.K.: <i>Foundation of Managerial work-Contribution from Indian Thought</i>. Himalaya Publishing House Delhi 1998. 2. Biswanath Ghose, <i>Indian Ethos & Values</i>. Vikas Publishing, 2008. 3. C.V. Baxi, <i>Corporate Governance</i>, Excel Books, 2007. 4. A.C. Fernando, <i>Corporate Governance</i>, Pearson Education, 1st Edition. Mishra "Business Ethics", Tata McGraw Hill 			
Additional Reference Books	:	<ol style="list-style-type: none"> 1. S.A. Sherlekar, <i>Global Dharimic Management</i>, Himalaya Publication House, 2nd Edition 2005. 2. CVS Murthy, <i>Business Ethics</i>, Himalaya Publishing House, 2006 3. N.M. Khandelwal, <i>Indian Ethnos & values for Manager</i>, Himalaya 			

Subject Title	: Optimization Techniques	No. of Credits	: 4
Subject Ref. No.	: MANB409	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The objective of the course is to develop in understanding a basic optimization techniques and their role in Managerial Decision Making.		
Pre Requisite	: Students are required to revise knowledge of statistical methods.		
Unit – I	: Basics of Operation Research, Applications in Managerial decision making.		
Unit – II	: Linear Programming, Basic Concepts and methods of solution.		
Unit – III	: Assignment and transportation models, replacement theory.		
Unit – IV	: Queuing theory, game theory and simulation.		
Unit – V	: Decision theory, inventory management techniques, project management by PERT/CPM.		
Text Books	: 1. Taha, H A Operations Research- An Introduction, New york, Mc-Miillan, 1989		
	: 2. Narag A S, Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.		
	: 3. Sharma S D, Operation's Research, KedarNath and Ram Nath and Co., Meerut, 2000		
Additional Reference Books	: 1. KantiSwarup Gupta, P. K. Manmohan, Operations Research, Sultan Chand and Sons Edu, Publishers, New Delhi 2003		
	: 2. Gupta, Prem Kumar and Hira, D S Operations Research, New Delhi, S Chand and Co Ltd 2000		

Subject Title	: Human Potential Management	No. of Credits	: 4
Subject Ref. No.	: MANB410	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: In a complex world of industry and business organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the policies and practices of human resource management..		
Pre Requisite	: The Students are enshrined with the responsibility of referring the requisite articles, books, cases as suggested by the course faculty. Furthermore, the students are supposed to refer additional content for developing better understanding of the concepts & techniques.		
Unit – I	: Conceptualization & Fundamentals: Management in a Changing Environment; Corporate Objectives and Human Potential Management; HRM Architecture & its linkage with Organizational Vision, Concepts of Human Potential Management.		
Unit – II	: Human Resource Planning: Headcount Forecast, Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resources; Mapping of Core Competency with Organizational Vision, Career and Succession Planning; Induction and Socialization Techniques.		
Unit – III	: Manpower Training and Development: Training Need Identification / Assessment. Training Process. Evaluation of Training Effectiveness.		
Unit – IV	: Performance Appraisal & Potential Evaluation: Job Evaluation & Wage Determination Techniques, Internal Job Profiling (IJP), HR Dashboard, HR & Technology – HRIS, Data Management Systems, Internet-aided Recruitment Systems.		
Unit – V	: Employee Retention: Employee Engagement Strategies, Grievance Management; Employee Empowerment, Exit Interviews.Employee Welfare; Industrial Relations & Trade Unions; Dispute Resolution.		
Text Books	: 1. Dessler, Gary <i>Human Resource Management</i> , Prentice Hall 2. Aswathappa K. <i>Human Resources and Personnel Management</i> Tata McGraw Hill New Delhi, 1997. Awasthapa “Human Resource Management”, Tata McGraw Hill.		
Additional Reference Books	: 1. De Cenzo, D A & Robbins S P <i>Human Resource Management</i> . 5 th ed., New York. John Wiley, 1994. 2. Guy. V Mattock J. <i>The New International Manager</i> . London. Kogan Page. 3. Holloway, J ed. <i>Performance Measurement and Evaluation</i> , NDelhi. Sage. 4. Monappa, A & Saiyadain M. <i>Personnel Management</i> . 2 nd ed. NDelhi, TMH, 5. Stone Lloyed and Leslie W. Rue, <i>Human Resource and Personnel Management</i> Richard D. Irwin, Illinois 1984.		

Subject Title	: Financial Management	No. of Credits	: 4
Subject Ref. No.	: MANB411	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The purpose of this course is in creating awareness and understanding of three core areas of Financial Management- Investment Decisions, Financing Decisions and Dividend Decisions		
Pre Requisite	: Elementary Understanding of concepts related to Finance.		
Unit – I	: Foundations of Finance: Overview, Time value of money and Valuation of Bonds and Shares		
Unit – II	: Analysis and Control: Cash flow statement, Financial Statement Analysis, Cost-Volume-Profit Analysis, Budgeting and Profitability.		
Unit – III	: Long Term Investment Decision: Capital Budgeting, Cost of Capital, and Risk Analysis.		
Unit – IV	: Current Asset Management: Working Capital Management, Management of Cash, Receivables and Inventory, Working Capital Financing.		
Unit – V	: Leverage Decisions, Capital Structure Decisions, Long-term Financing and Dividend Policies and Its Determinants		
Text Books	: <ol style="list-style-type: none"> 1. <i>Financial Management</i>- Khan and Jain Sixth Ed- Tata McGraw Hill. 2. <i>Financial Management</i>-Prasanna Chandra – Seventh Ed, Tata McGraw Hill. 3. <i>Financial Management- Principles and Practice</i>- G Sudarshana Reddy, Himalaya Publications 4. <i>Financial Management</i>- R. M Shrivastav Himalaya Publications. 5. <i>Financial Management</i>-I M Pandey, Vikas Publications 10th Ed 		
Additional Reference Books	:		

