

COURSE STRUCTURE & SYLLABUS
FOR
MASTER OF BUSINESS ADMINISTRATION
PROGRAM

(Effective from Session 2015-2016)



Department of Management Studies
Indian School of Mines
Dhanbad – 826 004.

M.B.A. Program Outline

1. The program is of two years duration divided over four semesters.
2. The program consists of fourteen core courses along with two laboratory classes in communication, one personality development and one software lab during the first two semesters. At the end of the second semester, the student will undergo Summer Training of six weeks duration in a Professional Organization. After completion of the training the student will present a report.
3. Each student has to opt for Dual Specialization from the following functional areas in the third semester:
 - a) Financial Management
 - b) Operations Management
 - c) Marketing Management
 - d) Human Resource Management
4. The third and fourth semesters comprises of six core courses and eight elective courses.
5. Student has to select four electives each from the two areas of specialization (two electives each in third and fourth semester)
6. At the end of Fourth Semesters there will be a Capstone Project.
7. The total number of courses over the four semesters will be 34.
8. The total number of credit hours in each semester are as follows:

| | |
|-----------------|----|
| a) Semester I | 42 |
| b) Semester II | 42 |
| c) Semester III | 42 |
| d) Semester IV | 42 |
9. The students will be evaluated on the basis of Mid semester exam, Home assignments, Class Participation which will carry 40% weightage and End Semester Examination which will carry 60% weightage.

COURSE STRUCTURE FOR MBA PROGRAM

| Semester | Course No. | Name of the Course | L T P | Credit Hours |
|---|-------------------|--|---------------------------|---------------------|
| Semester I | MSC 41101 | Financial Accounting and Reporting | 3 0 0 | 6 |
| | MSC 41102 | Management Theory and Practices | 3 0 0 | 6 |
| | MSC 41103 | Research Methodology and Statistics | 3 0 0 | 6 |
| | MSC 41104 | Decision Sciences | 3 0 0 | 6 |
| | MSC 41105 | Managerial Economics | 3 0 0 | 6 |
| | MSC 41106 | Information Systems for Managing Business (S) | 2 0 0 | 4 |
| | MSC 41107 | Organizational Design, Change and Transformation (S) | 2 0 0 | 4 |
| | MSC 41201 | Business Communication -I | 0 0 2 | 2 |
| | MSC 41202 | Software Lab. | 0 0 2 | 2 |
| | | | Total Credit Hours | |
| Semester II | MSC 42101 | Corporate Finance | 3 0 0 | 6 |
| | MSC 42102 | Organizational Behaviour | 3 0 0 | 6 |
| | MSC 42103 | Operations Management | 3 0 0 | 6 |
| | MSC 42104 | Marketing Management | 3 0 0 | 6 |
| | MSC 42105 | Human Resources Management | 3 0 0 | 6 |
| | MSC 42106 | Advanced Data Analysis (S) | 2 0 0 | 4 |
| | MSC 42107 | Macroeconomic Theory and Policy (S) | 2 0 0 | 4 |
| | MSC 42201 | Business Communication - II | 0 0 2 | 2 |
| | MSC 42202 | Personality Development Lab. | 0 0 2 | 2 |
| | | | Total Credit Hours | |
| Summer Training of minimum 6 weeks | | | | |
| Semester III | MSC 43101 | Strategic Management | 3 0 0 | 6 |
| | MSE 431... | Elective 1 | 3 0 0 | 6 |
| | MSE 431... | Elective 2 | 3 0 0 | 6 |
| | MSE 431... | Elective 3 | 3 0 0 | 6 |
| | MSE 431... | Elective 4 | 3 0 0 | 6 |
| | MSC 43102 | Entrepreneurship Management (S) | 2 0 0 | 4 |
| | MSC 43103 | Legal Aspect of Business (S) | 2 0 0 | 4 |
| | MSC 43001 | Summer Training Evaluation | 0 0 0 | 4 |
| | | | Total Credit Hours | |

| | | | | | |
|--------------------|------------|----------------------------|---------------------------|---|-----------|
| Semester IV | MSC 44101 | Project Management | 3 0 0 | 6 | |
| | MSE 441... | Elective 5 | 3 0 0 | 6 | |
| | MSE 441... | Elective 6 | 3 0 0 | 6 | |
| | MSE 441... | Elective 7 | 3 0 0 | 6 | |
| | MSE 441... | Elective 8 | 3 0 0 | 6 | |
| | MSC 44102 | International Business (S) | 2 0 0 | 4 | |
| | MSC 44103 | Business Ethics (S) | 2 0 0 | 4 | |
| | MSC 44001 | Capstone Project | 0 0 0 | 4 | |
| | | | Total Credit Hours | | 42 |

(S) indicates Sessional Paper

List of Electives for MBA Program

Each student has to opt for Dual specialization from the following functional areas:

- a) Financial Management
- b) Operations Management
- c) Marketing Management
- d) Human Resource Management

The student has to choose two electives from each of the functional areas in third and fourth semester as per the following list.

