



**MASTER OF BUSINESS ADMINISTRATION**  
**SCHEME AND SYLLABUS**

**SCHOOL OF MANAGEMENT**  
**NATIONAL INSTITUTE OF TECHNOLOGY**  
WARANGAL 506 004

**MASTER OF BUSINESS ADMINISTRATION**  
**COURSE STRUCTURE**

S.No.	Course code.	Course Title	L	T	P	Credits
<b>I QUARTER</b>						
1.	SM5101	Business Communication	2	0	2	2
2.	SM5102	Statistics for Management	3	1	0	2
3.	SM5103	Principles of Management	3	1	0	2
4.	SM5104	Financial Accounting	2	2	0	2
5.	SM5105	Economic Analysis for Business Decisions	3	1	0	2
6.	SM5106	Information Management	2	0	2	2
<b>II QUARTER</b>						
7.	SM5121	Decision Methods for Management	2	0	2	2
8.	SM5122	Management Accounting	2	2	0	2
9.	SM5123	Macro Economics - Theory and Practice	3	1	0	2
10.	SM5124	Marketing Environment & Analysis	3	1	0	2
11.	SM5125	Organizational Behavior	3	1	0	2
12.	SM5126	Business System Analysis & Design	3	0	1	2
<b>III QUARTER</b>						
13.	SM5151	Business Research Methodology	3	1	0	2
14.	SM5152	Financial Management	2	2	0	2
15.	SM5153	Strategic Design of Operations	3	1	0	2
16.	SM5154	Marketing Management	3	1	0	2
17.	SM5155	Human Resource Management	3	1	0	2
18.	SM5156	Indian Economy	3	1	0	2
<b>IV QUARTER</b>						
19.	SM5171	Operations Planning and Control	3	1	0	2
20.	SM5172	Valuations and Investment Decisions	2	2	0	2

21.	SM5173	Business Laws & Contract Management	3	1	0	2
22.	SM5174	International Business	3	1	0	2
23.	SM5175	Business Intelligence	2	0	2	2
24.	SM5176	Strategic Management	3	1	0	2
25.	SM5192	Comprehensive Viva	0	0	0	2
<b>SUMMER PROJECT (8 Weeks)</b>						

<b>V QUARTER</b>						
26	SM6101	E-Business	3	1	0	2
27	SM6102	Enterprise Resource Planning	3	1	0	2
28	SM6103	Supply Chain Management	3	1	0	2
29	SM	Elective - I	3	0	0	2
30	SM	Elective - II	3	0	0	2
31	SM	Elective - III	3	0	0	2
32	SM 6104	Summer Project	0	0	0	2
<b>VI QUARTER</b>						
33	SM6121	Retail Management	3	1	0	2
34	SM6122	Project Management	2	0	2	2
35	SM6123	Theory of Constraints	3	1	0	2
36	SM	Elective - IV	3	0	0	2
37	SM	Elective - V	3	0	0	2
38	SM	Elective - VI	3	0	0	2
<b>VII QUARTER</b>						
39	SM6151	Entrepreneurship	3	1	0	2
40	SM6152	Technology Management	3	1	0	2
41	SM6153	Total Quality Management	3	1	0	2
42	SM	Elective - VII	3	0	0	2

43	SM	Elective - VIII	3	0	0	2
44	SM	Elective - IX	3	0	0	2
<b>VIII QUARTER</b>						
45	SM6199	Project (12 Weeks)	0	0	0	12
<b>Total Credits</b>						<b>= 100</b>

### LIST OF ELECTIVES

#### FINANCE

SM	6111	Security Analysis and Portfolio Management
SM	6112	International Finance
SM	6113	Mergers and Acquisitions
SM	6114	Commodity Markets and Financial Derivatives
SM	6115	Financial Markets, Instruments and Services
SM	6116	Risk Management
SM	6117	Bank Management
SM	6118	Behavioral Finance
SM	6119	Financial Engineering

#### HUMAN RESOURCE

SM	6211	Training and Development
SM	6212	Performance Management
SM	6213	Strategic Human Resource Management
SM	6214	Industrial Relations
SM	6215	Labour Legislation
SM	6216	Employee Compensation
SM	6217	Organizational Change and Design
SM	6218	International Human Resource Management
SM	6219	Measuring Human Resources

#### MARKETING

SM	6311	Advertising and Sales Promotion
SM	6312	Consumer Behavior
SM	6313	Marketing Research
SM	6314	Industrial Marketing
SM	6315	International Marketing
SM	6316	Services Marketing
SM	6317	Product Management
SM	6318	Rural Marketing
SM	6319	Market Forecasting

**INFORMATION TECHNOLOGY**

SM	6411	Data Base Management Systems
SM	6412	IT Systems Management
SM	6413	Software Project Management
SM	6414	IT Enabled Services and Analysis
SM	6416	Knowledge Management

**OPERATIONS**

SM	6511	Services Management
SM	6512	Value Engineering
SM	6513	Maintenance Management
SM	6514	Product Design and Development
SM	6515	Lean Manufacturing
SM	6516	Business Process Reengineering

**SYLLABUS****MASTER OF BUSINESS ADMINISTRATION**

SM5101 **BUSINESS COMMUNICATION** (2-0-2) 2

Objective: By the end of the course, the students should be able to improve their oral and written communication business purposes such as making presentations, participating in group discussions, facing interviews, telephone conversation, writing letters, memos, email, and reports.

Reading:

1. Scannell and Newstrom, Big Book of Presentation Skills, TMH, 2010.
2. Sharma, Business Correspondence and Report Writing, 3rd Edition, TMH, 2009.
3. Monipally, Business Communication Strategies, 1st Edition, TMH, 2009.

SM5102 **STATISTICS FOR MANAGEMENT** (3-1-0) 2

Introduction to Statistics; Grouping and displaying data to convey meaning; tables and graphs; Descriptive Statistics; Measures of central tendency and dispersion; frequency distribution.

Introduction to probability theory, Probability distribution: Binomial, Poisson, Normal, Exponential. Sampling and sampling distribution; Estimation: point and interval estimates.