Subject Title	: Marketing Management		
Subject Ref. No.	: MANB412	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.		
Pre Requisite	: The student should have basic knowledge of Management.		
Unit – I	: Nature and scope of marketing, corporate orientations towards the marketplace. The marketing environment and Environment scanning, Integrating Marketing with other Functions, Marketing information system and Marketing research,		
Unit – II	: Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning; Product decisions-product mix, product life cycle, new product development, branding and packaging decisions,		
Unit – III	: Pricing methods and strategies, Promotion decisions-promotion mix, advertising, sales promotion, publicity and personal selling;		
Unit – IV	: Channel management-selection co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts;		
Unit – V	: New issues in marketing-Globalization Consumerism, Green marketing, Internet Marketing, Rural Marketing – Rural Marketing Environment & Strategy. Customer Relationship Management – Components of CRM, Measuring Customer Satisfaction, Marketing of Services – Growth of Services in India, social networking, Bluetooth marketing and Retailing – Nature & Scope.		
Text Books	:	<ol style="list-style-type: none"> 1. Kotler, Philip, <i>Marketing Management, Analysis, Planning, Implementation and Control</i>, New Delhi, Prentice Hall of India. 2. Ramaswamy, V S and Namakumari, S. <i>Marketing Management; Planning Control</i>, New Delhi, Macmillan. 	
Additional Reference Books	:	<ol style="list-style-type: none"> 1. Enis, B M <i>Marketing Classics: A Selection of Influential Articles</i>, New York, McGraw Hill. 2. Station William, J. <i>Fundamentals of Marketing</i>, New York, McGraw Hill. 3. Nelamegham, S. <i>Marketing In India: Cases and Readings</i>, New Delhi, Vikas. <p>Shah “Advertising and Promotion”. Tata McGraw Hill.</p>	

Subject Title	: Production and Operations Management		
Subject Ref. No.	: MANB413	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation function in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of material with reference to both manufacturing and services organizations.		
Pre Requisite	: NA		
Unit – I	: Nature and Scope of Production and Operations Management; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Make-or-Buy Analysis		
Unit – II	: Facility Location; factors influencing facility location; Capacity Planning; Types of capacity;		
Unit – III	: Materials Management – Overview of Materials Management, Materials planning, Budgeting, Inventory control, JIT, MRP, Purchase Mgt., Stores Mgt; Vendor Evaluation;		
Unit – IV	: Materials Handling- Principles;Equipments; 5-S. Kaizen; Kanban; Poka-Yoke; Toyota Production Systems; Line Balancing-Problems;		
Unit – V	: Scheduling; Production Planning and Control-In Mass Production-In Batch/ Job Order Manufacturing; Work Design- Work study, method study, work measurement- work sampling		
	: Quality Management System- Quality Assurance- statistical process control - acceptance sampling; TQM-ISO 9000;		
	: Maintenance Mgt concepts- Maintenance Mgt; Work environment; Safety management;		
Text Books	: 1. Production and operations Management by KaniskaBedi 2. Production and operations Management by K. Ashwathappa and K. ShridharaBhat 3. Operations Management by E. Buffa 4. Production and Operations Management 6 th ed., by Adam, E E& Ebert, R.J.;		
Additional Reference Books	: 1. Manufacturing Organisation and Management by Amrine Harold T. 2. Purchasing and Materials Management. By Dobler, Donald W and Lee, Lamar. 3. Operations Management; Design, Planning and Control for Manufacturing & Services by Dilworth, James B. 4. Production/Operations Management by Moore, FG and Hendrick, T E. 5. Production and Operation Management by Chary. 6. Purchasing and Materials Management by K.C. Jain and Er. JeetPatidar 7. Operations Management and Control by Dr. Biswajit Banerjee		
Subject Title	: Business Legislation		

Subject Ref. No.	: MANB414	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The Course bears the onus of developing technical insights in students about the legislative framework of Indian Business Scene.		
Pre Requisite	: The students are required to refer Bare Acts, Law Codes & Supreme Court Precedents on the topics to be discussed in the lecture beforehand.		
Unit – I	: The Indian Contract Act, 1872 (Section 1 – 100) Fundamentals & Conceptualization, Essentials of a Valid Contract, Void-Voidable Contracts, Performance & Breach of Contracts, Remedies on Breach of Contract & Quasi Contracts.		
Unit – II	: The Company Act, 1956 Concept, Nature & Types of Companies, Formation of Company, Memorandum of Association & Articles of Association. Prospectus, Allotment of Shares, Director & its Qualifications, Shares & Share Capital, Membership, Borrowing Powers, Management & Meetings, Winding-up of a Company.		
Unit – III	: The Sale of Goods Act, 1930 Concept, Definitions, Solemnization of a Sale of Goods Contract, Paid & Unpaid Seller, Rights of an Unpaid Seller, Remedies on breach of Contract,		
Unit – IV	: The Negotiable Instruments Act, 1881 Types & Nature of Instruments, Negotiation & Assignment, Holder-in-duc Course, Dishonor & Discharge of Negotiable Instruments, Arbitration. & Consumer Protection Act		
Unit – V	: Information Technology Act & Cyber Laws		
Text Books	: Bare Acts & Code Books		
Additional Reference Books	: Supreme Court Journals, Supreme Court Reports & other Reference Journals		