| III Semester | IV Semester |
|--|--|
| FINANCE | |
| MSE 43111 Management of Banks and Financial Institutions | MSE 44111 Merchant Banking and Financial Services |
| MSE 43112 Security Analysis and Portfolio Management | MSE 44112 International Finance |
| MSE 43113 Social Banking and Microfinance | MSE 44113 Business Valuation |
| MSE 43114 Fixed Income Markets | MSE 44114 Corporate Restructuring |
| MSE 43115 Advanced Corporate Finance | MSE 44115 Infrastructure and Project Finance |
| OPERATIONS MANAGEMENT | |
| MSE 43116 Quality Management | MSE 44116 Supply Chain Management and Logistics |
| MSE 43117 Materials Management | MSE 44117 Advanced Decision Modeling |
| MSE 43118 Analytics and Business Forecasting | MSE 44118 Services Operations Management |
| MSE 43119 Management of Technology | MSE 44119 Operations Strategy |
| MSE 43120 Decision Support System | MSE 44120 System Dynamics |
| MSE 43121 Soft Computing | |
| MARKETING MANAGEMENT | |
| MSE 43122 Sales and Distribution Management | MSE 44121 Consumer Behavior |
| MSE 43123 Advertising and Promotion Management | MSE 44122 Retail Management |
| MSE 43124 Services Marketing | MSE 44123 Online Marketing |
| MSE 43125 Product and Brand Management | MSE 44124 International Marketing |
| MSE 43126 Advanced Market Research | MSE 44125 Customer Relationship Management |
| | MSE 44126 Rural Marketing |
| HUMAN RESOURCE MANAGEMENT | |
| MSE 43127 Human Resources Development | MSE 44127 Performance Management |
| MSE 43128 Personnel Management and Industrial Relations | MSE 44128 International Human Resource Management |
| MSE 43129 Group Dynamics and Industrial Psychology | MSE 44129 Management of Excellence & Innovation in Organizations |
| MSE 43130 Compensation Management | MSE 44130 Management of Self |
| MSE 43131 Training and Development | MSE 44131 Strategic Human Resource Management |

SEMESTER – I

MSC 41101 - Financial Accounting and Reporting

Introduction to accounting, Accounting equation, Preparation of financial statements, Accounting Standards – US GAAP, Indian GAAP, IFRS, Accounting Cycle, Journal, Ledger, Trial Balance, Final Accounts, Introduction to Accounting for Inventories, Accounting for Receivables, Fixed Assets, Depreciation and Amortization, Accounting for Liabilities, Accounting for Shareholder Equity, Statement of Cash Flows, Preparation of Budget and Budgetary control, Analysis of Financial Statements, Comparative Statements, Common Size Statements, Ratio Analysis, Du-Pont Analysis, Introduction to Cost and Management Accounting, Cost concepts: Absorption & Marginal Costing, CVP Analysis.

MSC 41102 - Management Theory and Practices

Management: Definition, The Evolution of Management Thought, Recent Contributors to Management Thought, Task & Responsibilities of a Professional Manager, the Functions of a Manager, Management Style, Managerial Decision Making, Corporate Social Responsibility, Schedule VII in Section 135 of Companies Act, 2013 relating to CSR, Introduction to corporate governance, Ethics in Management. Organizational Theory: Definition, Dimensions of Organizational Structure, Types, Determinants, Organizational Design: Issues.

MSC 41103 - Research Methodology and Statistics

Research Process, Types of Research, Problem identification & Hypotheses formulation, Research Design: General Designs of Research, Randomized and Correlated Groups Design, Sampling Design, Measurement and Scaling, Methods of Data Collection, Reliability & Validity, Data Presentation and Report Preparation, Introduction to Qualitative Research Methods. Concepts, Purpose, Frequency Distribution, Presentation of Data, Measures of Central Tendency, Measures of Dispersion, Skewness, Kurtosis and Moments, Correlation and Regression, Probability Distributions – Binomial, Poisson, Normal, Sampling and Estimation, Hypotheses testing – t test, z test, Chi-square test, Analysis of Variance.

MSC 41104 - Decision Sciences

Application of Operations Research Models in Management Decision problems; Classification of Decision making situations: Pay-off matrix, Opportunity Cost Matrix, Decision Making under risk and uncertainty; Linear Programming Model and its applications, Solution methods, Duality theory and applications, Post-Optimality Analysis; Transportation and Assignment Problems-solutions Methods; Non-Linear programming models and applications; Concepts and principles of Network Analysis; Concept of Game Theory; Replacement Analysis.

MSC 41105 - Managerial Economics

Fundamentals of Economics, Microeconomics and Macroeconomics, Marginal Analysis and Time Value of Money, Firm - Meaning and Objectives, Demand and Supply Analysis, Utility Analysis, Production and Cost Analysis, Market Analysis, Price Discrimination, Pricing Strategies, Public Goods and Externalities, Asymmetric Information, Economics of Uncertainty and Risk.

MSC 41106 - Information Systems for Managing Business (SESSIONAL)

Introduction to information systems, Concepts of systems, information and decision making, Structure of IS, Humans as information processors, Information based support systems, Information Systems Plan, Developing and implementing Application Systems, Introduction to

DSS, Basics of DBMS, Introduction to ERP, Objectives, Benefits and Challenges, Strategic issues and Applications of ERP, Introduction to Data warehousing and data mining.

MSC 41107 - Organizational Design, Change and Transformation (SESSIONAL)

Introduction; Determinants of Organizational Design, Parameters of Organizational Design, Organization and Environment, Types of Organizational Structures, Power and Conflicts in Organizations, Organizational Decision-Making and strategy-Formulation, Organizational Failure and Pathology, Organizational Change and Development, Organizational Learning and Transformation, Organizations of future.