Hypothesis testing: Type I and Type II errors, one-sample tests, two sample tests, Chi-square and ANOVA.

Reading:

1. Leven R.I. and Ruben D.S, Statistics for Management, PHI, 2010.
2. Miller. I and Fraund, J. E., Probability and Statistics for Engineers, PHI, 2008.
3. Aczel, Complete Business Statistics, 6th Edition, TMH, 2009.

SM5103 **PRINCIPLES OF MANAGEMENT** (3-1-0) 2

This course deals with managerial knowledge of global and entrepreneurial principles, perspectives and thoughts in functions of planning, organizing, staffing, leading and controlling.

Reading:

1. Heinz Wehrich, Mark V Cannice, Harold Koontz, Management, McGraw Hill, 2011.
2. Stephen P Robbins, Mary Coulter, Management, Pearson Asia, 2009.
3. Hellriegel, Jackson, Slocum, Management, Thomson (Cengage Learning), 2010.

SM5104 **FINANCIAL ACCOUNTING** (2-2-0) 2

Introduction - Scope of Management Accounting. Financial, Cost and Management Accounting: an Overview. Standard Accounting Principles. Financial Accounting: the Accounting Mechanics, Basic Entries, Balance Sheet, and Preparation of Financial Statements. Preparing Final Accounts for a Company. Ratio Analysis. Methods of Inventory Valuation.

Reading:

1. C.T. Horngren, Accounting for Management Control: An Introduction, Prentice Hall, New Delhi, 2010.
2. M.A. Pocock and A. H. Taylor, Handbook of Financial Planning and Control, Gower, Westmead, 2009.
3. Ramchandran and Kakani, Financial Accounting for Managers, TMH, 2010.



## Reading:

1. D.N. Dwivedi, Macro Economics Theory and Policy, TMH Publisher, New Delhi, 2011.
2. M.C. Vaish, Macroeconomic Theory, Vikas Publishers Pvt. Ltd., 2011.

SM5124

**MARKETING ENVIRONMENT AND ANALYSIS**

(3-1-0) 2

Nature and Scope of Marketing; Major concepts and tools of marketing Orientation of organization towards market place. Marketing in the present era. Marketing in India. Building customer satisfaction and value. Importance of CRM and TQM. Market oriented strategic planning. Corporate Mission and Vision. Concepts of strategic business units. BCG matrix and GE model; SWOT Analysis. Marketing information systems, Importance of Marketing Research and Decision Support Systems. Demand forecasting and Demand Measurement. Analyzing needs and trends in Macro environment. Major macro environmental forces (Demographic, Economic, Technological, political, legal, social cultural forces.) Microenvironment components. Consumer markets & buyer behavior- Stages of buying decision process.

## Reading:

1. Philip Kotler, Marketing Management, PHI, 2011.
2. Ramaswami and Namakumari, Marketing Management, McMillan Publication, 2010.
3. Rajan Saxena, Marketing Management, TMH, 2011.

SM5125

**ORGANISATIONAL BEHAVIOUR**

(3-1-0) 2

This course deals with the introduction to Organizational Behavior, foundations of Individual and Group Behaviour. OB Modification, Leadership Concepts and Models, Power and Politics, Learning in organization, and Organization Conflict and Culture.

## Reading:

1. Eugene McKenna, Business Psychology and Organizational Behavior, Taylor & Francis Group, 2010.
2. Nelson, Quick, Khandelwal, ORGB, Cengage Publications, 2011.
3. Stephen P Robbins, Seema Sanghi, Timothy Judge, Organizational Behavior, Pearson Education (PEA), 2011.

SM5126

**BUSINESS SYSTEMS ANALYSIS AND DESIGN**

(3-0-1) 2

System Analysis: Overview- Changing Scenario - problem identification - Tools and techniques - details of SDLC approach System Design Tools: System Analysis and design tools - Structure Concepts - E-R and Data Flow Diagrams - Implementing - Online Systems.

Database Design: Database Technology and CASE tools a - Relational model - Data base Creation - SQL Commands - Normalization - Case studies.

Project Development: Selection - Evaluation of design issues - project and Resource Planning - Design and Development Testing and Documentation.

## Reading:

1. Senn J.A., Analysis and Design of Information Systems, MGH Pub, 2010.
2. Raja Ramanna, System Analysis and Design, TMH Publishers, 2011.
3. Raja Raman, Analysis and Design of Information Systems, PHI, 2009.

SM5151

**BUSINESS RESEARCH METHODOLOGY**

(3-1-0) 2

Research Methodology: An introduction, Defining Research Problems, Research Design, Sample Design, Methods of Data collection, Processing and Analysis of Data, Interpretation and Report Writing. Reading:

1. Donald C Cooper and Pamela Schindler, Business Research Methods, McGraw Hill, 2010.
2. C.R.Kothari, Research Methodology, New Age Publications, 2010.
3. Shajahan, S, Research Methods for Management, Jaico Publications, 2009.



SM5152 **FINANCIAL MANAGEMENT** (2- 2-0) 2

Introduction to Financial Management. Tools of Financial Analysis and Control. Liquidity and Working Capital

Management. Liquid Assets and Liability Structuring, Management of Cash and Marketable Securities. Management of A/C Receivable and Inventories, Short Term Financing. Operating and Financial Leverage.

Reading:

1. I.M Pandey, Financial Management, 9th Edition, Vikas Publishing House, 2011.
2. J. C. Van Horne, Financial Management and Policy, Prentice Hall of India, New Delhi, 2009.
3. Khan and Jain, Financial Management: Text and Cases, 4th Edition, TMH, 2011.

SM5153 **STRATEGIC DESIGN OF OPERATIONS** (3-1-0) 2

The course stresses the importance of operations management in achieving the organizational objectives and gaining competitive advantage. The focus is on building required capabilities into operations system to meet the competitive priorities of cost, quality, flexibility and speed. Specific topics include operations strategy, capacity planning, process management, facility location and layout, Quality management. In essence the course deals with strategic decisions involved in operations management.