Subject Title	: International Business Environment	No. of Credits	: 4
Subject Ref. No.	: MANB415	No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.		
Pre Requisite	: NA		
Unit – I	: Meaning, nature, scope of Business Environment, Macro economic policies in India, Industrial policies of post 1991.		
Unit – II	: Structure of Industries – Major industries – Electronics, Automobiles, Textiles, Development of private sector, MNC’s in India. , WTO and India, SWOT analysis of Indian Economy.		
Unit – III	: International business – an overview of international business, International business environment – Economic, Socio – cultural, Political, Natural environment. Theories of International business. Globalization - Meaning, Concept and scope, FDI & Globalization.		
Unit – IV	: Regional Economic Integration, Global monetary system, Foreign exchange market, Global capital market,		
Unit – V	: Strategies of International Business, modes of entering International business, WTO, Tariff and non tariff barriers. International Marketing. Global HRM. Global Production, CSR.		
Text Books	: Francis Cherunilam: Business Environment: Text and Cases, 17/e, Himalaya, 2007. - K.Aswathappa, Essentials of Business Environment, 9/e Himalaya, 2007. - P. Subbarao : International Business, Himalaya Publishing. - Charles Hill, International Business – Tata Mc. Graw Hill,		
Additional Reference Books	:		

New

Third Semester- Group C - Human Resource Management

Subject Code	Subject Title	No. of Hours/ Week	Duration of Exam. in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-521H	Management of Industrial Relations	4	3	20	80	100	4
MANB-522H	Human Resource planning and Development	4	3	20	80	100	4
MANB-523H	Training & Development	4	3	20	80	100	4
MANB-524H	Performance Management Systems	4	3	20	80	100	4
MANB-525 H	HRD – Strategies & Systems	4	3	20	80	100	4
MANB-526 H	Cross Culture & Global HRM	4	3	20	80	100	4
Total							

Subject Title	: MANAGEMENT OF INDUSTRIAL RELATIONS		
Subject Code No.	: MANB-521 H	Credits	: 4
		Lectures/ Week	: 4
		Assignments / Sessionals	: 20 Marks
		Semester Examination	: 80 Marks

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

Course contents :

- Unit I –** Introduction To IR : Objectives, Function of IR, IR and Emerging Socio-economic Scenario, Legal Framework of IR.
- Unit II-** Discipline & Grievance Management; Negotiation and Collective Settlement; Participative Management & Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment.
- Unit III –** Concept of Trade Union : Role & Future of Trade Union, Objectives & Function of Trade Union, Types of Union Structure, The Maharashtra Recognition of Trade Unions & Prevention of Unfair Labour Practices Act, 1971.
- Unit IV –** The Industrial Dispute Act, 1947 : Definations of Industry, Workman and Industrial Dispute; Authorities under the Act, Procedure, Powers and Duties of Authorities; Strikes and Lock outs, Lay-off and Retrenchment; Special Provisions relating to Lay off, Retrenchment and Clousure in certain establishments.
- Unit V –** The Industrial Employment Act, 1946; Workmen’s Compensation Act, 1923; Laws Related to Employees State Insurance, Provident Fund And Gratuity.

Suggested Readings:

1. John A Fossum, Labour Relations, McGraw Hill, 10th Edition 2009.
2. John Budd, Labour Relations, McGraw Hill, 2nd Edition 2008.
3. M. Arora, Industrial Relations, Excel Books, 2007.
4. S. P. Singh, Industrial Relations, A.I.T.B.S. Publishers, 1st Edition 2008.
5. Ghaiye, B R. *Law and Procedure of Departmental Enquiry in Private and Public Se* Lucknow, Eastern Law Company, 1994.
6. Malhotra, O P. *The Law of Industrial Disputes*. Vol. I and II Bombay, N.M. Tripathi, 1985.
7. Malik, P L. *Handbook of Industrial Law*. Lucknow, Eastern Book, 1995.
8. Saini, Debi S. *Labour Judiciary, Adjudication and Industrial Justice*. New Delhi, Oxford 19
9. Saini, Debi S. *Redressal of Labour Grievances, Claims and Disputes*. New Delhi, Oxfo IBH, 1994.
10. Seth, D D. *Industrial Dispute Act, 1947*. Vol. I & II Bombay, N. M. Tripathi 1995.
11. Srivastava S.C. *Industrial Relations and Labour Law*. New Delhi, Vikas, 1994.

Subject Title : **HUMAN RESOURCE PLANNING AND DEVELOPMENT**
Subject Code No. : **MANB-522 H**

Credits : 4
Lectures/ Week : 4
Assignments / Sessionals : 20 Marks
Semester Examination : 80 Marks

Course Objectives:	To equip the students with the basic understanding of the Human Resource Planning and to provide an insight into the application of Human Resource Forecasting tools and techniques for the purpose of management decision Making.
Pre-requisites:	Basics of Human Resource Planning & Role of human resource planning in Human resource Management.
Unit-I	Organisational Human Resource Planning; Meaning, Importance and Benefits of HRP, Influence of strategic management on HRP, Factor affecting HRP, Process of HRP
Unit-II	Stock Taking, Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies;
Unit-III	HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations
Unit-IV	Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
Unit-V	6. Human Resource Information System; Human Resource Valuation and Accounting. Macro level Manpower Planning and Labour market Analysis; Case Studies.
Text Books:	<ol style="list-style-type: none"> 1. Dr. L.M Prasad, Human Resource Management, Sultan Chand & sons, 2nd Edition Reprint 2009. 2. Dr. P.C. Tripathi, Human Resource Development, Sultan Chand & Sons 5th revised Edition Reprint 2009. 3. Dr. C.B. Gupta, Human Resource Management, Sultan Chand & son's, 2009. 4. H. John Bernardin, Florida Atlantic, U-boca Raton, Human Resource Management, McGraw Hill, 2001. 5. George Dreher Indian a university Bloomington & Thomas W Dougherty university of Missouri Columbia, Human resource strategy A behavioral perspective for the general manager, McGraw Hill companies, 2001. 6. Dipak Kumar Bhattacharyya, Human Resource Planning, Excel Books, 2007. 7. Biswanath Ghosh, Human Resources development & Management, Vikas, 2008.