MSC 41201 - Business Communication – I

Concept, Significance and Practice of Business Communication, Types & Elements of Communication, Channels of Organizational Communication, Oral and Written Communication, Barriers to Communication, Role Play

MSC 41202 - Software Lab

- Spreadsheet (EXCEL) based applications using built-in functions and Analysis tools
- Application of Statistical Tools and Techniques.
- Financial modeling using EXCEL.
- Operations Research Models, Sensitivity Analysis, Monte Carlo Simulation.
- Use of Application packages like **SPSS, MINITAB, LINDO** and **LINGO**.
- Project Management Software like, Primavera.

SEMESTER II

MSC 42101 - Corporate Finance

Introduction to Financial Management, Time Value of Money, The Cost of Capital, Basics of Capital Budgeting, Leverage, Management of Working Capital, Introduction to Optimal Capital Structure, Sources of Finance, Introduction to Dividend Decisions.

MSC 42102 - Organizational Behaviour

OB: An overview, Individual Processes in Organizations: Foundations of Individual Behavior, Learning, Perception, Values, Attitudes, Motivation, Job Satisfaction, Group Processes in Organizations, Leadership, Managerial Effectiveness, Conflict, Negotiation, Culture, meaning, contemporary models of culture, organizational culture,

MSC 42103 - Operations Management

Introduction to Operations Management, Operations Strategy, Product Design, Process Design, Facility Layout, Facility Location, Quality Management, Forecasting Models, Production Planning and Control – Aggregate and Operations Planning, Job Shop Scheduling and sequencing, Introduction to inventory management.

MSC 42104 - Marketing Management

Marketing Concepts; Approaches to Marketing; Marketing Mix; Functions of Marketing; Marketing Environment, The changing marketing environment, Analyzing needs and trends in Macro Environment and Micro Environment; The Marketing Process, Market Segmentation, Market Targeting and Positioning strategies; B2B and B2C marketing; New Product Development; Packaging; Product Life Cycle; Physical Distribution – Importance and role of

distribution in marketing, Introduction to the various channels of distribution; Promotion Tools – Sales Promotion, Advertising, Personal Selling, Direct Marketing and Online Marketing; Pricing; Integrated Marketing Communication; Branding and Packaging; Recent Trends in Marketing.

MSC 42105 - Human Resources Management

Definition and Concept; Challenges of HRM; HR as a factor of Competitive Advantage; Human Resource Planning; Job Analysis, Job Description, Recruitment and Selection; Performance Appraisal: Process and pitfalls; Compensation: Types & benefits; Maintenance & Separation; Training & Development; Gender Issues at work place.

MSC 42106 - Advanced Data Analysis (SESSIONAL)

Multiple Regression, Discriminant Analysis, Factor Analysis, Cluster Analysis, Conjoint Analysis, Multiple Dimensional Scaling.

MSC 42107 - Macroeconomic Theory and Policy (SESSIONAL)

Circular Flow of Income, National Income Aggregates, National Income Accounting Methods, Sustainable Development and HDI, Income and Employment Determination, Aggregate Demand and Aggregate Supply, Demand for Money and Supply of Money, Equilibrium in Commodity and Money Markets (IS-LM approach), Business Cycle, Inflation and Deflation, Monetary and Fiscal Policies, Policy Dilemma, Recent Trends in India's Economic Policies.

MSC 42201 – Business Communication – II

The practical classes accompanied with theoretical inputs will be conducted in the following areas of Advanced Business Communication:

- a) Communication as a skill: Negotiation Skill, Presentation Skill, Group Discussion, Personal Interview, Etiquette & Mannerism, Assertiveness Skill
- b) Issues in Communication: Loaded, Gender free & Cross Cultural Communication.

MSC 42202 – Personality Development Lab.

Concept of Personality, Understanding Personality: nature and Nurture Debate, Personality and human behavior, approaches Personality Development, normal vs. abnormal personality, measuring personality: projective and subjective tests, psychometric techniques, behavioral modification techniques for Personality Development: anxiety, stress and cognitive appraisal, communication, inter-personal skills and emotional intelligence, Personality Development and Managerial Effectiveness.

On completion of this semester Summer Training of minimum 6 weeks follows.

SEMESTER III

MSC 43101 - Strategic Management

Introduction to corporate strategy, The strategic management process, Environmental appraisal, socio-political and legal, Organizational Appraisal, Competitive Advantage, Corporate level strategies, Strategic Analysis and choice, Strategy Implementation, Tailoring strategy to fit specific industry and company situations, Changing nature of Strategies in the New Millennium, Strategies in international business.

MSC 43102 - Entrepreneurship Management (SESSIONAL)

Concept and Evolution of Entrepreneurship, Classification and type of entrepreneurs, nature and importance of Entrepreneurs, Opportunity Assessment in Entrepreneurship: Feasibility Plan Outline, Environmental Assessment in Entrepreneurship, Entrepreneurial Ventures and Financial Analysis, Writing an Effective Business Plan, Financial Sources for Entrepreneurial Ventures: Venture Capital financing, Angel investors and others, Entrepreneurial issues in various cultural context.