Reading:

1. Krajewski LJ and Ritzmen LP, Operations Management: Strategy and Analysis, Pearson Edition, India, 2010.
2. Chase RB, Jacobs FR and Aquilano NJ, Operations Management for Competitive Advantage, TMH, 2010.
3. Gaither N and G Frazier, Operations Management, Thomson Asia Pvt. Ltd., Singapore, 2009.

SM5154 **MARKETING MANAGEMENT** (3-1-0) 2

Market segmentation - Bases for segmentation, Evaluation and selection of Target Markets. Differentiation of Products and Services. Positioning of the products.

New Product development process, product Life cycle, product and Branding Strategy, products mix and line decisions Brand decisions - Building brand, brand equity. Branding challenges, packaging and Labeling. Pricing - Strategies and programmes. Factors influencing Pricing decisions, Marketing Channels - Distribution channels, Channel Design and Management decisions. Retailing Wholesaling and Logistics, Electronic Channels. Marketing promotion - Advertising, Sales promotion, Public Relations and Direct Marketing.

Reading:

1. Philip Kotler, Marketing Management, PHI, 2011.
2. Ramaswami and Namakumari, Marketing Management, McMillan Publication, 2011.
3. Rajan Saxena, Marketing Management, TMH, 2009.

SM5155 **HUMAN RESOURCE MANAGEMENT** (3-1-0) 2

The objective of this course is to demonstrate how organization utilizes human resources to perform tasks better. The focus will be on systems, methods and procedures, and tools and techniques utilized in attracting, retaining, developing and utilizing human resources.

Reading:

1. Gary Dessler and Biju Varkkey, Human Resource Management, Pearson Edition, 2011.
2. Bohlander George W, Snell Scott A, Veena Vohra, Human Resource Management, Cengage Learning, 2010.
3. David A. Decenzo and Stephens P. Robins, Human Resource Management, John Wiley & Sons. 2009.

SM5156 **INDIAN ECONOMY** (3- 1-0) 2

Profile of Indian Economy, Economic Reforms, Economic Policy of 1991. Industrial policies of India and Impact on industries. Planning and Economic Development GATT, WTO, TRIPS and TRIMS India's Foreign Trade, Indian Financial Systems. Intellectual Property Rights. Reading:

1. Ruddar Datt, K.P.M. Sundaram, Indian Economy, S. Chand Publishers, 2011.
2. A.N. Agarawal, Indian Economy, Wishwa Prakasham New Delhi, 2010.
3. S.K. Misra and V.K. Puri, Indian Economy, HPH, 2011.

SM5171 **OPERATIONS PLANNING AND CONTROL** (3-1-0) 2

This course deals with planning and controlling the operations once they have been designed. The focus is on effective and efficient utilization of given resources. Specific topics include aggregate planning, materials requirement planning, sequencing and scheduling, just-in-time and lean systems, inventory control, shop floor control practices. In essence the course deals with tactical and operational decisions involved in operations management.

1. Krajewski LJ and Ritzmen LP, Operations Management: Strategy and Analysis, Pearson Edition, India, 2009.
2. Chase RB, Jacobs FR and Aquilano NJ, Operations Management for Competitive Advantage, TMH, 2010.
3. Gaither N and G Frazier, Operations Management, Thomson Asia Pvt. Ltd., Singapore, 2010.

SM5172 **VALUATIONS AND INVESTMENT DECISIONS** (2-2-0) 2

Concepts in Valuation, Market Risks and Returns, Cost of Capital. Capital Asset Pricing Model. Option Valuation. Investment Analysis, Risk and Real Options in Capital Budgeting. Measuring Required MarketBased Returns. Capital Structure Decisions, Dividend Policy. Project Financing. Capital Market Financing and Risk Management, Lease Financing, Security and Portfolio Analysis. Options Futures and Derivatives.

Strategic Financial Management.

Reading:

1. I.M Pandey, Financial Management, 9th Edition, Vikas Publishing House, 2011.
2. J. C. Van Horne, Financial Management and Policy, Prentice Hall of India, New Delhi, 2009.
3. E. Solomon, Theory of Financial Management, Columbia University Press, 2009.

SM5173 **BUSINESS LAWS AND CONTRACT MANAGEMENT** (3-1-0) 2

Nature of Contract Act 1872, Performance of Contract ,Sales of Goods Act 1930. Formation and incorporation of a company, memorandum of association, articles of association, Share capital. Company Meetings, Winding up of the companies.

Preparing of price escalation clauses. Outsourcing contracts for ancillary services and core services. Contract Management with Foreign Companies. Technical bids and Commercial bids. Fundamentals of Arbitration and types of Commercial arbitration. Negotiating contracts. E.contracts and commerce. Recent Supreme Court / High Court rulings/ Judgements on contracts. Sub Contracts.

Reading:

1. SC Gulshan, Mercantile Law, Wiley Eastern Limited, 2009.
2. P.P.S. Gogna, Mercantile Law, S.Chand and Co., 2010.
3. Patak, Legal Aspects of Business, TMH, 2010.

SM5174 **INTERNATIONAL BUSINESS** (3-1-0) 2

International Business: An overview; International Trade theory, Governmental Influence on Trade; Economic Integration and Cooperative Agreements; Foreign Direct Investment; Impact of Multinational Enterprise; International Business Negotiations and Diplomacy.

Reading:

1. John D Daniels, Lee H Radebaugh, International Business: Environments and Operations, Pearson Education, 2011.
2. Hodgetts, Luthans, Doh, International Management: McGraw Hill, 2010.

SM5175 **BUSINESS INTELLIGENCE** (2-0-2) 2

Introduction to Decision Support Systems, Human Decision Making Process, Systems Information Quality and Models, Types of Decision Support Systems, Building and Implementing Decision Support Systems, DSS Software Tools Models in Decision Support Systems Mathematical Models and Optimization, Group Decision Support Systems, Expert Systems. Introduction, Data Preprocessing, Data Warehousing and OLAP, Data cube computation and data generalization, Data Mining techniques - Association rules, Classification, prediction, clustering. Reading:

1. Jawei Han and M Kamber, Data Mining - Concepts and Techniques, Elsevier Publications, 2011.
2. Berson, Data Mining and Data Warehousing and OLAP, TMH, 2010.
3. Efren G. Mallach, Decision Support and Data Warehouse System, TMH Edition, 2009.