Subject Title : TRAINING AND DEVELOPMENT
 Subject Code No. : MANB-523 H

Credits	:	4
Lectures/ Week	:	4
Assignments / Sessionals	:	20 Marks
Semester Examination	:	80 Marks

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

Course contents :

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

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

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

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

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

Suggested Readings:

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

Subject Title : **PERFORMANCE MANAGEMENT SYSTEMS**
 Subject Code No. : **MANB-524 H**
 Credits : 4
 Lectures/ Week : 4
 Assignments / Sessionals : 20 Marks
 Semester Examination : 80 Marks

Course Objectives:	To equip the students with the basic understanding of the Performance Management Systems and to provide an insight into the application of modern assessment tools and techniques for the purpose of management decisionmaking.
Pre-requisites:	Basics of Performance Appraisals and its importance.
Unit-I	Performance Management System- Definition, Introduction of Performance Management System, purposes of Performance Management and its cycle, Performance Management process - Performance Planning, Performance Development & performance Appraisal, Strategies to improve performance, Individual and Manager's responsibilities in Performance Management.
Unit-II	Performance Planning- Key performance Areas, Performance expectations, performance dimensions, Performance Standards, Standard setting, & performance goals.
Unit-III	Performance Appraisal-Definition, Objectives, Uses & Benefits of Performance Appraisal, Process of Performance Appraisal. Planning the Appraisal, Requisites of an Effective Appraisal System, Components of Performance Appraisal. Types & Methods of Performance Appraisal - Traditional and Modern,
Unit-IV	Management by Objectives, 360 Degree- A Debate, Self-Appraisal/ Assessment Why Performance Appraisal fails-Halo Effect, Performance Feedback,
Unit-V	Coaching- Objectives, conditions for effective coaching, Process. Counseling- Purposes, Steps and effective counseling. Pay for Performance, Potential Appraisal, Assessment Center. Case studies
Text Books:	1. R.K. Sahu, Performance Management system, Excel Books, 2007. 2. T.V. Kao, Appraising & Developing Managerial Performance, Excel Books, 2007. 3. G.K.Suri, C.S. VenkataRatnam, N.K. Gupta, Performance Measurement and Management, Excel Book, 2007. 4. Sarma A.M., Performance Management systems, Himalaya Publication House, 2008. 5. Kandula, Performance Management, strategies, interventions, Drivers, Printice Hall of India, 2007. 6. Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.

Subject Title	: HRD-STRATEGIES & SYSTEMS	Credits	: 4
Subject Code No.	: MANB-525 H	Lectures/ Week	: 4
		Assignments / Sessionals	: 20 Marks
		Semester Examination	: 80 Marks

Course Objectives	With the fierce competition amongst industries; the essence of strategic excellence lies in able – capable Workforce. This has led to the role of HR Managers turning to Strategic Partners. The subject aims at arming students to align HR Department's Functioning with the Strategic Goals of the Organizations
Pre-requisite	The Students are enshrined with the responsibility of referring the requisite articles, books, cases as suggested by the course faculty. Furthermore, the students are supposed to refer additional content for developing better understanding of the concepts & techniques.
Unit – I	Conceptualization & Fundamentals: Strategy, Types of Strategies, HRM Architecture. Articulation of HR Functional Objectives with Organizational Vision& Goals, Ulrich's Theory on HR Functions, Role of HR Managers as Strategic Partner & Employee Champion, Design HRD Strategies, Factors influencing HRD in India, WTO - ILO & Labour Standards
Unit – II	Tools of HRD Strategies: Human Sigma, Balanced Scorecard, Quantification of HR Value, Competency Mapping & HRIS.
Unit – III	Strategic HR Selection& Development: Strategic HR Sourcing - Online recruitment, Employee referrals, Recruitment process outsourcing, Head hunting, Executive education, Flexi timing. Quality of work life, Work - life balance, Employee empowerment, Employee involvement, Autonomous work teams Creating a learning organization, Competency mapping, Multi-Skilling, Succession planning, Cross cultural training
Unit – IV	Performance Appraisal & Potential Evaluation: Defining Key Result Areas (KRA), Result-based Performance Pay, Merit based promotions; Theories on Wages, Executive Compensation. Downsizing, Voluntary retirement schemes (VRS), HR outsourcing, Early Retirement Plans, Project based employment
Unit – V	Human Aspects of Strategic Management: Behavioral issues in strategy implementation, Matching culture with strategy, Human side of mergers & acquisitions, Leadership, Employee morale. Global HR Strategies
Text Books	1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi 2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi 3. Strategic HRM - Michael Armstrong, Kogan page, London
Additional References	1. Strategic HRM – Agarwal, Oxford university press, New Delhi 2. Human resource management – Garry Dessler, PHI, New Delhi