MSC 43103 – Legal aspect of Business (SESSIONAL)

The Indian Contract Act, 1872, Nature, offer and acceptance consideration, Agreement vis-à-vis contract, void agreement & void able contract, Capacity to contract, Free Consent, Legality of Object, Agreement not declared void, Contingent contracts, The Companies Act, 1956, Modification in Companies Act, Companies Act, 2013, Nature of Company, Registration & Incorporation, MOA, Articles of Association its relation with memorandum of Association, Prospectus, Membership, Kinds of Share Capital, Debentures, Directors-Position, Appointment, Removal, Power & Duties, Majority Powers and Minority Rights, Prevention of Oppression and Mis-management, Compromises Arrangements and Reconstructions and Winding Up, Laws of Partnership, Nature, Relations and Dissolutions, Introduction to Industrial Law, Employee Provident Fund and Payment of Gratuity Act, 1972, The Consumer Protection Act, 1986, Definitions of Consumer, Person, Goods, Service, Trader, Manufacturer, Unfair and Restrictive Trade Practices, The Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records, Certifying Authorities, Introduction to Corporate Tax Planning, Direct Taxes: Income Tax, Corporate Tax, Indirect Taxes: GST, VAT, Central Excise, Incidence and Impact, Recent Developments in Tax Policy.

Note: *The students have to opt for four elective courses, two each from the first area and second area of their specialization.*

MSC 43001 – Summer Training Evaluation

SEMESTER IV

MSC 44101 - Project Management

Project Management – an Overview, Market and Demand Analysis, Technical Analysis, Economic and Financial Analysis, Concept of Social Cost-Benefit Analysis, Detailed Project Report, Project Planning and Scheduling: Planning Time Scales, Project Planning using Network techniques, Scheduling of Project with Limited Resources, Implementation and Control, Project Organization, Project Management Information Systems, Project Evaluation, Basics of Project Management Software.

MSC 44102 - International Business (SESSIONAL)

Introduction, Entering Foreign Markets – Strategies and Challenges, International Business Environment, International Trade Theories, WTO & Global Liberalization, Foreign Direct Investment, International Monetary Systems, Balance of Trade and Balance of Payments, Disequilibrium in the Balance of Payments Account and Adjustment Mechanism, Foreign Exchange Market, India's Trade Profile, International Marketing, International Human Resources Management and Labour Relations.

MSC 44103 – Business Ethics (SESSIONAL)

Importance of Ethical Behaviour, theories of ethics and ethics projects, Moral development in humans, theories, concepts, Moral Frameworks for Business and Organizational Life, Individual Ethics, Values, and Purpose, Professional Responsibility: Concept and Importance, Conflicts and Ethical Dilemmas – moral & ethical dilemmas, Ethics and Business: A sense of business ethics, Ethics and International Business: Ethics Issues beyond borders, Ethics and Economics: Ethical concerns of economic individuals and societies, Ethics and Environment: Environmental Ethics Awareness, Business Disciplines – Production related ethical issues, Business Disciplines – International standards, corporate governance, corporate citizenship, Global reporting initiatives, Global compact, Millennium development goals, etc

MSC 44001 - Capstone Project

Note: *The students have to take opt for four elective courses, two from the first area and two from the second area of their specialization, as chosen in the III Semester.*

ELECTIVE COURSES

FINANCE

MSE 43111 – Management of Banks and Financial Institutions

Introduction to Banking Sector, Evolution of Banking Sector in India, Role of RBI in regulating Banking Sector, Working Capital Management in Banks, Electronic Banking, Management of NPAs in Banks, Banking Products and Services, Priority Lending in Banks, Financial Inclusion, Risk Management in Banks, Credit Rating Models in Banks, Recent Developments in Banking Sector.

Introduction to Financial Institutions in India, Evolution of Financial Institutions, Role of Financial Institutions, Recent Developments in Financial Institutions.

MSE 43112 - Security Analysis and Portfolio Management

Investment scenario, Financial Markets: Capital and Money Market, Primary and Secondary Market, Fundamental Analysis, Technical Analysis, Risk and Return of Individual Assets and Portfolio, Portfolio Selection Models: Markowitz Theory, Sharpe's Single Index Model, Efficient Market Hypothesis, CAPM, Portfolio Construction and Optimization, Measuring Portfolio Performance.

MSE 43113 – Social Banking and Microfinance

Evolution of Social Banking in India, Multi Agency System, Role of Apex Institutions like RBI, NABARD, SIDBI, NHB, etc., Priority Sector Credit, Service Area Approach to Rural Lending, Lead Banks Scheme.

Overview of Microfinance and its Evolution, Principles of Microfinance, Institutional Structures and Delivery Mechanisms, Products and Services: Lending and Saving Products, Microfinance in India, Existing Microfinance Models, Regulatory issues in Microfinance, Measuring Performance, Impact Assessment, Managing viability.

MSE 43114 - Fixed Income Market

Overview of Fixed Income Securities, The Grammar of Fixed Income Securities, Bond Valuation Using Synthetics, Bond Values and the Passage of Time, Forward Contracts, Valuation by Monte Carlo Methods, Floating Rate, Interest Rate Swaps, Options on Yields, Floating Rate Notes with Embedded Options. STRIPS, Theories of Term Structure of Interest Rates, Term structure and the economy, Bond Indexing, methodology for constructing a bond index, index return comparison, advanced Term Structure Modelling (Cox-Ingersoll-Ross, Vasicek), Black-Derman-Toy (BDT) model representing binomial tree model of valuation of bonds with embedded options, Markets for Asset Backed Securities, Prime and Subprime Mortgage-Backed Securities, Fixed Income Investing: An Analysis & Strategies.

MSE 43115 – Advanced Corporate Finance

Risk and Return, CAPM, Valuation of Bonds and Shares, Options and their Valuation, Complex Investment Decisions, Risk Analysis in Capital Budgeting, Cash, Inventory and Receivable Management, Capital Structure: Theory and Policy, Dividend Theory and Policy, Valuation and Financing, Financial Planning and Strategy, Corporate Restructuring, Mergers and Acquisitions, Derivatives, Shareholder Value and Corporate Governance.

