

NATIONAL INSTITUTE OF SCIENCE AND TECHNOLOGY (AUTONOMOUS)
Institute Park, Pallur Hills, Berhampur- 761008, Berhampur, Odisha

DEPARTMENT OF MANAGEMENT STUDIES

Scheme of Credit Distribution
02 Years –MBA (2018-19 Batch)

| Semester | Specifications | Credits | Total Credits |
|----------------------------|--|--------------------------|----------------------|
| 1 st | 9 Compulsory Papers | 9 X @3 credits per Paper | 27 |
| 2 nd | 9 Compulsory Papers | 9 X @3 credits per Paper | 27 |
| 3 rd | 04 Papers of Specialization-I | 4X @3 credits paper=12 | 28 |
| | 04 Papers of Specialization-II | 4X @3 credits paper=12 | |
| | Internship after 2 nd Semester Examination | 04 | |
| 4 th | 03 Papers of Specialization-I | 3X @3 credits paper=9 | 20 |
| | 03 Papers of Specialization-I | 3X @3 credits paper=9 | |
| | Seminar Presentation | 02 | |
| Grand Total Credits | | | 102 |

SECOND YEAR

List of Specializations

(A Student may take any two specializations from the following groups)

MARKETING

| Sl. No | Sem. | Subject Code | Name of the Subjects | L-T-P | Credit | University Marks | Internal Evaluation |
|--------|-----------------|--------------|------------------------------------|--------------|-----------|------------------|---------------------|
| 1 | 3 rd | N18MBA301A | Consumer Behaviour | 3-0-0 | 3 | 100 | 50 |
| 2 | 3 rd | N18MBA302A | Sales and Distribution Management | 3-0-0 | 3 | 100 | 50 |
| 3 | 3 rd | N18MBA303A | Digital Marketing | 3-0-0 | 3 | 100 | 50 |
| 4 | 3 rd | N18MBA304A | Service Marketing | 3-0-0 | 3 | 100 | 50 |
| 5 | 4 th | N18MBA401A | Retail Management | 3-0-0 | 3 | 100 | 50 |
| 6 | 4 th | N18MBA402A | Production and Branding Management | 3-0-0 | 3 | 100 | 50 |
| 7 | 4 th | N18MBA403A | B2B Marketing | 3-0-0 | 3 | 100 | 50 |
| | | | | Total | 21 | 700 | 350 |

FINANCE

| Sl. No | Sem. | Subject Code | Name of the Subjects | L-T-P | Credit | University Marks | Internal Evaluation |
|--------|-----------------|--------------|--|--------------|-----------|------------------|---------------------|
| 1 | 3 rd | N18MBA301B | Security Analysis and Portfolio Management | 3-0-0 | 3 | 100 | 50 |
| 2 | 3 rd | N18MBA302B | Financial Derivatives | 3-0-0 | 3 | 100 | 50 |
| 3 | 3 rd | N18MBA303B | Advanced Management Accounting | 3-0-0 | 3 | 100 | 50 |
| 4 | 3 rd | N18MBA304B | Project Appraisal and Financing | 3-0-0 | 3 | 100 | 50 |
| 5 | 4 th | N18MBA401B | Business Taxation | 3-0-0 | 3 | 100 | 50 |
| 6 | 4 th | N18MBA402B | Behavioral Finance | 3-0-0 | 3 | 100 | 50 |
| 7 | 4 th | N18MBA403B | Mergers and Corporate Restructuring | 3-0-0 | 3 | 100 | 50 |
| | | | | Total | 21 | 700 | 350 |

HUMAN RESOURCES

| Sl. No | Sem. | Subject Code | Name of the Subjects | L-T-P | Credit | University Marks | Internal Evaluation |
|--------|-----------------|--------------|-------------------------------------|--------------|-----------|------------------|---------------------|
| 1 | 3 rd | N18MBA301C | Manpower Planning | 3-0-0 | 3 | 100 | 50 |
| 2 | 3 rd | N18MBA302C | Employee Relations | 3-0-0 | 3 | 100 | 50 |
| 3 | 3 rd | N18MBA303C | Compensation and Benefit Management | 3-0-0 | 3 | 100 | 50 |
| 4 | 3 rd | N18MBA304C | Performance Management System | 3-0-0 | 3 | 100 | 50 |
| 5 | 4 th | N18MBA401C | Team Dynamics at Work | 3-0-0 | 3 | 100 | 50 |
| 6 | 4 th | N18MBA402C | Strategic HRM | 3-0-0 | 3 | 100 | 50 |
| 7 | 4 th | N18MBA403C | Industrial Relations | 3-0-0 | 3 | 100 | 50 |
| | | | | Total | 21 | 700 | 350 |

OPERATIONS MANAGEMENT

| Sl. No | Sem. | Subject Code | Name of the Subjects | L-T-P | Credit | University Marks | Internal Evaluation |
|--------|-----------------|--------------|---------------------------------------|--------------|-----------|------------------|---------------------|
| 1 | 3 rd | N18MBA301D | Supply Chain Management and Logistics | 3-0-0 | 3 | 100 | 50 |
| 2 | 3 rd | N18MBA302D | Pricing and Revenue Management | 3-0-0 | 3 | 100 | 50 |
| 3 | 3 rd | N18MBA303D | Operations Strategy | 3-0-0 | 3 | 100 | 50 |
| 4 | 3 rd | N18MBA304D | Sales and Operation Planning | 3-0-0 | 3 | 100 | 50 |
| 5 | 4 th | N18MBA401D | Management of Manufacturing System | 3-0-0 | 3 | 100 | 50 |
| 6 | 4 th | N18MBA402D | Sourcing Management | 3-0-0 | 3 | 100 | 50 |
| 7 | 4 th | N18MBA403D | Operations Research Applications | 3-0-0 | 3 | 100 | 50 |
| | | | | Total | 21 | 700 | 350 |