SM5176 **STRATEGIC MANAGEMENT** (3-1-0) 2

An overview of strategy, Tasks of strategic management Development of strategy formulation, implementation and control. Strategic vision, objectives and crafting strategies, industry and competitive analysis, Evaluation of company resources and capabilities strategy and competitive advantage, corporate culture and leadership.

Reading:

1. Walker, Gordan, Modern Corporate Strategy, McGraw Hill, 2009.
2. Azhar Kazmi, Business Policy and Strategic Management, TMH, 2010.
3. Thomos J Wheeler and J David, Concepts in Strategic Management and Business Policy, Pearson, 2010.

SM6101 **E - BUSINESS** (3-1-0) 2

Overview of electronic commerce, Impact of E-Commerce on business, models Electronic Commerce and role of independent third parties. Impact of E-Commerce on the traditional assurance function, regulatory environment. Electronic Data interchange (EDI) and the Internet, risks of insecure systems, Intranets, Extranets and Internet. Risk Management programmes, Internet standards, protocols and languages, Cryptography and authentication. Firewalls, E-commerce payment mechanisms, intelligent agents, WebPages marketing.

Reading:

1. Green Stein and Fein Mann, E-Commerce, Tata McGraw Hill, 2009.
2. Kosier, Understanding E-Commerce, PHI, 2010.
3. Ellen Peter, E-Business : A Beginners Guide, TMH, 2010.

SM6102 **ENTERPRISE RESOURCE PLANNING** (3-1-0) 2

ERM checklist, Integrating the supply chain, strategic sourcing and procurement, Operations planning - Demand management, CRP, MRP; PLC Management, Manufacturing Execution system, Distribution

Networks, ERP system Requirements, Selecting the right ERP system, Data Record Accuracy, Implementation- Repetitive, Process, Remanufacturing and Project Manufacturing, Customer Relationship and Service.

Reading:

1. Carol A Ptak, ERP: Tools, Techniques, and Applications for Integrating the Supply Chain, 2nd Edition, CRC Press, 2009.
2. Alexis Leon, ERP, McGraw Hill, 2011.
3. David Olsen, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, 2003

SM6103

### **SUPPLY CHAIN MANAGEMENT**

(3-1-0) 2

Logistics and competitive strategy, customer service dimension, measuring logistics cost and performance, bench marking the supply chain, managing the global pipeline, strategic lead-time management, just-in-time and 'quick response' logistics, managing the supply chain, leading-edge logistics.

Reading:

1. Martin Christopher, Logistics and SCM Strategies for Reducing Cost and Improving Service, Prentice Hall, 2009.
2. Simchi, Philip Kandinsky, Edith Simchi - Levi, Designing and Managing the Supply Chain, McGraw Hill, 2010.
3. Sunil Chopra, Peter Mendl, Supply Chain Management, Pearson/Prentice Hall, 2010.

SM6121

### **RETAIL MANAGEMENT**

(3-1-0) 2

Introduction. Retail - Formats and Theories, Retail strategy, understanding the retail consumer, store location, Retail Merchandising, Retail pricing, Organization Structure &HRM in Retail. Retail Operations, measuring financial performance, Retail Marketing and communication. Servicing the retail customers. Retail store Design and Visual Merchandising.

1. Pradhan and Swapna, Retail Management: Text and Cases, TMH, 2011.
2. Michale Levy, Retail Management, TMH Publication, 2010.
3. Berman and Evans, Retail Management, PHI, 2009.

SM6122

### **PROJECT MANAGEMENT**

(2- 0-2) 2

Project Planning: Project System Management - an overview, project systems environment, project systems lift cycle. Project Appraisal: Project feasibility analysis, market feasibility, technical feasibility, financial feasibility, economic feasibility. Project Scheduling: Network techniques, CPM, PERT, GERT, LOB, GAN, Time cost trade off and crashing procedure. Project Implementation and Contract Management:

Computers in Project Management: Project materials management, value analysis in project management. Project organization and communication.

Reading:

1. Prasanna Chandra, Project: A Planning Analysis, TMH, 2010.
2. Cleland, Gray and Laudon, Project Management, TMH (SIE), 2009.
3. Jack R. Meredith, Mantel, Project Management - A Managerial Approach, John Wiley, 2009.

SM6123

### **THEORY OF CONSTRAINTS**

(3-1-0) 2

Objective: Explain the basics of TOC and apply it different industry functions like Production, Finance, Marketing and Project Management.

Five Steps of Focusing, Identifying System Constraints, Exploiting and Elevating it.

Reading:

1. Eliyahu M Goldratt, Theory of Constraints, North River Press, 2009.

- Eliyahu M Goldratt, The Goal, North River Press, 2009.

**SM6151 ENTREPRENEURSHIP (3-1-0) 2**

Developing Corporate Vision. Motivating and Inspiring for making corporate Dream a Reality. How to counteract Bureaucratic Pressure. How to Create a Suitable Culture to Develop and Sustain Competitive advantage by keeping Corporate Vision in Sight. The Entrepreneurial Perspective, Challenges, Process and Characteristics, Developing the Business - Business Idea, Business Plan, Marketing, Financial, Organizational Plan, Managing the New Plan, Managing the New Venture- Early Operations, Growth and Expansion, Ending the Venture. Leader as Entrepreneur. Entrepreneur as Leader. Transformational Leadership. Case Histories of Leaders and Entrepreneurs.

Reading:

- Hirish, D. Robert and P. Peters Michael, Entrepreneurship: Starting, Developing and Managing a New Enterprise Irwin, 3rd Edition, Boston, (TMH), 2009.
- J.P. Kollter, Leading Change, Harvard Business School Press, 2009.