MSE 44111 - Merchant Banking and Financial Services

Merchant Banking Activities, Capital Issue Management: Pre and Post Issue Management, Role of NBFCs, Financial Services Industry in India-An Overview, Role of SEBI, RBI in Financial

Sector, Leasing: Lease Evaluation and Accounting, Hire Purchase and its Evaluation, Factoring and Bill Discounting, Consumer Finance, Insurance, Mutual Funds, Venture capital, Credit Rating.

MSE 44112 - International Finance

International Financial Management – An overview, International Flow of Funds – The Balance of Payments, International Monetary Systems, Foreign Exchange Market, Exchange rate Determination- PPP & IRP, Various Approaches to Exchange rate forecasting, Exchange rate quotation, Inter-bank Forex Market, Merchant Rates, Forward and Discount rates, Managing Exposure to Exchange rate Fluctuations, Transaction, Economic & Translation Exposure, Currency derivatives, International financial markets & instruments.

MSE 44113 - Business Valuation

Corporate Valuation, Discounted Cash Flow Approach, Relative Valuation Approach, Asset based valuation, Theory of Firm, Introduction to Mergers, Acquisitions, Amalgamations, Spin Offs and demergers, Determination of Swap Ratios, Cross Border M&A, Legal Procedures, Joint Ventures, LBOs and MBOs, Takeover Defenses, Corporate Control, Financial Distress – Prediction and Prevention.

MSE 44114 - Corporate Restructuring

Meaning of corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario, Mergers and Amalgamations, Concept, need and reasons, legal aspects, procedural aspects relating to commencing of meetings and presentation of petition including documentation, economic aspects including effect on the interest of small investors, accounting aspects, financial aspects including valuation of shares, taxation aspects, stamp duty and allied matters, filing of various forms. Meaning and concept of takeover, types of takeovers, legal aspects - SEBI takeover regulations, procedural aspects, economic aspects, financial aspects, accounting aspects, taxation aspects, stamp duty and allied matters, payment of consideration, bail out takeovers, takeover of sick units. Revival and restructuring of sick companies, The problem of sick industries and their revival with special reference to the law relating to sick industrial companies, Funding of Mergers and Takeovers, Corporate Demergers/Splits and Divisions, Difference between demerger and reconstruction, modes of demerger – by agreement, under scheme of arrangement, by voluntary winding up, tax aspects, tax reliefs, Indian scenario, reverse mergers, Post Merger, Re-organization Financial Restructuring, Alliances, Legal Documentation.

MSE 44115 - Infrastructure and Project Finance

An Overview of Infrastructure and Project Finance, Project Finance in Developing Countries, The Importance of using project Finance, Concept of Capital Budgeting, Time Value of Money, Cost of Capital, Concept of Risk & Return and calculation of required rate of return for a Project: Project Identification and Feasibility Studies, Preliminary Screening, Analysis: Market, Technical, Financial, Economic and Environmental Analysis: Financial Analysis: Estimation of Cost of Project: Estimation of Cash Flows of the Project, Elements of the cash flow stream, Basic principles of cash flow estimation, Biases in Cash Flow estimation. Financial Estimates and Projections: Projection of Profit, Projection of Cash Flow Statement, Projection of Balance Sheet. Financing Of Projects: SEBI Guidelines on Project Financing in India, Sources: Equity, Debentures and Term Loans from Financial Institutions, Policies and practices of Indian Financial Institutions

OPERATIONS MANAGEMENT

MSE 43116 - Quality Management

Quality Management- Evolution, Contributions of Juran, Deming, and Crosby, Quality Systems: Six Sigma, TQM, ISO Certification, Statistical Quality Control: Process variations and causes, statistical basis for quality control, Quality characteristics variables and attributes, SPC problem-solving tools, Control charts for mean and standard deviation, Process capability analysis.

MSE 43117 - Materials Management

Materials Management – Functions & Objectives, Systems approach to Materials Management, Inventory management and techniques, Purchasing policy and sourcing strategies, Supplier Rating, Selection and Development, Stores Management Principles and Practices, Learning Curve, MRP I, MRP II & ERP, JIT systems, Materials Accounting and Information Systems.

MSE 43118 - Analytics and Business Forecasting

An Introduction to econometric modeling and business forecasting, Regression based forecasting: Bivariate Model and Multivariate Model, Assumptions and Tests, Specification and Measurement Errors, Interpolation and Extrapolation, Multicollinearity and Serial Correlation, Heteroskedasticity, Dummy Variable Modeling, Panel Data Modeling, Simultaneous Equation Modeling, Time series based forecasting, Basic Features of Time Series, Forecasting by Decomposition Method and Smoothing Technique, Box Jenkins Methods.

MSE 43119 - Management of Technology

Technology Management – Basic Concepts, Aspects and Issues, Implications of Change, Technology Environment – Science and Technology in India, Policies and Linkages, Technology Forecasting, Technology Support Systems – Financing, Information Systems, Organizing for Technology at Enterprises, Generation and Development, Technology Transfer, R & D Management.