Compulsory Subjects

| Sl. No | Sem. | Subject Code | Name of the Subjects | L-T-P | Credit | University Marks | Internal Evaluation |
|---------------|-----------------|---------------------|-----------------------------|--------------|---------------|-------------------------|----------------------------|
| 1 | 3 rd | N18MBA305 | Internship* | 0-0-2 | 4 | - | 100 |
| 2 | 4th | N18MBA404 | Seminar Presentation* | 0-0-1 | 2 | - | 100 |

**The assessment may be carried out weekly.*

MARKETING

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|--------------------------|------------|--------------------|----------------|-----------|--------|
| 3 rd Semester | N18MBA301A | Consumer Behaviour | L-T-P 3-0-0 | 3 Credits | 35 hrs |
|--------------------------|------------|--------------------|----------------|-----------|--------|

Course Objective:

- To understand the role of consumer behavior in marketing and to develop the skills to map the consumer's mind set.
- To identify consumer behavior and to analyze emerging issues in buying behavior.

Course Outcome:

The student will understand the influences on customer choice and the process of human decision making in a marketing context.

Module -I:

Theories of Consumer Behaviour: Learning theory, Psychoanalytic theory, Gestalt, Cognitive theory, Psychological field. Black box Model, Distributive Approach, implication of these theories, Consumer decision: Process approach, Factors, influencing consumer decision making, Segmentation, Psychographies & VALS; Diffusion of Innovations.

Module - II:

Individual Determinants of Behaviour: Personality, perception, attitude (altitudinal models), learning, Motivation, Group influence on consumer behaviour-Social class, Social groups, Opinion leaders. Role of social media in shaping consumer behavior, Culture and its impact on Consumer behaviour, Relevance of culture in making decisions, Characteristics of culture, Cultural Values, Cultural Changes. Cross cultural understandings. Family: Role & Structure, Family Life Cycle. Purchasing decisions. changing role of families.

Module - III

Models of Consumer Behaviour: Engel- Kollat-Blackwell Model. Changing Consumer Behaviour and its dynamics, Consumer Behaviour in online marketing, Characteristics of modern women and Netizens. Consumer decision Journey and stages. Omni Channel Behaviour.

Books :

- Consumer Behavior, Leon G. Schiffman. Leslie Lazar Kanuk, S.Ramesh Kumar, Pearson
- Consumer Behavior, David L. Loudon & Albert, J. Della Bitta, Tata McGraw Hill
- Consumer Behavior Indian Perspective, Suja R. Nair, Himalaya Publishing House
- Consumer Behavior, Satish K. Bhatra & S H HKazmi, Excel Books

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|-----------------------------|------------|-----------------------------------|----------------|--------------|-----------|
| 3 rd Semester | N18MBA302A | Sales and Distribution Management | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Course Objective:

- To enrich students with the dynamics of sales & its strategy for accomplish organizational goal.
- To teach various functions of distribution, service outputs to be delivered by marketing channel for mass coverage and in international market.

Module I:

Sales Management: Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Sale forecasting, Territory design and Management, Evaluation of sales force, Sales Budget, Sales Quota, concept of Sales analytics .

Module - II:

Distribution Management: Designing customer oriented marketing channel, own sales channel vs intermediary, Managing channel member behavior, Channel Conflict, Co-operation & competition. Omni Channel. Distribution analysis- Depth and width of distribution, Per Dealer Stocking, Percentage Dealer Stocking, Per Dealer Off take, Stock Turnover Ratio, Weighted Distribution. Vertical marketing system, Horizontal Marketing system,

Module - III:

Logistics management: Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management in Online Marketing and Retailing.

Books:

- Sales and Distribution Management, Krishna K. Havaldar, V.M. Cavale, Tata McGraw
- Sales and Distribution Management - Bhatt K S -Himalay
- Fundamentals of Sales Management, Ramneek Kapoor, Macmillan
- Sales and Distribution Management, Dr.S.L .Gupta, Excel Books
- Sales Management, Tanner, Honeycutt and Erffmeyer, Pearson

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|-----------------------------|------------|-------------------|----------------|--------------|-----------|
| 3 rd Semester | N18MBA303A | Digital Marketing | L-T-P 3-0-0 | 3 Credits | 35 hrs |
|-----------------------------|------------|-------------------|----------------|--------------|-----------|

Course Objective:

- To understand online consumer behavior and concept of cyber branding.
- To understand the technological importance of SEO
- How to create Google AdWords campaign, Social Media planning to get basic knowledge of Google analytics for measuring effect of digital marketing and getting insight into future trends that will affect future development of digital marketing.

Module-I

Basics of Digital Marketing: Evolution of Digital Marketing, Digital- the next wave of marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer and Communities, Gen Y and Netizens expectation and influence.

Module - II :

Search Engine Marketing: PPC and online marketing through social media. Social Media strategy, SEO techniques, On page and off page, Keyword advertising. Google web-master and analytics overview. Customer engagement, Affiliate Marketing & strategic partnership, CRM & CX in digital marketing - Email Marketing, Content strategies. consumer segmentation and positioning by online tools.

Module- III:

Google Analytics, AdWords, Ad Sense: Display advertising, different type of ad tools, remarketing, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, ROI measurement techniques, Mobile Marketing: Best practices of mobile marketing. types of mobile marketing.

Books :

- Using Google™ Ad Words and AdSense, M. Miller, Que Publishers
- Digital Marketing -Karnat and Karnat-Himalaya
- Marketing Strategies for Engaging the Digital Generation, D. Ryan,
- Digital Marketing, V. Ahuja, Oxford University Press
- Digital Marketing, S.Gupta, McGraw- Hill
- Quick win Digital Marketing H. Annmarie , A. Joanna, paperback

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|-----------------------------|------------|-------------------|----------------|--------------|-----------|
| 3 rd Semester | N18MBA304A | Service Marketing | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Course Objective:

- To understand the meaning of services and the significance of marketing the services.
- To introduce and apply skills for the 7 Ps of services marketing and design the market plan
- To analyze the factors contributing to customer satisfaction in a service Organization

Module-I:

Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter, Service Blueprint, Service triangle, Service scape , Service marketing mix,

Module-II:

Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Service product, New service development, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

Module -III:

Building customer relationships- Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations -Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services.