Subject Title : **CROSS CULTURE & GLBAL HUMAN RESOURCE MANAGEMENT**
 Subject Code No. : **MANB-526 H**
 Credits : 4
 Lectures/ Week : 4
 Assignments / Sessionals : 20 Marks
 Semester Examination : 80 Marks

Course Objectives	Metamorphosis from a Closed Economy to a Globalized World has led to free-flow of Goods, Services, Stock & now Humans; & hence the need to study International Human Resource Management. The subject aims to expose & articulate the budding HR Managers, with the concept of Country Cultures, influence on Organizational functioning; thereby arming them to with the skills of International Employee Selection, Engagement & Retention Program.
Pre-requisite	The Students are expected to study various National Cultures; & study their influence on the Organizational Functioning, Expatriate Management & HR Strategies. The students are required to refer various caselets, folklore, research articles & Business Magazines on the subject.
Unit – I	Fundamentals of Organizational Culture & Development: The Iceberg Model of Organizational Culture, Hofstede's Theory of Culture, 7-S Framework, Kurt-Lewin Model of Change, Hopson's Change Curve, Virginia Satir's Model.
Unit – II	Cross-Culture Variables: Fundamental Concepts, Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study. Structural Evolution of Global Organizations; Cross Cultural Leadership and decision Making. Cross Cultural Communication and Negotiation
Unit – III	Practice of Corporate Governance Practice of Corporate Governance, Corporate Governance Mechanisms; Indian Model of Governance, Characteristics of Good Corporate Governance, Recommendation of Indian Committees, Agents and Institutions in Corporate Governance: Shareholders, investors, other stakeholders, Board of Directors, Auditors and Banks.
Unit – IV	International Human Resource Management: Nature of Human Resource Management in Global Organizations; Expatriate Selection – Sources of Recruitment, Selection Criterion, Process, Pre-considerations for Capable Expatriate Selections, Criteria for International Assignment.
Unit – V	Expatriate Compensation Management Theories on Compensation Compensation and Appraisal in Global Perspective, MNC and Compensation System.
Text Books	1. Peter. J. Dowling & others, International Human Resource Management, South western publisher, 2nd Edition 2001. 2. P.L.Rao, International Human resource Management Text & cases, Excel Books, Print Edition 2008.
Additional References	1. Muthinah, K., International relation, Himalaya Publishing House, 2005. 2. Fred Maidment, Western Connecticut, Annual Editions Human Resources, McGraw Hill Dushkin, 17th Edition 2009. 3. K.A. swathappa Canara Bank School of Management studies, International Human Resource Management Text & cases, McGraw Hill Dushkin, 2009.

Yashvi. Arora

Third Semester - Group A - Finance

Subject Code	Subject Title	No. of Hours/ Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521F	Project Planning, Analysis and Mgt.	4	3	20	80	100	4
MANB-522F	Working Capital Management	4	3	20	80	100	4
MANB-523F	Corporate Taxation	4	3	20	80	100	4
MANB-524F	Investment Management	4	3	20	80	100	4
MANB-525F	Financial Decision Analysis	4	3	20	80	100	4
MANB-526F	Management of Financial Institutions	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

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Amitharsh

Third Semester Group B - Marketing

Subject Code	Subject Title	No. of Hours/ Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521M	Consumer Behaviour	4	3	20	80	100	4
MANB-522M	Advertising Management	4	3	20	80	100	4
MANB-523M	Industrial Marketing	4	3	20	80	100	4
MANB-524M	Brand Mgt.	4	3	20	80	100	4
MANB-525 M	Sales & Distribution Management	4	3	20	80	100	4
MANB-526 M	Marketing of Services	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

Third Semester- Group C - Human Resource Management

Subject Code	Subject Title	No. of Hours/ Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521H	Management of Industrial Relations	4	3	20	80	100	4
MANB-522H	Human Resource planning and Development	4	3	20	80	100	4
MANB-523H	Training & Development	4	3	20	80	100	4
MANB-524H	Performance Management Systems	4	3	20	80	100	4
MANB-525 H	HRD – Strategies & Systems	4	3	20	80	100	4
MANB-526 H	Cross Culture & Global HRM	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

Third Semester Group D - Production & Operation

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521P	Production Planning and Control	4	3	20	80	100	4
MANB-522P	Purchasing & Materials Management	4	3	20	80	100	4
MANB-523P	Service Operations Management	4	3	20	80	100	4
MANB-524P	Applied Operations Research	4	3	20	80	100	4
MANB-525P	Logistics Management	4	3	20	80	100	4
MANB-526P	World Class Manufacturer	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

Third Semester - Group E Information & Technology

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521-I	Strategic Management & IT	4	3	20	80	100	4
MANB-522-I	System Analysis & Design	4	3	20	80	100	4
MANB-523-I	Database Management System	4	3	20	80	100	4
MANB-524-I	Internet Programming for E-commerce	4	3	20	80	100	4
MANB-525-I	RDBMS & SQL Concepts	4	3	20	80	100	4
MANB-526-I	Application Development using Oracle	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

Fourth Semester

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-503	Entrepreneurship & Project Management	4	3	20	80	100	4
MANB-504	Quality Management	4	3	20	80	100	4
MANB-505	Indian Economy	4	3	20	80	100	4
MANB-552	Project Study	4	3	100	-	100	4
Total				160	240	400	16

Note :-

1. Maximum total no. of marks at the end of IVth semester – 800 + 900 + 900 + 400 = 3000
2. Maximum total no. of credits at the end of IVth semester – 32 + 36 + 36 + 16 = 120