MSE 43120 Decision Support Systems

Management support framework for computers, Fundamentals of decision theory and decision modeling, Humans and information processors and information systems as decision systems, Human decision styles, Models, heuristics, and simulation, Overview of DSS database, User interface, DSS development methodology and tools, Need for expertise in decision models and expert systems, Expert systems fundamentals, Knowledge engineering, knowledge representation and inference, Integrating expert systems and DSSs, Strategies for implementing and maintaining management support systems.

MSE 43121 Soft Computing

Soft Optimization Methods: Genetic Algorithm, Simulated Annealing, Neural Network and Heuristic Programming Methods.

MSE 44116 - Supply Chain Management and Logistics

Supply Chain Management – genesis, definitions and basic structure, Value Chain concept, Relevant issues in supply chain, Strategy formulation, Product type- Supply Chain Matrix, Strategic sourcing and management of supply, Suppliers evaluation and development, Outsourcing strategy.

Logistic Management – functions and basic issues, Indian Scenario, Areas of logistical decision making, Design of transportation network, Warehousing, Introduction to e-commerce, Performance measurement of Supply Chain Management.

MSE 44117 - Advanced Decision Modeling

Integer Programming and its application in Decision Making, Solution Methodologies, Zero-one programming, Dynamic Programming: Principle of Optimality, Concepts of State and Stage, Solution of Discrete and Continuous Dynamic Programming Problems, Introduction to Markov Process, Queuing Theory: Definitions & Classification, Applications, Discrete-event Simulation and its applications, Concept of Multi Criteria Decision Making, Decision Tree, Introduction to Stochastic Programming Model.

MSE 44118 - Services Operations Management

Matrix of Service Characteristics, Challenges in Operations Management of Services, Aggregate Capacity Planning for Services, Facility Location and Layout for Services, Job and Work Design- Safety and Physical Environment, Effect of Automation, Operations Standards and Work Measurement, Measurement and Control and improvement of Quality of Services, Concept of a Total Quality Service, Dynamics of Service Delivery System, Aggregate Planning for Services, Scheduling for Service Personnel and Vehicles, Inventory Management in Services, Supply Chain and Distribution of Services, Total Productive Maintenance (TPM) in Services, Case Studies of Exemplary Professional Services.

MSE 44119 - Operations Strategy

Competing through Operations, Strategic Location Choices, Manufacturing Strategies – FMS, Concurrent Engineering, Agile manufacturing system, Outsourcing and Networking, Planning and Scheduling – PULL based Systems, Process Choices, Product Design.

MSE 44120 System Dynamics

Systems Concept and System Dynamics, Evolution of System Dynamics as a System Enquiry Methodology, Physical and information flows, causality and its interpretation, Causal loop diagramming. Flow diagramming, Level and rate configurations, Principles of modeling, Behavioural characteristics of low order systems, Smoothing of information, Exponential delays, Response characteristics of smoothing and delay functions, Model formulation, Simulation of system dynamics models, Software packages for System Dynamics Simulation, Model validation, Policy design, Some applications of system dynamics methodology to policy design problems in industrial, economic, social, environmental, and technological systems etc.

MARKETING MANAGEMENT

MSE 43122 - Sales and Distribution Management

Sales Management : Definition and meaning, Objectives, Sales Research, Sales Forecasting, Sales Forecasting methods, Sales Planning and control, Sales Organization : Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, Specific Characteristics of a successful salesman, Recruiting, Selection and Training of Sales force, Sales Training, motivating the Sales Team : Motivation Programs - Sales Meetings, Sales Contests, Sales Compensation, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package, Supervising, Evaluating Sales Force Performance and Controlling, Personal Selling: Basics, role of relationship marketing in personal selling, tools for personal selling, Value added selling
Physical distribution - Definition, Importance – participants in physical distribution process, Different forms of channels, Functions of Marketing Channels, Integrated Marketing

Channels – Horizontal, Vertical, Multi-channel marketing Systems, Wholesaling – Importance & Types - Functions of Wholesaler – Wholesaler Marketing Decisions – Trends in Wholesaling, Channel Management - Channel Selection Process & criteria - Performance appraisal of Channel Members-Channel Conflicts & Techniques to resolve channel conflicts.

MSE 43123 - Advertising and Promotion Management

Advertising: Basic Concepts, Models, Situational Analysis, Role of Advertising in the Marketing Mix and Positioning Decisions, Advertising Opportunities for different Product Situations, Setting Advertising Objectives and Formulating Advertising Strategies, Advertising Budgets, Media Planning, Copy Decisions, Copy Testing, Evaluating Advertising Campaigns, Advertising Research Techniques, The Social and Economic effects of Advertising, Advertising Agencies, PR as an element of Marketing Mix, Various PR tools, Ethical issues in advertising.

MSE 43124 – Services Marketing

Understanding Services: Factors influencing the Growth of the Service sector at the Global Level, Nature of Service Marketing, Service Marketing Mix, The customer experience: Customer Expectation and Satisfaction, managing customer portfolio, demand management, service delivery process, Strategic Issues in Service Marketing: operating strategy, productivity, Marketing Services in Specific Industries services marketing: Tourism Industry, Financial Sector, Information Technology and ITes Services, Entertainment Industry, Health Care Services, Challenges for future.