Books :

- Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, Do Gremner, Ajay Pandit, Mcgraw Hill
- Services Marketing -Karunakaran K - Himalaya
- Services marketing, Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Pearson
- Services marketing, GovindApte, Oxford University Press
- Services marketing, Rajendranargundkar, Tata Mcgraw Hill

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|--------------|------------|------------------|----------------|-----------|--------|
| 4th Semester | N18MBA401A | Retail Marketing | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Course Objective:

- To familiarize students with retailing concepts, strategies, and problems
- To enhance student's capability to identify and analyze business environment and its opportunities and limitations, to set appropriate goals and to design the strategies to achieve those goals within the current situations

Module -I:

Emergence of organized retail in India, Retailing - Role, Relevance and Trends. Retail organization, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy, Technology in Retail.

Module - II:

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity.

Module - III :

Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, GMROI, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

Books :

- Retailing Management, Michael Levy, Borton A Weitz, Ajay Pandit, McGraw Hill
- Retailing Environment and Operations, Andrew J. Newman and Peter Cullen, Cengage Learning
- Retail Management A Strategic Approach, Barry Berman, Joel Evans, Mini Mathur, Pearson
- Retail Management ,Suja Nair, Himalaya Publishing Home

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|--------------|------------|------------------------------------|----------------|-----------|--------|
| 4th Semester | N18MBA402A | Production and Branding Management | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Course Objective:

- To generate marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.
- To teach various fundamentals of brand management and compute brand value and equity.

Module –I:

Product Management : Emerging Indian market and relevance of product management, Concept of product management, Role of product manager, Product oriented organization, Product classification, Marketing of FMCG/FMCD product, Product mix and line decision, Product market strategy in competitive environment, New product development and design, Identifying PLC stages and designing suitable marketing strategy.

Module-II:

Branding : Naming a Brand, Brand association, Brand image, Brand relationship, Brand identity, Brand identity prism, Brand loyalty, Brand personality, Brand life cycle, Brand positioning.

Module- III :

Brand management: Stages in Brand building, brand strategy, brand architecture, reasons for success and failure of brand, Brand equity and valuation, branding ethics, Social media branding, brand rejuvenation.

Books :

- Product Management, D. R. Lehmann & R. S. Winer, 4th Edition, TATA McGraw-Hill publications
- Brand Management Practices -Sashikumar -Himalaya
- Product and Brand Management, UC Mathur, 2004, New Delhi: Excel Books
- Product Management in India, Ramanuj Majumdar, 3rd Revised edition, PHI publications
- Product Management, S. A. Chunawalla, Himalaya Publishing House.
- Strategic Brand Management, K. L. Keller, 2nd Edition, Pearson Publications.

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|--------------|------------|---------------|----------------|-----------|--------|
| 4th Semester | N18MBA403A | B2B Marketing | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Course Objectives:

- To provides theoretical, imperial and case based concepts geared to the needs of the students interested to work in business to business market.
- To study the Strategic Market Planning for Products and Channels in B2B Market

Module-I

Introduction to Business Marketing: The importance of Business Marketing, Business Marketing Vs Consumer Marketing, Type of Business customer. Type of Business products, Understanding business market & environment, Organizational buying and buying behavior, buying decision making process. Buying grid, Buying centre. Roles in the buying centre.

Module-II

Segmentation, Targeting and Positioning of Business Marketing: Segmentation Criteria- Company characteristics, Buying Process, Benefits Sought, Targeting - Selection of right segment, Differential - value creation in Marketing Mix, Relationship development for high performance. Pricing and bidding, Role of branding in B2B marketing.

Module-III

Distribution Management: Types of Business channel intermediaries, channel functions, Business market channel design - design criteria and Strategy. Logistic Management - need & importance in Business Marketing, Tendering and quotation management, negation skill, Market Logistics decision: Logistics activities in Supply Chain Management, order processing transportation mode, warehousing, Inventory Management, Cost control in S.C.M., Reverse Logistics.

Books :

- B2B Marketing, K. Venkataraman, Notion Press, First edition (2017)
- B2B Marketing, N. Ellis & S. Sarkar, Asian Edition, Oxford Publications.
- B2B Marketing, M.D. Huh & D. Sharma, T.W. Speh ,11th Edition, Cengage B2B marketing, Sage Publications.
- Mastering B2B Marketing, J. Coleman, Independently published (June 23. 2018)
- B2B Marketing Strategy, H.Taylor, 1st Edition, Kogan (December 10,2017)

FINANCE

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|--------------|------------|--|----------------|-----------|--------|
| 3rd Semester | N18MBA301B | Security Analysis and Portfolio Management | L-T-P 3-0-0 | 3 Credits | 35 hrs |
|--------------|------------|--|----------------|-----------|--------|

OB.JECTIVES: To enable student to understand the nuances of stock market operations understand the techniques involved in deciding upon purchase or sale of securities.

Module-I

Investment: Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on single Asset and on 'en' assets portfolio, Computation of Risk and Return on a portfolio, Interpretation of portfolio. Basics of Stock Market **Operations.**

Module-II

Investment Models, Selection: Markowitz Model for portfolio selection. feasible set portfolios, efficient set, selection of optimal portfolio. Sharpe's Single Index model, Alpha. Beta, Efficient frontier with risk free lending and borrowing. CAPM, pricing of securities with CAPM, Arbitrage pricing theory. Efficient Market Hypothesis.

Module III:

Fundamental and Technical Analysis and evaluation: Economic, Industry and Company Analysis, Technical Analysis, Charting tools. Volume and price trends, technical indicators, Performance Evaluation of portfolio. Portfolio management strategies.