MBA - III

Third Semester Group B - Marketing

Subject Code	Subject Title	No. of Hours/ Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-521M	Consumer Behaviour	4	3	20	80	100	4
MANB-522M	Advertising Management	4	3	20	80	100	4
MANB-523M	Industrial Marketing	4	3	20	80	100	4
MANB-524M	Brand Mgt.	4	3	20	80	100	4
MANB-525 M	Sales & Distribution Management	4	3	20	80	100	4
MANB-526 M	Marketing of Services	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4
Total				260	640	900	36

Third Semester
Compulsory Subject

Subject Code	Subject Title	No. of Hours/ Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-501	Business Policies and Strategic Analysis	4	3	20	80	100	4
MANB-502	Decision Support System & Management Information System	4	3	20	80	100	4
MANB-551	Inplant Training Report	4	3	100	-	100	4

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

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

Third Semester
Group B - Marketing

Subject Code	Subject Title	No. of Hours/ Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-521M	Consumer Behaviour	4	3	20	80	100	4
MANB-522M	Advertising Management	4	3	20	80	100	4
MANB-523M	Industrial Marketing	4	3	20	80	100	4
MANB-524M	Brand Mgt.	4	3	20	80	100	4
MANB-525 M	Sales & Distribution Management	4	3	20	80	100	4
MANB-526 M	Marketing of Services	4	3	20	80	100	4
Total							

Subject Title : CONSUMER BEHAVIOUR
Subject Ref. No. : MANB-521M

Credits : 4
Lectures/ Week : 4
Assignments / Sessionals : 20 Marks
Semester Examination : 80 Marks

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

Course contents :

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

Suggested Readings:

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

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

Subject Title : ADVERTISING MANAGEMENT
Subject Ref. No. : MANB-522M

Credits : 4
Lectures/ Week : 4
Assignments / Sessionals : 20 Marks
Semester Examination : 80 Marks

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

Course contents :

Unit I –

Advertising, definition, Origin and growth of Advertising, Functions of advertising, Role of advertising in Marketing process, Legal ,Ethical ,Social, and economic aspects of advertising,Advertising-Retail,National,Co-opertative,political,International,public serving advertising.

Unit II-

Advertising and process of communication: Wilbur Schramm's Model, Two step flow of communication, Theory of cognitive dissonance and clues for advertising strategists.

Unit III –

Segmentation and positioning, Media, Types of Media, Media strategy and Media planning, Media factors, Media Mix, Media evaluation, Budgeting.

Unit IV –

Constructing an Advertisement, Visualisation, Creative visualization, process of visualization, Qualities of visualiser, Message, Headline, Copy, Logo, Illustration, Appeal, Layout, slogans. Integrated marketing communication, Internet Advertising-Forms of internet advertising.

Unit V –

Evaluation of advertising-Evaluating advertising effectiveness through pretest, post test, Recognition Test, Recall Test, DAGMAR Approach.

Suggested Readings:

1. C N Sonatakki,etc ADVERTISING, Second Revised and enlarged edition ,Kalyani publishers,1996.
2. S H H Kazm,Satsh K Batra, Advertising and Sales promotion, Edition 2, published by Anurag Jain fro Excel Books,2001,2004.
3. U.C.Mathur,Advertising Management, Revised Second edition,New Age International publishers,2005.
4. Kruti Shah,Alan D'souza,Advertising and promotions an IMC Perspective,Tata Mcgraw Hill Education private Limited,New Delhi,2009.
5. Beleh, George E and Beleh, Michael A. *Introduction to Advertising and Promotion*. 3rd ed., Chicageo Irwin., 1995.
6. Borden, William H. *Advertising*. New York, John Wiley, 1981.
7. Hard, Norman. *The Practice of Advertising*. Oxford, Butterworth Heinemann, 1995.
8. Kleppner, Otto. *Advertising Procedure*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
9. Ogilvy, David. *Ogilvy on Advertising*. London, Longman, 1983.
10. Sengupta, Subroto. *Brand Positioning, Strategies for Competitive Advantages*. New Delhi, Tata McGraw Hill, 1990.

Subject Title : **INDUSTRIAL MARKEING**
Subject Ref. No. : **MANB-523M**

Credits	:	4
Lectures/ Week	:	4
Assignments / Sessionals	:	20 Marks
Semester Examination	:	80 Marks

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

Course contents :

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

Suggested Readings:

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

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

Subject Title : BRAND MANAGEMENT
Subject Code No. : MANB-524M

Credits : 4
Lectures/ Week : 4
Assignments / Sessionals : 20 Marks
Semester Examination : 80 Marks

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

Course contents :

Unit I –

Brand & Brand Management: Commodities Vs Brands, The role of brands, The brand equity concept, Brand Identity and Brand image.

Unit II–

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios And market segmentation, Steps of brand building, Identifying and Establishing brand positioning, Defining and establishing brand values.

Unit III –

Designing & Sustaining Branding Strategies: Brand hierarchy, Brand extension and brand transfer, Managing brand over time.

Unit IV –

Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.

Unit V –

Managing Brands over time - Brand Positioning and Consumer Behaviour - Retail Brands Vs. Manufacturers' Brands.