MSE 43125 – Product and Brand Management

Product Management — An Introduction; Corporate Strategy and Product Policy; Product line Decisions; Product Life Cycle and Marketing Strategies; New Product Development and the Techniques of Idea Generation and Screening; Concept Development and Testing; Test Marketing; Launching and Tracking New Product Programmes; Organising for New Products; Introduction to Brand Management and Crafting of Brand Elements; Consumer Brand Knowledge; Brand Identity, Personality and Brand Associations; Managing Brand Architecture and Brand Portfolios; Corporate Branding and Tools for Building Brand Equity; Leveraging Brand Equity; Measurement of Brand Equity;

MSE 43126 – Advanced Market Research

Role of Marketing Research in designing and implementation of Marketing Plans, Marketing Research Process, Marketing Research Designs, Source & Collection of Data, Survey Methods & Techniques, Questionnaire & Schedules, Marketing application of multivariate techniques in market segmentation, positioning strategy, brand perceptual mapping, consumer preferences and choice dynamics, brand and product line decision and marketing mix strategy.

MSE 44121 - Consumer Behavior

The Individual Perspective of Consumer Behavior, Learning, Perception, Motivation, personality and Psychographics, Social and Ethical Perspective of Consumer behavior – Family Influences, Social, Cultural and Developmental Influences, Models of Consumer Behavior, Innovation and the Product Life Cycle, Consumer Information Processing; Decision making and Choice, Organizational Buying Behavior, Current Trends and Developments in Consumer Behavior.

MSE 44122 – Retail Management

Introduction to Retailing, Strategic Planning in Retailing, Retail Institutions, Consumer behavior in retail operations, management of service quality, Changing retail scene in India, Choosing store location, E-Retailing, Retail audit and globalization in retailing, Promotional Strategy. Customer Relationship Management in retail.

MSE 44123 – Online Marketing

Introduction to Internet Marketing, Nature and scope. Evolution of online marketing, Digital Marketing Process. Marketing with Networks, Internet and Intranet, Global Matrix. Web Business Models in the world of Marketing, E-Commerce, E-marketing Channels, Suppliers and Intermediaries. Online Marketing, Blogs, RSS, Podcasting, Online Communities and Social Networks, their influence on Consumers, Personalization, Online Consumer behaviour, Customer Support and Online Service Quality. Internet Marketing Strategy, Macro Environmental Analysis and strategy formulation, Internet Marketing Plans, Internet and the Marketing Mix Channels, E-tailing, B2B e-marketing, Online Relationship Marketing, E-CRM. Permission Marketing, Models and applications, New Product development and the Net, Innovations and rapid New Product development Traffic and Brand Building, Battle for Web Traffic, Internet Marketing Communications - Publicity and Viral Marketing.

MSE 44124 – International Marketing

Globalization and the New economic order, liberalization and internationalization of the Business, The Global Market Place, Key Aspects of International Marketing, Macro and Micro Environment, Global Marketing Strategies, understanding cross-cultural consumer behavior, Global Market Segmentation, International marketing Mix, International product strategy, pricing, promotion, sales and distribution, E-commerce and international marketing, Export Management, contemporary issues in international marketing.

MSE 44125 – Customer Relationship Management

Introduction to CRM, CRM technology components, customer life style, customer interaction, features of CRM, Sales Force Automations (SFA)- Definition and need of SFA, barriers to successful SFA functionality, technological aspect of SFA, data synchronization, flexibility and performance, reporting tools, Enterprise Marketing Automation (EMA)- Components of EMA, marketing campaign, campaign planning and management, business analytic tools, EMA components (promotions, events loyalty and retention programs), response management, Call center- Meaning, customer interaction, the functionality, technological implementation, what is ACD (Automatic Call Distribution), IVR(Interactive Voice Response), CTI (Computer Telephony Integration), web enabling the call center, automated intelligent call routing, logging & monitoring, Implementing CRM- Pre implementation, kick off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, roll out and system hand off, ongoing support, system optimization, follow up, Introduction to Application Service Provider (ASP)- Who are ASPs? Their role and function, advantages and disadvantages of implementing ASP, Impact of CRM on Marketing Channels- Meaning, how does the traditional distribution channel structure support customer relationship, emerging channel trends that impact CRM.

MSE 44126 – Rural Marketing

Introduction, Profile of rural market in India. Main problem areas in rural marketing, channel Management, Marketing communication, Market Segmentation and Marketing of rural products, Strategies for Rural Marketing, Social and sustainability aspects of rural marketing.

HUMAN RESOURCE MANAGEMENT

MSE 43127 - Human Resource Development

Definition & Background, Economic Development, HRD and Organizational Socialization, Development of Individual through Training: Designing Training Programs: On –the Job, Off-the Job, Methods, Other methods of HRD: Suggestion schemes, Counselling, career planning,

talent management, Competency mapping, Strategic Interventions: HRD in Service and Information Technology Sectors, HRD for Women and Workers, Mentoring, HR Audit: Audit Methodology, Writing the HRD Report, Designing and using HRD Audit for Business Improvement, Training need analysis, HRD in India: Cases in PSUs and Private Sector Enterprises.