Books:

- Security Analysis & Portfolio Management, S.Kevin, PHI
- Security Analysis & Portfolio Management. P Singh, HPH
- Security Analysis & Portfolio Management, A P Dash, IK International, New Delhi
- SAPM. K. Sasidharan, Alex K.Mathews. McGraw Hill

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|--------------|------------|-----------------------|----------------|-----------|--------|
| 3rd Semester | N18MBA302B | Financial Derivatives | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Course Objective: This paper will enable students to understand the nuances involved to derivatives and understand the basic operational mechanisms in derivatives

Module-I

Financial Derivatives - An overview : Introduction , Definition of Financial Derivative, Features, Types of Derivatives, Basic Financial Derivatives, History, development and growth of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Forward contract, Features of Forward Contract, Classification of Forward Contracts.

Module-II

Future Market: introduction. Financial Futures contracts. Types of Financial Futures, Basic hedging practices. continuous compounding, cost of carry. margin requirement for futures, convenience yield, stock futures, use and application of stock index futures. arbitrage with stock futures, Beta and the optimal hedge ratio, Currency Futures Market.

Module-III:

Options Market and SWAP: Types of options, payoff of long and short put, payoff of long and short call, covered call writing, protective put strategy, straddle, strangle, bull spreads, bear spread, butterfly spread, box spread. Principles of option pricing- put-call parity, binomial mode for pricing options, Black-Scholes model, volatility and implied volatility from the Black- Scholes model, options Greeks and basic delta hedging. SWAP: Introduction, concept, Nature, Evolution, Features, And Types of Swaps: plain vanilla swaps, interest rate swaps, currency swaps;

Books:

- Options. Futures and other Derivatives, Hull J.C, Pearson
- Financial Derivatives-Theory, concepts and problems, Gupta, PHI
- Derivatives and Risk Management. Srivastava. Oxford
- Derivatives and Risk Management, Verma J.R. TMH
- Fundamentals of Financial Derivatives, NR Parasuraman, Wiley India

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|--------------|------------|--------------------------------|----------------|-----------|--------|
| 3rd Semester | N18MBA303B | Advanced Management Accounting | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Module -I.

Introduction to Cost Accounting and Management Accounting: Basic concepts: Scopes. Types of Cost, Financial Accounting, Cost Accounting and Management Accounting., Methods of Costing, Techniques of Costing, Classification of Costs, Cost Centre, Cost Unit, Profit Centre, investment Centre, Preparation of Cost Sheet, Total Costs and Unit Costs.

Module-II

Methods and Techniques: Job Costing, Contract costing and Process Costing, Joint Product and By Products. Service Costing: Variable Costing and break-even analysis, Short term decisions using variable costing, short term decisions using relevant costing, Product costs using activity based costing.

Module-III

Management Tools: Budgetary Control: Functional budgets, Cost budget, Master Budget, Performance budgeting and Zero based budgeting. Flexible budgets. Standard Costing: Standard cost and standard costing, standard costing and budgetary control. Analysis of variances (Material. Labour and Sales). Balance Score card for measuring total business unit performance. Financial Measures of Performance : Investments and EVA

Books

- A text book on Cost and Management Accounting, M.N Arora.Vikas
- Advanced Management Accounting, Kaplan and Atkinson, Pearson
- Advanced Management Accounting, Madegowda J-, Himalya Publishing House
- Management Accounting, Khan and Jain, Me GrawHill

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|--------------|------------|---------------------------------|----------------|-----------|--------|
| 3rd Semester | N18MBA304B | Project Appraisal and Financing | L-T-P 3-0-0 | 3 Credits | 35 hrs |
|--------------|------------|---------------------------------|----------------|-----------|--------|

Module - I: Project Identification and Formulation

Project characteristics, Taxonomy of projects, Attributes of a Good Project Manager, Project Identification, Project formulation, Screening of Project Ideas, Tax Incentives and Tax Planning for project investment decisions, Zero based project formulation, Project objectives, establishing the Project, UNIDO manuals, Detailed Feasibility Study Report.

Module-II: Project Cost Estimation and Project Appraisal:

Cost of project, Components of capital cost of a project, Order of Magnitude estimate, Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Govt. projects and social projects, Social Cost benefit analysis. Environmental Appraisal.

Module -III Project Financing and Risk Analysis

Sources of financing. Role of Financial institutions in project financing, covenants attached to lending, Project Risk Analysis, Techniques of Risk Analysis, Project Organization. In infrastructure projects- characteristics and issues related to infrastructure projects. state of infrastructure in India, New Approaches for infrastructure, PPP. Government support and regulation. Project evaluation objectives, evaluation methods, Project monitoring and control, Various types of Project Termination,

Reference Books:

- Project Appraisal and Financing - Lath, Prasar-Hirnalaya
- Project Management- K. Nagarajan- New Age International
- Project Management and Appraisal-S.Khatua-Oxford
- Project Management-Pinto-Pearson
- Project Management and Control-N.singh-HPH
- Projects Management .Prasanna Chandra, Me GrawHill

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|-----------------------------|------------|-------------------|----------------|--------------|-----------|
| 4 th Semester | N18MBA401B | Business Taxation | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Module-I:

Direct Taxation: Introduction, Constitution and Taxation, Legal Instruments, Income Tax, Residential Status. Previous Year and Assessment Year, Heads of Income, Exemptions.

Module-II:

Income sources: Computation of income: Income from salary, capital gains and house properties and other incomes. Computation of income from business and profession, Various exemptions.

Module-III:

Introduction to indirect taxation: Computation of tax under GST, Value added tax.

Books:

- Business Taxation - Mohapatra, Sahu - Himalaya
- Business Taxation - A. Pathak and S. Godiawala , Me Graw Hill Publication
- Taxation - Singhanian , Taxmann
- Taxation - Hariharan

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| 4 th Semester | N18MBA402B | Behavioral Finance | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Module- I

Foundations of Finance: Nature, Scope and Significance Behavioral Finance, Market Strategies, Expected Utility Theory, Risk Attitude, Allais paradox. Building Blocks

Module-II

Prospect Theory: Prospect Theory. Framing and Mental Accounting, Rationality in investment decision, Ellsberg's paradoxes, Investors sentiments and Bubble creation.