Suggested Readings:

1. Successful Branding - Pran K. Choudhary
2. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
3. Strategic Brand Management -Caperer
4. Behind Powerful Brands - Jones
5. Managing Indian Brands -S. Ramesh Kumar

Subject Title : SALES AND DISTRIBUTION MANAGEMENT
 Subject Code No. : MANB-525M

Credits	:	4
Lectures/ Week	:	4
Assignments / Sessionals	:	20 Marks
Semester Examination	:	80 Marks

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

Course contents :

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

Suggested Readings:

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

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

Subject Title : **MARKETING OF SERVICES**
Subject Code No. : **MANB-526M**

Credits : 4
Lectures/ Week : 4
Assignments / Sessionals : 20 Marks
Semester Examination : 80 Marks

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

Course contents :

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

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

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

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

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

Suggested Readings:

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

Third Semester Group D - Production & Operation

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-521P	Production Planning and Control	4	3	20	80	100	4
MANB-522P	Purchasing & Materials Management	4	3	20	80	100	4
MANB-523P	Service Operations Management	4	3	20	80	100	4
MANB-524P	Applied Operations Research	4	3	20	80	100	4
MANB-525P	Logistics Management	4	3	20	80	100	4
MANB-526P	World Class Manufacturer	4	3	20	80	100	4
Total							

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

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

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

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

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

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

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

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

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

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

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

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

Course Objectives	The Core Operations Management subject is designed with the intention to create Quality-consciousness amongst the future Operations Managers. The content orients the students with ways – means – techniques – procedures for developing a Excellent Manufacturing Systems.
Pre-requisite	The students are expected to come prepared with the basic conceptualization & searching through the web / reference books for cases & instances of Operational / Manufacturing Excellence.
Unit – I	Basics of Operational Excellence World Class Manufacturing Environment; Imperatives for success – Technology, Systems approach and change in the mindset; Strategic Decisions in, Manufacturing Management; Choice of Technology, Capacity, Layout/Automation in Material handling Systems; Aggregate Planning and Master Production Scheduling-Materials Requirement Planning (MRP) – Software in Use, Manufacturing Resources Planning (MRP-II) Software in Use.
Unit – II	Manufacturing Techniques Optimized Production; 5-S, Kaizen; Technology Principles advocated by Eliyahu Goldtratt; Just – in – Time System – Manufacturing Systems, Pull Systems, Purchase & Source Development; Kanban, Supply Chain Management/Benchmarking; Toyota Production System, Six Sigma & other Operational Techniques
Unit – III	Total Quality Management - I: TQM Philosophy, TQM Principles, TQM Tools including Circles, Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools; Quality Costs; Taguchi Loss Function; Designing Products through 'Fuzzy' Logic.
Unit – IV	Total Quality Management - II: Functional Linkage of Quality with reliability and Maintainability/ Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); quality Audits; Lead Assessment and ISO-9000 Standards; Marketing Aspect of T.Q.; Total Quality of Services; Total Quality and Safety, Total Employee Involvement and Small Group Activities; Customer – Driven Project Management (Integration of TQM, Project Management Systems with customer – Driven team Structure)/ Automation in Design and Manufacturing.
Unit – V	IT in Manufacturing Systems, ISO & Environment Systems: IT & Manufacturing Systems, Design – Inventory – Statistical IT Tools, Manufacturing Resource Planning Software(s) MRP – 11. ISO 9000, 9001 Series, ISO-TS 16949, Environment Consciousness, Operational Excellence with Environment, ISO-14001, OHSAS 18001 Series,
Text Books	1. Buffa, Elwoods and et al <i>Programmed learning at for Production and Operations Management</i> – Illinois, Learning System Co. 1981. 2. Devitsiotis, Kostas N: <i>Operations Management Auckland</i> . McGraw Hill, 1981.

MBA-IV

Fourth Semester

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-503	Entrepreneurship & Project Management	4	3	20	80	100	4
MANB-504	Quality Management	4	3	20	80	100	4
MANB-505	Indian Economy	4	3	20	80	100	4
MANB-552	Project Study	4	3	100	-	100	4
Total				160	240	400	16

Note :-

1. Maximum total no. of marks at the end of IVth semester – 800 + 900 + 900 + 400 = 3000
2. Maximum total no. of credits at the end of IVth semester – 32 + 36 + 36 + 16 = 120



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Subject Title	: Entrepreneurship & Project Management	No. of Credits : 4
Subject Ref. No.	: MANBS03	No of Periods / Work : 4
		Assignments / Sessionals : 20 Marks
		Semester Examinations : 80 Marks

Course Objective	: To impart Knowledge to the Students on Entrepreneurship & Project Management and its Importance in the realm of Socio-economic Development of the nation.
Pre Requisite	: Basic understanding of Concepts, Theories of Entrepreneurship
Unit I	: The Entrepreneurial Perspective - <ul style="list-style-type: none"> • Nature & Importance of Entrepreneurs • The Entrepreneurial & Intrapreneurial Mind • The Individual Entrepreneur • International Entrepreneurial Opportunities • Theories of Entrepreneurship - Innovation Theory by Schumpeter & Imitating Theory of High Achievement by Mc Clelland, Theory of Profit by Knight, Theory of Social Change by Everett Hagen
Unit II	: Creating & Starting the Venture <ul style="list-style-type: none"> • Business Ideas, Legal Issues & Business Plan viz Marketing, Organizational & Financial Plans.
Unit III	: Financing the New Venture – <ul style="list-style-type: none"> • Feasibility Reports, Project Management Techniques • Sources of Development Finance, • Project Financing through Institutional Support, Venture Capital, Role of Consultancy Organizations • Financial Schemes offered by Commercial Banks, IDBI, SIDBI, SFCs etc.
Unit IV	: Entrepreneurship Development & Growth <ul style="list-style-type: none"> • Role of Central & State Govt. I Entrepreneurship promotion • Role of – DIC , SISI , MSME, MCED, EDII , NIESBUD, NEDB
Unit V	: Managing Entrepreneurial Strategies for <ul style="list-style-type: none"> • Preparing for the New Venture Launch, • Growth of the New Venture -- Strategies & Issues, • Going Public – Ending the Venture