**SM6152 TECHNOLOGY MANAGEMENT (3-1-0) 2**

Technology life cycle - Revolutionary Technology, Life Cycle and Market segmentation, Technology substitution, Why emphasis on Cycle? Acquisition of Technologies - Identifying, Nurturing and Monitoring core Technologies, Technology sourcing.

Managing Technological Risk and Balancing committed cost and expenditure, Balancing project portfolio Influence of Government policy on Technology Acquisition and utilization, Patent Reform, Competitive-ness, Industrial Policies.

New to the world products - Forecasting Technology Appraisal, Barriers to adopting new products, Life cycle cost, Niche Vs Mass Marketing, Future of Technology Commercialization.

Reading:

- Fred Philips, Market Oriented Technology Management, Springer, 2009.
- Christian N. Madu, Management of New Technologies for Global Competitiveness, Jaico Publishing House, 2010.

**SM6153 TOTAL QUALITY MANAGEMENT (3-1-0) 2**

Evolution of the word 'Quality' - from conformance to customer satisfaction, Quality costs, TQM- A Management Philosophy, Axioms of TQM. Implementing the Deming philosophy, Taguchi's quality philosophy, Quality loss function and average quality loss, Factors affecting variation and principle of robust design, overall quality system. Juran's quality trilogy, Imai's Kaizen concept, Kaizen and innovation. Tools for Supporting the Quality Improvement Process: Brain storming, Bar chart, Run chart, Scatter diagram, Pareto analysis, Cause and effect analysis, etc., Quality Function Deployment (QFD). Standards and Awards: ISO9000 series, IS14000 series, Deming's award, Malcom Balbridge award. Reading:

- John Bank, The Essence of Total Quality Management, PHI, New Delhi, 2010.
- Logothetis N, Managing for Total Quality, PHI, New Delhi, 2009.
- Bester field DH, et al, Total Quality Management, Pearson Edition, Asia, New Delhi, 2009.

## **FINANCE ELECTIVES**

**SM6111 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (3-0-0) 2**

Security markets, the organization and mechanics of security markets - various securities, objectives and tools of the security analysis - Mechanics of security trading - sources of investment information, efficient

market theories. Approaches to investing- Fundamental analysis, technical analysis, portfolio approaches, modern concepts of value Random walk theory, Valuation of fixed income securities, Portfolio theories, Markowitz diversification, CAPM model, calculation of risk and return for a single and portfolio of securities, beta, multi factor models, efficient frontier and selection of optimal portfolio - Managed portfolios and their performance measurement.

Reading:

1. Fuller and Farrel, Security Analysis, MGH, 2009.
2. Fischer and Jordan, Modern Investments, Security Analysis and Portfolio Management, PHI, 2010.
3. John C. Hull, Options, Futures and Other Derivatives, PHI, 2010.

SM6112

### **INTERNATIONAL FINANCE**

(3-0-0) 2

International Financial Environment: International financial environment, Behaviour : BoP, international monetary system. Global financial markets and interest Rate, Global financial markets and interest rates, foreign exchange markets, forwards, swaps and interest parity, currency options and interest rates futures. Exchange rate determination and forecasting, risk management process, hedging speculation and management of transaction exposure, management of operating exposure, FRAs, Interest Rate Caps and Floor.

Reading:

1. P.G. Apte, International Finance, MGH, 2010.
2. Ian. H. Giddy, Global Capital Markets, AITBS (Houghton Mifflin) Publishers, 2009
3. Paul Krugman, International Economics, Pearson Edu., 2010.

SM6113

### **MERGERS AND ACQUISITIONS**

(3-0-0) 2

Introduction - Overview. Theory of the Firm and Corporate Activity. Diversification, and Mergers. Merger Types and Characteristics. Valuation - The Financial Methodology - Principles of Valuation. Increasing the Value of the Organization. Mergers and Divestitures - Theories of Mergers and Tender Offers. Empirical Tests of Alternative Theories. Timing of Merger Activity. Restructuring - Joint Ventures. ESOPs and MLPs. Going Private and Leveraged Buy-Outs. International Mergers and Restructuring. Corporate Control - Share Repurchase and Exchanges. Corporate Control Mechanisms. Takeover Defenses. Regulatory Environment and Public Policy - Regulation of Securities Trading and Takeovers. Evaluation of Arbitrage and Insider Trading.

1. J Fred Weston and Samuel C Weaver, Mergers and Acquisition, MGH, 2009.
2. Weston J Fred, Mergers, Restructuring and Corporate Control, TMH, 2010.

SM6114

### **COMMODITY MARKETS AND FINANCIAL DERIVATIVES**

(3-0-0) 2

Financial Derivatives-The Background: Financial Derivatives-An Introduction. Futures Markets and Contracting. Forward Market-Pricing and Trading Mechanism. Futures Pricing-Theories and Characteristics. Financial Derivatives-Indian Scenario: Financial Derivatives Markets in India Regulation of Financial Derivatives in India.

Specific Financial Futures and Forwards: Hedging Strategy using Futures. Stock Index Futures. Short-Term Interest rate Futures. Long-Term Interest Rate Futures. Foreign Currency Futures. Foreign Currency Forwards.

Financial Swaps and Options: Swaps Markets. Options - The Basics. Option Pricing Models. Trading with Options. Hedging with Options. Currency Options. Financial Derivatives-Miscellaneous Issues: Accounting and Tax Treatment of Derivative Transactions. Management of Derivatives Exposure. Advanced Financial Derivatives. Credit Derivatives.

Reading:

1. Susan Thomas, Derivative Markets In India, TMH, 2009.
2. Somanathan, Derivatives, TMH, 2010.





SM6118 **BEHAVIORAL FINANCE** (3-0-0) 2

Behavioral Foundations Valuation Capital Budgeting Perceptions about Risk and Return Inefficient Markets and Corporate Decisions Capital Structure Dividend Policy Agency Conflicts and Corporate Governance Group Process Application of Real - Option Techniques to Capital Budgeting and Capital Structure.