Module-III:

External Factors and investors behavior: Heuristics and Biases; Overconfidence, Fear and Greed in Financial Market, emotions and financial markets, statistical methodology for capturing the effects of external influence onto stock market returns. Behavioral Corporate Finance.

Reference Books:

- Behavioral Finance: Sinha PK - Himalaya
- Behavioral Finance: Shuchita Singh and Batt, vikas.
- Value investing and behavioral Finance, Parag Parikh, TMH
- Understanding Behavioral Finance, Cengage
- Behavioral Finance, Chandra, Me GrawHill

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|-----------------------------|------------|--|----------------|--------------|-----------|
| 4 th Semester | N18MBA403B | Mergers and Corporate Restructuring | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Module-I:

Financial Policy and Corporate Strategy: Strategic decision making framework; Interface of financial policy and strategic management; Balancing financial goals vis-a-vis sustainable goals

Module-II:

Mergers and Takeover: Meaning of mergers and acquisition, categories, purposes. Process of M & A - identification and valuation of the target, acquisition through negotiation, due diligence, post mergers integration, legal and regulatory requirement, M&A agreement, reverse merger, potential advise, effects of mergers. Major causes of M&A failures. Corporate take overs: Motivation, co-insurance effect, cross border take overs, forms of take overs, takeover defenses. Going private and other controlled transactions: CBO, MBO, spin offs and asset divestures

Module-III:

Corporate Restructure: Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets, targeted stock offerings, downsizing and layoff program, negotiated wage give backs, employee buyouts financial reconstruction, process of corporate restructuring. techniques of corporate restructuring.

Books:

- Mergers Acquisition and corporate restructuring -Sinha PK - Himalay
- Mergers and Acquisition, A.P.Oash, IK Internationals, New Delhi
- Strategic Financial Management, Jakhotia, Vikas
- Strategic Financial Management, Ravi M Kishore. Taxman

HUMAN RESOURCES

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|--------------|------------|-------------------|----------------|-----------|--------|
| 3rd Semester | N18MBA301C | Manpower Planning | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Course Objective: To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise or to understand such a plan drawn up by the manpower planning cell of company.

Module-I:

Manpower Forecasting: Introduction, Manpower Planning Objective (Micro & Macro Levels), HR Planning linkage with other HR function, Influencing factors in Manpower Planning. Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand & Supply Forecasting techniques, Forecasting accuracy, Benefits of forecasting - Manpower Planning, Strategic staffing-HR planning process.-Job analysis and description. Problems in HRP, Guidelines for effective HRP, Recent trends in HRP.

Module - II

Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Sample Manpower Plan Competency mapping - procedures and steps, methods of data collection for mapping, developing competency models from raw data. Use and applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis and Markov Models

Module-III

Strategic IIRP Definition & Concept, Benefits of strategic manpower planning (SMP), strategies, methods, and tools for SMP, key steps in SMP: Assessing competencies, Gap analysis and strategy development. A Business process approach to HRP.

Books :

- Human Resource Planning and Strategic Change -Acharya, Tripathy-Hirnalaya
- Manpower planning and the development of human resources by Thomas Henry Patten published by Wiley-Interscience, 1971
- Human Resource Planning by Dipak Kumar Bhattacharyya, Excel Books
- Manpower Planning and Strategic Change- Acharya and Tripathy, HPH

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|--------------|------------|--------------------|----------------|-----------|--------|
| 3rd Semester | N18MBA302C | Employee Relations | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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CO URSE OBJECTIVE:

1. Describe the nature and importance of employee relation to develop a good and healthy employee- employer relationship in the organization.
2. To know the different acts of industrial relation system for effective management of trade unions.

Module - I

Introduction to Employee Relations: Introduction, Overview of Employee Relations, Importance of Employee Relations, Employee Relations Management Tool, Core Issues of Employee Relations Management, Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, The Psychological Contract.

Module-II

Industrial Relations : Concept, Scope and Approaches to Industrial Relations-Unitary, Pluralistic, and Radical approach, Industrial Relations Systems (IRS), Trade Unionism : Concept, structure and function. Industrial Dispute : Code of Discipline and Grievance Management, Dispute Resolution and Industrial Harmony. Collective Bargaining.

Module- III

Tripartite and International Bodies: Tripartism and IR, ILC & SLC, ILO-Structure and functions, Conventions and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue. Workers Participation in Management.

Books:

1. Employee Relations, Elizabeth Aylott, Kogan Page
2. Labour Welfare.Trade Unionism and Industrial Relation- Puneker, Deodhar-Himalaya
3. Industrial Relations, C.S. VenkataRatnam, Oxford
4. Industrial Relations, Trade Unions & Labour Legislation, Sinha &Shekhar, Pearson
5. Industrial Relations, Monappa, TMH

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| 3rd Semester | N18MBA303C | Compensation and Benefit Management | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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COURSE OBJECTIVE:

- 1. To learn basic compensation concepts and the context of compensation practice
- 2. To learn the concepts of payment and employee benefits issues.
- 3. To understand various benefits an employee can avail during service.

COURSE OUTCOME:

- 1. Students can apply various compensation scheme and employee welfare measures at workplace which can help them for better human resource management.

Module - I

Conceptual and Theoretical Aspects of Compensation: Concept of compensation, The 3P Compensation concept, System of Compensation, Compensation Dimensions, Organizational Compensation policy, Methods of Payment: TRS, PBR, MOW; New Trends in compensation, Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual Claimant Theory, Surplus Value theory, Bargaining theory, Employment theory, Competitive theory

Module-II

Wage Administration and Wage Determination: Principles of Wage and Salary administration, Job Evaluation: Concept, Scope, Methods and Techniques, Merit based pay. Types of Incentive plans, Wage differentials, Wage Policy, Socio-Economic objectives of Wage policy, Criteria of wage fixation, Broad-banding, Executive Compensation.