Recommended Texts	: <ol style="list-style-type: none"> 1 Robert D. Hisrich & Michael P. Peters, <i>Entrepreneurship (5/e)</i>, Tata McGraw Hill 2 C.B. Gupta & N.P. Srinivasan, <i>Development</i>, Sultan Chand & Sons 3 Desai, Vasant, <i>Dynamics of Entrepreneurial Development and Management</i>, Himalaya Publishing House 4 Desai, Vasant, <i>Project Management and Entrepreneurship</i>, Himalaya Publishing House 5 Bhavesh M. Patel, <i>Project Management Appraisal</i>, Vikas Publishing House Private Limited 6 Prasanna Chandra, <i>Project Management Appraisal</i>, Tata McGraw Hill 7 Pandey, G.N. <i>A Complete Guide to Successful Entrepreneurship</i>, Vikas Publishing House
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Subject Title		Quality Management	
Subject Ref. No.	MANB504	No. of Credits	4
		No. of Periods/Week	4 (each of 60 mins.)
		Assignments / Sessionals	20%
		Semester Exams	80%
Course Objectives	The subject is designed with the intention to create Quality-consciousness amongst the future Managers; irrespective of the nature of industry they work-in.		
Pre-requisite	The students are expected to come prepared with the basic conceptualization & searching for relevant data through the web / reference books for cases & instances of Operational / Manufacturing Excellence.		
Unit – I	Basic Concepts of Quality Management: Defining quality, Evolution of Quality Principles, Quality in manufacturing versus quality of services, Quality in functional - Marketing, Operations, HRM, Finance etc.		
Unit – II	Product Quality: Evolution of product quality principles, Quality Control in production and its limitations, Addressing limitations of quality control, Cost of Quality. Service Quality: Role of services in global & Indian economy, measuring service quality, limitations of quality control & quality assurance in service quality measurement, Tools to measure Service quality, Case. Process Quality: Role of inspections in ensuring quality and its limitations, integrating inspections into the process, process documentation, flowcharting a process, measuring a process, Price of Non Conformance.		
Unit – III	Improving Quality: Deming's Approach to Quality, Juran's Approach to Quality, The seven tools of quality, Quality improvement at GE and AT Kearney, Master Production Scheduling-Materials Requirement Planning Optimized Production; 5-S, Kaizen; Just – in – Time System; Kanban, Supply Chain Management; Toyota Production System, Six Sigma & other Operational Techniques.		
Unit – IV	Quality Approaches at Japan: Rise of Japanese economy & role of automotive sector in Japan, TQM in Japan, Evolution of Toyota Production System, Modern versions of Toyota Production System, Application of Lean principles to Manufacturing & Services Quality Approaches in India: A study of top Indian organizations, quality in low cost models, Quality in IT/ITES, Use of models in raising product & service quality, Emergence of Frugal Innovation etc.		
Unit – V	Quality Accreditations Global Competitiveness Index, ISO 9000, 9001 Series, ISO-TS 16949, Environment Consciousness, Operational Excellence with Environment, ISO-14001, OHSAS 18001 Series & other ISO Series.		
Text Books	<ol style="list-style-type: none"> 1. Chary, S N. Production and Operations Management. New Delhi, Tata McGraw Hill, 1989. 2. Quantitative Techniques by PC Tuisian & Vishal Pandey, Pearson Education. 3. Quality is Free by Crosby Philip B, A Mentor Book. 		



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Subject Title : Indian Economy **No. of Credits** : 4
Subject Ref. No. : MANB505 **No of Periods / Work** : 4
Assignments / Sessionals : 20 Marks
Semester Examinations : 80 Marks

Course Objective : To give the overall perspective about the factors aligned with the contours of the economy of a nation in general and India in particular

Pre Requisite : Basic Understanding about the Concepts, Theories of Economy.

Unit I : **Economic Growth & Economic Development**

- Features, Indicators of Eco. Development
- National Income – Concepts & Computation

Unit II : **Major Problems of Indian Economy-**

- Poverty, Inequalities, Unemployment, Population, Transport & Foreign Trade

Unit III : **Agriculture - Contribution to Eco. Development**

- Green Revolution : Irrigation Minor, Medium, Major Irrigation Works
- Land Reforms Policy, Food Reforms & Public Distribution System

Unit IV : **Industry – Role of Industries in Eco. Development**

- Large & Small Scale Industries – New Economic Policy 1991

Unit V : **Five Year Plans in India – Achievements & Failures**

- Economic Development Under 5 Years Plan

Recommended Texts :

- 1 I C Dhingra, *Indian Economy*
- 2 Rudder Datt & KPM Sundram – *Indian Economy*. S. Chand & Sons, New Delhi.
- 3 K. N. Agarwal, *Indian Economy – Problem of Development of Planning*, Vishwa Prakashan, New Age International
- 4 S.K. Mishra & V.K. Puri, *Indian Economy*, Himalaya Publishing

Third Semester - Group E Information & Technology

Subject Code	Subject Title	No. of Hours / Week	Duration of Exam in hours	Marks for		Total Marks	Credits
				I.A.	Exam		
MANB-521-I	Strategic Management & IT	4	3	20	80	100	4
MANB-522-I	System Analysis & Design	4	3	20	80	100	4
MANB-523-I	Database Management System	4	3	20	80	100	4
MANB-524-I	Internet Programming for E-commerce	4	3	20	80	100	4
MANB-525-I	RDBMS & SQL Concepts	4	3	20	80	100	4
MANB-526-I	Application Development using Oracle	4	3	20	80	100	4
Total							