Reading:

1. Andrei Shleifer, Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, 2009.
2. Hersh Shefrin, Behavioral Corporate Finance, 1st Edition, MGH, 2010.

SM6119 **FINANCIAL ENGINEERING** (3-0-0) 2

Introduction and binomial trees, Stochastic calculus, Arbitrage pricing, Hedging, Several underlying assets, Incomplete markets, Dividends and foreign exchange rates, Exotic options, Optimal portfolio selection, Bonds and interest rates Short rate models, Short rate models and review.

Reading:

1. Martin Baxter and Andrew Rennie, Financial Calculus: An Introduction to Derivative Pricing, Cambridge University Press, 2010.
2. Jamil Baz and George Chacko, Financial Derivatives, Cambridge University Press, 2011.
3. Salih Neftci, Introduction to the Mathematics of Financial Derivatives, Academic Press Advanced Finance Publications, 2009.

### **HUMAN RESOURCE ELECTIVES**

SM6211 **TRAINING AND DEVELOPMENT** (3-0-0) 2

This course deals with Employee Orientation, Training Needs Assessment, Program Design, Transfer of Training, Traditional Training Methods, E-Learning and Use of Technology in Training, Special Issues in Training and Employee Development, The Future of Training and Development, Enhancing the Credibility of the Training Function, and Evaluation of Training and Development.

Reading:

1. Blanchard, Effective Training: Systems, Strategies and Practices, 4th Edition, Pearson Ed. 2012.
2. Raymond Noe, Employee Training and Development, TMH, 2010.
3. McGrath, Training for Life and Leadership in Industry, PHI, 2011.

SM6212 **PERFORMANCE MANAGEMENT** (3- 0- 0) 2

This course deals with Performance Appraisal ( P A), Research Findings in P A in India and abroad, Methods and measurements of P A, Appraisal Forms and Formats, Process and Documentation of P A, Competency Based Performance, Performance-Based Career Planning, Team Performance Management, Performance Feedback and Counselling, Performance Audit, Human Resource Valuation, and Accounting and Audit, P A and its Organizational Implications, Legal and Ethical Perspectives.

Reading:

1. Bhattacharyya, Performance Management Systems and Strategy, Pearson Ed. 2011.
2. Jermy Hope, Steve Player, Beyond Performance Management, Harvard Business School Press, 2012.
3. Herman Aguinis, Performance Management, PHI, 2012.



SM6213 **STRATEGIC HUMAN RESOURCE MANAGEMENT** (3-0-0) 2

The course deals with strategic approach to human resources from the traditional functional approach, Models of HRM, HR strategy with overall corporate strategy, the strategic role of specific HR systems, Appreciate SHRM in the context of changing forms of organization, HR Investment Considerations, Strategy Formulation, Implementation and Evaluation.

Reading:

1. Charles R. Greer, Strategic Human Resource Management, Pearson Asia, 2007.
2. Jeffrey A Mellow, Strategic Human Resource Management, Cengage, 2010
3. Anuradha Sharma, Aradhana Khandekar, Strategic Human Resource Management: An Indian Perspective, Response Books, 2011.

SM6214 **INDUSTRIAL RELATIONS** (3-0-0) 2

Basic concepts and philosophy of IR. Evaluation and growth. Factors influencing IR in India. Industrial Disputes and Strikes, Methods of Settling Industrial Disputes, Collective Bargaining, Trade Union Movement in India, Structure and Government of Indian Trade Unions, Trade Union Rivalry and Recognition, Labour-Management Cooperation/Workers' Participation in Management, Grievance and Discipline, Evolution and Growth of

Social Security Legislation in India, Recommendations of the Second National Commission on Labour (2002) Reading:

1. Padhi, Labour and Industrial Law, PHI, 2012
2. Sinha, Industrial Relations, Trade Unions and Legislation, Pearson Asia, 2004.
3. R.C.Saxsena, Labour Problems and Social Welfare, K Nath and Co., 2008

SM6215 **LABOUR LEGISLATION** (3-0-0) 2

The course deals with Labour laws concepts, Understanding contents of laws, and rationale behind their enforcement problems of Factories Act 1948, Industrial Disputes Act, 1947, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Trade Unions Act, 1926, Workmen compensation Act, 1923, Payment of Gratuity Act, 1972, Employees' State Insurance Act, 1948. Case laws and case studies for discussion.

Reading:

1. Padhi, Labour and Industrial Law, PHI, 2012.
2. Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson Asia, 2004.
3. Patak, Legal Aspects of Business, TMH, 2009.

SM621 **EMPLOYEE COMPENSATION** (3-0-0) 2

This course deals with the basic concepts, techniques, and tools of job evaluation, understanding of the nature of industrial employees compensation package, compensation package problem areas, Executive Compensation - concepts and components, Pay for Performance, Compensation of special groups, Employee benefits and services, Government and Legal Issues in Compensation, Public Sector Pay, and Budgets and Administration.

Reading:

1. New Man and Milcovich, Venkatratnam, Compensation, TMH, 2009.
2. Ellig, Bruce, The Complete Guide to Executive Compensation, McGraw Hill, 2011.
3. Dipak Bhattacharya, Compensation Management, Oxford Press, 2009.

SM6217 **ORGANISATIONAL CHANGE AND DESIGN** (3-0-0) 2

This course deals with planning and implementing change at the individual, group and organizational level.



2. William Wells et al., Advertising - Principles and Practices, PHI, 2010.
3. Belch, Advertising and Promotion, TMH, 2010.

SM6312 **CONSUMER BEHAVIOUR** (3-0-0) 2

Study of consumer behaviour, diversity of consumer behaviour, consumer research, market segmentation. Consumer as an Individual: Consumer needs and motivation, personality and consumer behaviour, consumer perception, learning and consumer involvement, nature of consumer attitudes, consumer attitude formation and change.