Module - III

Employees Benefits: Overview of Employee's Benefits, Components of Wage and Benefits Structure, Employees Benefits planning, Design and Administration, Statutory Benefits: Health Care, Employee Welfare and Retirement Benefits. Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives.

Books:

- Compensation Management - Bhatia Kanchan, HPH
- Compensation, Milkovich Jerry M Newman, CS Venkata Ratnam. Mc Graw Hill.
- Compensation and Reward Management, B.D. Singh, Excel Books
- Compensation Management in a Knowledge, Based World, Henderson, Pearson

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| 3rd Semester | N18MBA304C | Performance Management System | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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Course Objectives

- 1. To describe the nature of performance management and outline the core objectives of performance management
- 2. To Identify the different performance appraisal techniques that can be used by organizations.

COURSE OUTCOME:

- Students as HR managers can able to measure performance of individual employee and can control them to achieve the greater objective of the organization.

Module-I: Conceptual Approach to Performance Management: Introduction to Performance Management, Process for Managing Performance. Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies. Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

Module-II: Measuring Performance: Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews.

Reward Systems and Legal issues: Performance Management linked Reward Systems, Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems "Do only what you get paid for" Syndrome, Types of pay for Performance Plans - Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans.

Module-III: Performance Management Application & Improvement: Performance Management in practice. Performance Management in Manufacturing and Service sectors. Strategies for Improving performance. Analyzing performance problems, Performance counseling and coaching: Concept, Principles and Skills.

Books :

- Performance Management, Kohli, Deb, Oxford
- Performance Management System, Davinder Sharma, HPH
- Performance Management, Aquinis, Pearson
- Performance Management, Cardy, PHI
- Performance Management System, R.K. Sahu. Excel Books

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| 4 th Semester | N18MBA401C | Team Dynamics at Work | L-T-P 3-0-0 | 3 Credits | 35 Hrs |
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Module-I:

Characteristics and Process: Understanding Teams. Defining Team Success, Characteristics, Purpose of Teams. Group Vs. Teams, Types of Teams, Defining team success, Team building, Basic team process, cooperation and competition, Team Communication.

Module - II:

Basic issues before Team: Managing conflict, Power and social influence, Decision making, Team Leader and his challenges, Problem solving and creativity, Diversity.

Module -III:

Organizational Context of Teams: Team and organizational culture, Virtual Team, Evaluating and rewarding team, Team Training

Books:

- Group Dynamics for Teams, Daniel Levi, Sage Publications
- Group Dynamics and Team Intervention, Timothy M Franz, Wiley
- Team Building, Dyer and Dyer, Wiley
- Group Dynamics, Donelson R Forsyth, Thomson
- Successful Team Building Tools- Elaine Biech, Pfeiffer

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| 4 th Semester | N18MBA402C | Strategic HRM | L-T-P 3-0-0 | 3 Credits | 35 Hrs |
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COURSE OBJECTIVE:

To provide knowledge to the students about tools and techniques essential as strategic contribution of HRM to organizational growth.

Module - I:

Understanding Strategic HRM: Introduction: Traditional Vs. Strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach; Investment perspective of human resources; Investment consideration, investments in training and development, investment practices for improved retention, investments job secure work courses, Non-traditional investment approaches: Planning and implementing Strategic HR policies; Linkage of corporate strategy, core competencies and competitive advantage with HRM; Aligning HRM with business strategy; emerging issues in strategic HRM.

Module- II:

Aligning HR Systems with business strategy: Alternative HR systems; Universalistic, contingency, configuration. congruence and integrated HR systems, Designing congruent HR systems; Linking HRM practices to organizational outcomes; Human Resources Strategy Formulation; HR Strategy in workforce utilization; Strategic performance management; HR strategy for training and development.

Module- III

International and comparative strategic HRM: Managing global human resources; Evaluating HR functions in International context; Multinational, Global and Transnational strategies in HRM: Multinational, Global and Transnational Strategies Strategic Alliances, Sustainable Global Competitive Advantage, Globally competent Managers; Expatriation and repatriation management in global HRM; High Performance work practices.

Books :

- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
- Strategic Human Resource Management-Rajees Viswanthan -Hi malay
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South - Western. 2002.

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| 4 th Semester | N18MBA403C | Industrial Legislations | L-T-P 3-0-0 | 3 Credits | 35 Hrs |
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Module- I:

Labour and Employment Laws in India: Overviews of labour laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment health, benefit, Statutory Regulation of condition of service in certain establishments,. Factories Act, 1948; Employees' Compensation Act,1923,

Module- II

Minimum Wages Act, 1948; Payment of Wages act. 1936; Employees' Provident Fund Act,1952; Employees' State Insurance Act, 1972; Payment of Bonus Act,1965.

Module - III

Industrial Employment (Standing Order) Act,1946; Industrial Dispute Act,1947; Trade Union Act, 1926.

Books:

- Industrial Jurisprudence & Labour Legislation. A.M. Sharma, HPH
- Industrial Relations. Trade Union & Labour Legislation, Sinha, Sinha, Shekhar, Pearson
- Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar. Vrinda
- Labour Laws, Taxrann.

OPERATIONS MANAGEMENT

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| 3rd Semester | N18MBA301D | Supply Chain Management and Logistics | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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COURSE OBJECTIVES

- To analyze the supply chain scenario and to make understand the students the insights on supply chain process from sourcing to distribution
- To enhance the supply chain integration and sustainable supply chain strategic skills among the students

Module I : Supply Chain Foundations: Supply Chain as a network of entities. concept of Value Chain, Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities. Demand forecasting and management: Methods, Bull whip effect, CRM in supply Chain Management.

Module II: Distribution Management: Distribution Channels: Structure and Operation, Distribution Cost Components, Pipe line Inventory and Response Considerations, Hub and Spoke Models, Cross docking. Lots streaming, Container Selection, Vendor Consolidation, Warehousing : Facility location and Network design, Vehicle Loading and Vehicle Routing Methods, Lead time Components and their Compression, Use of IT for tracking in supply chain. Supply chain sustainability in business management.

Module III: Aligning logistics to customer needs: Quick response logistics. Green Logistics. Reverse Logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts and applications. Procurement Logistics: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating: Contract Negotiation, Consolidation, Self Certified Vendor Management, Individual component Vs. Module Purchases, Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

Books:

- Supply Chain and Logistics Management, Bowersos. Me GrawHill
- Operations and Supply Chain Management, Chase.Shankar, Jacobs. Mc GrawHill
- Supply Chain and Logistics Management, Janat Shah

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| 3rd Semester | N18MBA302D | Pricing and Revenue Management | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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COURSE OBJECTIVES

- To offer fundamental understandings of pricing and revenue management with respect to operations management
- To analyze the impact of different types of pricing and economy on revenue management
- To provide Network and Capacity Control ideas in Revenue Management
- To practice the students by apply pricing and revenue management in various fields

Module-I: Introduction to Revenue Management [RM] :

Prices & Revenue Management Concept, Application in Air Lines, Railways, Hospitality Industries, Steps involved in setting the price, Types of Pricing, Dynamic Pricing - Introduction and overview, Single Product Dynamic Pricing with and without Replenishment, Multi Product and Multi Source Pricing, Finite Population Models and Price Skimming, Cost revenue trade off, Relationship to List Pricing

Module - II: Economy of Revenue Management:

Introduction, Perfect Competition, Perfectly Competitive Markets, Firm level decision under perfect competition, Pre-commitment and Demand Uncertainty, Peak-load pricing under perfect competition, Identifiable peak periods competition, Monopoly Pricing, Price and capacity competition in Oligopoly and monopolistic market.

Module-III Network and Capacity Control in Revenue Management

Promise and Challenge of Network Control, Types of Controls, Theory of Optimal Network Control-Structure of Optimal Control, Bid Price Control, Non Optimality of Bid Price Control, Evidence in support of Bid Price, Bid Prices and Opportunity Cost, Approximations based on network models- Deterministic Linear Programming, Simulation method for price revenue trade off. Pricing and Revenue Management Practice applied to Airlines, Hotels and hospitals, Revenue Opportunity Assessment and Revenue Benefits Measurement

BOOKS:

- Kalyan T Talluri, Garrent J. Van Ryzin. The Theory and Practice Of Revenue Management, Springer Publications, New York, 2004
- Gabor Forgacs, -Revenue Management, Maximizing Revenue in Hospitality Operations, Amer Hotel and Motel Association, 2010

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| 3rd Semester | N18MBA303D | Operations Strategy | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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COURSE OBJECTIVES

- To make understand the students about what is operations strategy and how its applied in the field of operations management
- To offer operations strategy in terms of business process, capacity, technology and facilities domains
- To analyze the operations strategy in terms of quality and cost perspective
- To build the students to use operations strategy in the filed of purchasing/sourcing and supply chain management

Module - I: Operations strategy - Introduction, Innovation and operations discipline- Operations performance - Operations Strategy framework- Developing an operations strategy - Value chain dynamics and operations decisions - Manufacturing Architecture and operations strategy in sales, service, Operation strategy model for service and product, Operational Strategy formulation, operation strategy evaluation and control, operation strategy competitiveness.

Module -II: Systems & Processes and Capacity Strategy and Management - Vertical integration and outsourcing -Business processes -Process of operations strategy substitution for strategy - Process of operations strategy implementation - Service Strategy- Service development and organization strategy, Capacity Strategy and Management-How to make decisions on capacity and capacity expansion - Technology Strategy-Process technology decisions - Facilities strategy - facilities strategy and globalization

Module -III: Quality Strategy, Purchasing and Supply network strategy - Quality Strategy and Change / Action programs-Sources of quality - Measures of quality - Competing on cost versus availability, cost versus features and innovativeness -Competition in the housing industry: Improving cost, quality, Purchasing and Supply network strategy-Sourcing and supplier management, Logistics systems and the fulfillment of supply chain - Supplier power and overseas sourcing: Moving up the value chain in outsourcing - Environmental and Social sustainability strategy - Models for gaining advantage in a global environment; How to position within a value chain

BOOKS:

- Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication,
- C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications,
- Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education,
- Yerning Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication,
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications,

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| 3rd Semester | N18MBA304D | Sales and Operations Planning | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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COURSE OBJECTIVES

- To make the students to familiarize on operations planning and control activities in both manufacturing and service organizations
- To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements

Module - I : Operations Planning: Introduction - Relationship between Sales and Operations Planning - Need for operation planning and control - Functions of operation planning and control - Different phases of operation planning and control - Comparison of operations planning and control activities in manufacturing and service organizations, Objective of Forecasting in operations - Elements of a good forecast - Major Factors that Influence the Demand Forecast - Classification of Forecasting Methods.

Module - II: Capacity Planning: Capacity Planning Classification - Measuring Capacity, Determining Capacity Requirements - Forecasting *vis* Capacity Planning - Aggregate Operations planning- Concept of aggregation - Factors Affecting Aggregate Planning, Aggregate Planning Goals - Forecasts of Aggregate Demand - Aggregate Planning Techniques, Materials Requirement Planning (MRP)

Module - III: Operations Scheduling & Distribution Planning: Master Production Scheduling (MPS) - Meaning and Concepts - MPS Model - Purpose of Scheduling - Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching - Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor-Intensive Operations, Service Operations. Role of ERP in operation planning and control, Operations planning Insights from the TOC school of thought

BOOKS

- Ajay K Garg, Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd., 2012, Reprint 2017.
- William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (india) Pvt. Ltd., 2017, Reprint 2018.
- R. Panneerselvam, Production & operations management, Prentice HalJ India private limited, 2017.
- Aswathappa, K., ShridbaraBhat, K., Production and Operations Management, Himalaya Publishing House, 2014
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015
- Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)

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| 4 th Semester | N18MBA401D | Management of Manufacturing System | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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COURSE OBJECTIVES

- To make the students to understand underlying concepts of general manufacturing systems
- To provide more insights on cellular manufacturing systems
- To expose the students in to Just-in-Time conceptual ideas and familiar about the same
- To provide knowledge on synchronizing and Flexible manufacturing systems

Module - I : Manufacturing systems - Types and Process mapping -Manufacturing Process Planning - Definition, Scope and Elements -Manufacturing concept planning - Requirements of good manufacturing and assembly lines -Layout planning and analysis, Cellular manufacturing systems (Group Technology) - Cellular manufacturing formation -Cell formation - Methods and production flow analysis & minimization of inter-cell movement.