Consumer in their Social and Cultural Settings: group dynamics and consumer reference groups. The family social class and consumer behaviour, influence of culture on consumer behavior, sub cultural aspects of consumer behaviour, cross cultural consumer, Consumer's Decision Making Process, Consumer Behavior in the Society:

Reading:

1. Leon G. Schiffman and Lestre Lazar Kanuk, Consumer Behaviour, PHI, 2010.
2. Solomon, Consumer Behavior, PHI, 2010.
3. Benner, Kasarjian, Consumer Behavior, PHI, 2009.

SM6313 **MARKETING RESEARCH** (3-0-0) 2

Introduction: Nature and scope of Marketing Research, Conceptual aspects involved in Marketing Research, Marketing Research and Marketing information System, Marketing Research Process.

Research Design: Identification of Marketing Research problems, formulation of objectives of research, different aspects involved in the formulation of objectives, Basic research designs, Data collection procedures and methods.

Scaling concepts and Questionnaire Formulation: Scaling concepts - Different kinds of scaling and their applicability. Questionnaire formulation, Different dimensions involved, Concepts of Sampling, Types of Sampling.

Data Analysis and Techniques: Analysis of data, Simple analysis, Kinds of analysis and their applicability, Report writing. Applications of Marketing Research.

Reading:

1. Boyd, Westfall and Statsch, Marketing Research, Irwin Inc, 2010.
2. Malhotra, Marketing Research, PHI, 2011.
3. Nargundkar, Marketing Research, 3rd Edition, TMH, 2011.

SM6314 **INDUSTRIAL MARKETING** (3-0-0) 2

Industrial Marketing- Differences between consumer marketing and industrial marketing - classification of industrial products - Nature of demand - industrial marketing system. Industrial buying behaviour - Models.

Demand estimation and segmentation: Industrial Marketing demand estimation, Demand estimation models, Industrial Marketing segmentation - Approaches to segmentations.

Product and Pricing Strategies: Managing industrial Products - strategies involved PLC concepts and industrial products. Pricing strategies in industrial marketing.

Channel and promotion strategies: Distribution channels in industrial marketing.

Marketing research and marketing strategy: Industrial marketing research - basic aspects - Differences between consumer marketing research and industrial marketing research.

Reading:

1. Hutt, M.D. and Speh, T.W., Business Marketing Management, Dryden Press, Chicago, 2010.
2. Corey, R.E., Industrial Marketing-Cases and Concepts, Prentice Hall Inc, New Jersey, 2010.

Reading:

SM6315 **INTERNATIONAL MARKETING** (3-0-0) 2

An Overview, The Scope and Challenge of International Marketing, The Dynamic Environment of International Trade. The Foundations of Culture, Global Markets, The Political Environment: A Critical Concern, The International Legal Environment: Assessing Global Market Opportunities, Developing a Global Vision through Market Research, Emerging Markets, Multinational Market Regions and Market Groups.

Developing Global Marketing Strategies, Global Marketing Management: Planning and Organization, Products and Services for Consumers, Products and Consumers for Businesses, International Marketing Channels, Exporting and Logistics: Special Issues for Business, Integrated Marketing Communications and International Advertising, Personal Selling and Sales Management, Pricing for International Markets.

Implementing Global Marketing Strategies, Cases.

1. Cateora, International Marketing, 12th Edition, TMH, 2010.
2. Vasudeva, International Marketing, Excel Books, 2009.
3. Kumar, International Marketing, PHI, 2011.

SM6316 **SERVICES MARKETING** (3-0-0) 2

Introduction: The concept and need for Services Marketing, Evolving Environment of Services. Goods versus Services Marketing, Services marketing mix.

Focus on Customer: Consumer Behavior in Services, Understanding Customer needs and expectations, Customer perceptions of services, Building customer relationships through Segmentation.

Planning and Managing Services Delivery: Considerations in the design of services delivery. Nature of Contact between customer and provider. Managing demand and capacity.

Managing Service Premises: Role of Advertising, Personal Selling and other Communications, Pricing of Services, Physical Evidence of Services.

Reading:

1. Valarie A Ziethaml & Mary Jo Bitner, Services Marketing, McGraw Hill International Edition, 2009.
2. Christopher Lovelock, Services Marketing - People, Technology and Strategy, Pearson Education, 2010.
3. Woodruffe, Services Marketing, MacMillan, 2011.

SM6317 **PRODUCT MANAGEMENT** (3-0-0) 2

Introduction to Product Management, Marketing Planning Defining the competitive set, Category Attractiveness and Competition Analysis; Customer Analysis, Market potential and sales forecasting, Developing product strategy, pricing Decisions, Promotion decisions, Channel Management and financial analysis.

Reading:

1. Donald Lehmann, Product Management, TMH, Publications, 2011.
2. Karl Ulrich, Product Design and Development, TMH, 2009.
3. Majumdar, Product Management in India, PHI, 2010.

SM6318 **RURAL MARKETING** (3-0-0) 2

Importance of Rural Marketing. Characteristics of rural consumer group - Socio-economic profile, lifestyle, buyer behavior. Rural Demand - factors behind the growth and diversification segmentation and Positioning, product management, physical distribution, channel management, sales force management & marketing Communication.

Reading:

1. Velayudhan and Sanal Kumar, Rural Marketing, Sage Publication, 2009.
2. Jha and Singh, Marketing in India, TMH, 2010.

SM6319

**MARKET FORECASTING**

(3-0-0) 2

Structure of forecasting models: Linear Combiner, Multi layer Perceptron, Functional Link Artificial Neural Network and Radial Basis Function.

Learning Algorithms for Forecasting (Derivative based): Least means square algorithm, Recursive least square algorithm, Back Propagation, Functional Link Artificial Neural Network.

Learning algorithms (Derivative Free): Genetic Algorithm. Feature Extraction, Training and testing of the model. Application to market forecasting.

Reading:

1. Thagan M, Neural Network Design, Thompson Learning, 2009.
2. Haykin, H B Demuth, Neural Network, Vikas Publishing House 1st Edition, 2010.
3. Michale K Evans, Wiley, Business Forecasting, Blackwell Publication, 2011.