Module - II: Just-in-time systems - Overview, Principles and Benefits - Seven Wastes - Elements of JIT - Design and Improvement aspects of JIT - Kanban systems, -Definition and Principles - Types of Kanban Single card and Two card Kanban - Push and Pull Concepts of Kanban - Constant Work-in-Process (CONWIP) -Concept and comparison with Kanban system

Module -III : Synchronous manufacturing (Theory of Constraints) - Definition, Operation planning and control based on theory of constraints - Measures of Performance - Constraints in manufacturing system - Drum-Buffer-Rope (COBR) Methodology - Flexible manufacturing systems (FMS) -Meaning, Components and types - Conceptual model of FMS - Applications of FMS, Machine loading and scheduling.

BOOKS:

- Shahrukh A. Irani, Handbook of Cellular Manufacturing Systems, John Wiley and Sons Inc., 1999
- T.C. Cheng. S. Podolsky, Just-in- Time Manufacturing: An introduction, Second edition, Chapman and Hall Publications, 1996
- Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015
- R. Panneerselvam, Production & operations management, Prentice Hall India private limited, 2017.
- Aswathappa, K.,ShridharaBhat, K., Production and Operations Management) Ilimalaya Publishing House, 2014

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| 4 th Semester | N18MBA402D | Sourcing Management | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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COURSE OBJECTIVES

- To provide knowledge on global sourcing principles and practices
- To inculcate the habit of Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them
- To expose various methods and analytical tools for Supplier Rating and Selection
- To offer insights on Electronic Sourcing and Sustainable Sourcing Strategies

Module - I : Introduction to Global Sourcing - Objectives, Process and Trends in Global Sourcing - Supply Management - Strategic Sourcing Plan, Strategy and Model- Environmental and Opportunity Analysis - Global Operational Sourcing Strategy, Negotiation - Nature. Strategy and Planning- Performance Measurement and Evaluation- Risk Management in Sourcing (Concepts) - Nature and Principles of Risk Management, Risk management process, Risk management tool and technique, Managing risk in international business.

Module - II : Supplier Research and Market Analysis- Vendor Rating - Objectives, Self certify vendor management, Criteria and Methods of Vendor rating - Supplier Evaluation and Selection (Concepts), Solicitation of Bids and Proposals - Planning and Methods, Contract negotiation, Vendor performance monitoring and controlling.

Module - III : Analytical Tools in Sourcing, Pricing Analyses: Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models), Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis) - Electronic Sourcing - Sustainability and Sourcing, Green Sourcing.

BOOKS:

- Fred Sollish. John Sernanik, Strategic Global Sourcing Best Practices, John Wiley and Sons Inc., Publications, 2011
- Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making, Koganpage Publications, 2017
- SathitParniangtong, Supply Management: Strategic Sourcing, Springer Publications, 2016
- Robert W. Turner, Supply Management and Procurement: From the Basics to Best-in-class .I.Ross Publishing, 2011

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| 4 th Semester | N18MBA403D | Operations Research Applications | L-T-P 3-0-0 | 3 Credits | 35 hrs |
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COURSE OBJECTIVES

- To create exposure to the students to apply operations research tools & techniques in various business environment.
- To provide insights on dynamic programming, integer programming, and Quadratic Programming applications
- To make use of operations research tools in the field of operations scheduling and supply chain distributions

Module - I: Overview of Operations Research -Review of Scope, Types of Operation Models, OR Techniques and tools, Dynamic programming: Dynamic programming models and applications - Graphical representation - Optimality principle. Integer programming models: Gomory's Cutting plane Algorithm, Branch- and-bound algorithm for Integer Programming.

Module - II: Scheduling System - Single machine, Flow shop and Job shop Scheduling methods -Resource constrained project Scheduling - Vehicle routing problems, Traveling salesmen problem, transportation problem (North West corner method), Queue Model.

Module - III: Bin Packing - Portfolio optimization - Quadratic Programming: Kuhn Tucker conditions, Beale's method and Wolfe's method. Staff transfers Problem- Two stage supply chain distribution problem.

BOOKS:

- KantiSwarup, P. K. Gupta and Manmohan: Operations Research, S. Chand & Co., 2014
- HamadyTaha: Operations Research, Mac Millan Co., 2016
- Fredericks, Hiller, Gerald ILiebermanBodhibrata Nag Prectarnbasu, Operations research ge, Mcgraw hill education, 9th edition. 2017.
- J.K.Sharma. Operations research Theory and appl ications, 2012
- Pradeepprabakarpai. Operations research - Principles and practice. oxford higher education. 2012
- Gupta P.K.Hira D.S Problem in operations Research, S.Chand and co., 2003

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| 4 th Semester | N18MBA404 | Seminar Presentations | L-T-P 0-0-1 | 2 Credits |
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All the students are required to present a seminar on any topic of their choice from the specialization registered in the 4th semester. A faculty may be attached to such students who shall guide them to carry out a research oriented presentation.

The evaluation shall be done out of 100 marks by a team of senior faculty members of the Institute.

The Principal shall constitute the Team. He may invite outside expert who must have a Ph.D degree in the relevant field.

The process should be completed well in time and the marks shall be sent to the university in specified portal.