**INFORMATION TECHNOLOGY ELECTIVES**

SM6411

**DATABASE MANAGEMENT SYSTEMS**

(3-0-0) 2

Introduction - Database system - Operational data - Data independence - Architectures - Various Data Models and their overview.

Entity - Relationship Model - Entities and Entity sets, Relationships and Relationship sets - Mapping constraints - Keys - Construction of E-R diagram - Generalization - Specialization and aggregation.

Relational Model - Terminology - Relations - Tables - Tuples - Attributes - cardinality - Domains - Base tables - Derived tables - Views - Conversion of E-R diagram into relational model - Relational Algebra - Relational calculus and their comparison.

Query Languages - Overview of various query languages, Details of SQL.

Schema Refinement And Normal Forms - Normalization - Integrity constraints - Functional dependencies Multi-valued dependencies - Decomposition of relation schemes - Normal forms - Role of DBMS in Decision Support System.

Security and integrity of databases. File Organizations - Various types of indexes - Index support in SQL. Overview of PL / SQL and Application development using PL / SQL.

Reading:

1. Ullman, J.D., Principles of Database Systems, Galgotia, 2009.
2. Henry F. Korth and Abraham Silberschatz, Database System Concepts, McGraw Hill, 2010.

SM6412

**IT SYSTEMS MANAGEMENT**

(3-0-0) 2

Management of processes and systems, processes of system planning, processes of system organization, processes of system activation, processes of control and communication.

Systems Synthesis and Automation - Processes of System Description, Simplification, Real time systems, Management processes in automated systems.

Computer Systems and Automation - Uniprocessing system, input-output system, DBMS, Multiprocessing system.

Application System Management - Automated systems under risky and uncertainty.

Reading:

1. Joseph C Hassab, Systems Management, CRC Press, 2010.
2. Heinz-Gerd Hegering, Sebastian Abeck, Bernhard Neumair, Morgan Kaufman, Integrated Management of Networked Systems, Morgan Kaufmann Publishers 2009.





**OPERATIONS ELECTIVES**

SM6511 **SERVICES MANAGEMENT** (3-0-0) 2

Understanding Services - The role of services in an economy, the nature of services, services strategy  
Designing the service enterprise - New service Development, service quality, Service facility location.

Managing service operations - Managing supply and Demand, Managing waiting lines, Managing projects,  
Towards World class Service.

Quantitative models for service management.

Reading:

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management: Operations, Strategy and IT, Irwin/McGraw Hill, 2011.
2. Robert Johnston, Graham Clark, Service Operation Management: Improving Service Delivery, Prentice Hall, 2010.
3. Cengiz Haksener, Barry Render, et.al, Service Management and Operations, 2nd Edition, Prentice Hall, 2009.

SM6512 **VALUE ENGINEERING** (3-0-0) 2

Value Engineering: Concepts and Approaches of Value Analysis and Engineering, Problem - setting system, Problem - Solving system, setting and solving Management-decision-type problems, Setting and solving services problems, Results Accelerators, Motivation, Measurement and Tests, Advanced Technologies, Case studies and assignments.

Reading:

1. L.D. Miles - Value Engineering, TMH, 2009.
2. Roy Woodhead, Clive Downs, Value Management: Improving Capabilities, Thomas Telford, 2010.

SM6513 **MAINTENANCE MANAGEMENT** (3-0-0) 2

Manufacturing and Service Industries - Maintenance- The Questions to address, Process Functions, Reliability engineering for the maintenance practitioner, failure, its nature and characteristics, facets of Risks, Learning from disasters, Types of maintenance, Risk Reduction, Information for decision making.

Reading:

1. V. Narayan, Effective Maintenance Management: Risk and Reliability Strategies for Optimizing Performance, Industrial Press, 2009.
2. Ferry Wireman, Bench Marking Best Practices in Maintenance Management, Industrial Press, 2011.
3. Don Nyman, Joel Lenitt, Maintenance Planning, Scheduling and Coordination, Industrial Press, 2009.

SM6514 **PRODUCT DESIGN AND DEVELOPMENT** (3-0-0) 2

Introduction, Development Process and organizations, product planning, Identifying customer needs, Product Significations, concept generation, selection, testing, Design for Manufacturing, Prototyping, Robust Design, Product Development Economics, Managing Projects.

Reading:

1. Karl Ulrich, Steven Eppinger, Product Design and Development, 3rd Edition, McGraw Hill / Irvin, 2009.
2. Majumdar, Product Management in India, PHI, 2010.

SM6515 **LEAN MANUFACTURING** (3-0-0) 2

Introduction Lean Management of demand, History and modern applications of lean manufacturing, Performing a strategic business analysis, Understanding your products, process and demand, Managing Inventory with the Kanban system, Team Establishment, Lean Implementation Milestones Checklist, Managing the lean manufacturing line.

Reading:

Reading:

1. Dennis P. Hobbs, Lean Manufacturing Implementation: A Complete Execution Manual for any size Manufacturers, J.Ross Publishing, 2009.
2. James Pwomack, Lean Thinking: Baunish Waste and Create Wealth in Your Corporation, Free Press, 2nd Edition, 2010.
3. Jeffery Liker, The Toyota Way: 14 Management Principles from the World's Greatest Manufacturers, McGraw Hill, 2010.

SM6516

**BUSINESS PROCESS REENGINEERING**

(3-0-0) 2

Management of Change; TQM, Kaizen and ISO 9000, Process Definition, Business Process Structure. Role of Information Technology-Net Working, Shared Data Base, Distributed Computing 7 Experts Systems, Process Redesign and Evaluation, Case Studies - Kodak, Ford Motor, IBM Credit, etc. The Indian Scene Private and Public Sector, The Challenges and Imperatives. Detailed BPR Methodologies and Application: Implementation and Evaluation.

Reading:

1. M. Hammer and J. Champy, Reengineering the Corporation, Nicholas Brealey Publishing, 2009.
2. J. N. Lowenthal, Reengineering the Organizations, ASQC Quality Press, 2010.
3. S. Davis, Management, Simon and Schuster Press, 2001.