MSE 43128 - Personnel Management and Industrial Relations

Personnel Management: Nature & Evolution, Personnel as a Specialist Function, Qualities of a Personnel Manager, Personnel Policies, Discipline & Grievance Procedure: Definition, Disciplinary Procedure Model, Termination of Employment: Retirement, Resignation & Termination of Contract, Layoff & Exit Interview, Dealing with Human Aspects of Termination, Cases in Indian & International Context. Industrial Relations: Definition, Approaches to IR, Parties to IR, Industrial Worker in India: Profile of Indian Workers in India, Problems of Industrial Workers: Absenteeism, Commitment, Work Ethics, Industrial Dispute: Causes, Types, Settlement of Disputes, Collective Bargaining: Prerequisites, Process, Growth of Collective Bargaining in India, Workers Participation in Management: Concept, Purpose, Workers Participation Scheme in India Trade Unions: Origin, Growth, Structure, Problems in India Labour Welfare: Concept, Purpose, Statutory & Non-Statutory Provisions: Contract Labour Act 1970, Laws related to Remuneration: Payment of Wages Act 1936, Minimum Wages Act 1948, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Laws related to Industrial Relations: Industrial Disputes Act 1946, Industrial Employment (Standing Orders) Act 1946, Trade Union Act 1926, Laws related to Social Security: Workmen Compensation Act 1926, Employee State Insurance Act 1948, Employee Provident Funds & Miscellaneous Provisions Act 1952, Maternity Benefit Act 1961, Payment of Gratuity Act 1972, Current Developments & Amendments in various Laws.

MSE 43129 – Group Dynamics and Industrial Psychology

Dynamics of Groups and Teams- Groups: Definition, Types & Roles of Groups in Organizations, Elements of Group Behavior and the Communication process, Group communication networks, Group communication and performance, Group Decision making: Anatomy, Group Think, Methods of Group Decision Making, Group Conflict: Sources, Process, Resolution, Groups and Change: Group as an agent of Change, Sources of Change in Groups, Team Building and Effectiveness, Recent development in Group Dynamics and Team Building Industrial Psychology- Definition, scope, its uses and its relationship to other branches, Accidents and Safety, Fatigue and Monotony, Changing Context of Work: Telecommuting, Job Evaluation: Job Redign, Conditions of Work and Productivity, Psychological Tests and its uses.

MSE 43130 – Compensation Management

Introductory concepts, Definitions and approach to compensation and Reward Management, forces driving theory and practice, trends and developments. Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance Commercial Insurance: Transport, Marine, Catastrophe, Liability, Straight pay and variable pay. Compensation for risk of injury, Role of Remuneration Committee, Human Side of Governance, Straight pay and variable pay.

MSE 43131 – Training and Development

Need for training and development, role of development offices, administrators, consultants, designers and instructors - determining training needs, potential macro needs, usefulness of training, development of competency, based training programs, Methods of training, On the job training, off the job training, choosing optimum method, the lecture, field trips, panel discussion behaviour modeling, interactive demonstrations, brain storming, case studies, action mazes, incident process, jigsaws, in-baskets, team tasks buzz-groups and syndicates, agenda setting, buzz groups, Role plays, reverse role plays, doubling role plays, rotation role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, hot role plays, data gathering, grouping methods, transactional analysis, expectation

analysis, Need for development, differences between training and development Management development, concepts, assumptions, process and methods, organization of management programs, evaluation of training and development program, employee appraisal methods. Competency Mapping, Bench Marking.

MSE 44127 – Performance Management

Objectives of P M, Issues and Problems in P M, Job Description and P M, Job Analysis in P M Systems, Historical Review of P M, Research Findings in P M in India and abroad, Methods of P M, Appraisal Forms and Formats, Measurements in P M, Process and Documentation of P M, Appraisal Communication, Appraisal Interview, Performance Feedback and Counselling, Implications of Management Styles on P M, P M and its Organizational Implications, Legal and Ethical Perspectives in P M.

MSE 44128 - International Human Resource Management

Introduction, Management World in the New Millennium, Differences between Domestic HRM and International HRM, Issues in Cultural Diversity at Work, Global Business Environment - Human & Cultural Variables, Cultural Differences & Managerial Implications, Motivation for IHRM, Cross Cultural Leadership, Cross Cultural Communication, Recruitment, Selection, Development and Retention in Global Context.

MSE 44129 - Management of Excellence & Innovation in Organizations

Management of Excellence- Individual level roots of excellence, Group-level roots of excellence, Management of Organizational Excellence, Organizational Excellence in the context of a developing country, Excellence through human values.

Management of Innovation- Innovation and the importance of Networking, Technological Innovation in Small and Medium Enterprises, Building Organizational Capacities for Production Innovation, Management of Technological Innovation, Technological Fusion and the new R&D, Structural Imperatives of Organizational Culture for Innovation, organization as a Laboratory for Learning.

MSE 44130 - Management of Self

Individual and Interpersonal Behavior-Developing Self Awareness – concepts of secular & spiritual levels, Effective Problem Solving, Managing Stress, Assertiveness, Trust Building, Organizational Success Through Effective Team work, Getting along with People (co-workers, Boss), Managing Emotions at the work place, Emotional Intelligence, Developing good work habits, Developing self-confidence and becoming a leader. Self, Personality and Psychological Assessment-Evolution, Theory and issues of Psychological Assessment, Assessment Centre, Use of Standardized Instruments in Various areas: Intelligence Testing, Attitude Testing, Personality Assessment, Self Report Inventory, Typological Tests, Summing Up and developing Personal Profile. Current developments in industry.

MSE 44131 – Strategic Human Resource Management

SHRM : Definition, Global Environment of HR: Change and Diversity; Business Strategy and Organisational Capability; SHRM : Aligning HR with Corporate Strategy; SHRM : Various Approaches; Competencies of HR professional in a SHRM Scenario; Strategic HR planning, Acquisition and Development; Corporate Strategy and Career Systems; Managing Employees Relations: Union and Strategic Collective Bargaining; Change, Restructuring and SHRM; Corporate Ethics, Values and SHRM; Evaluating the Effectiveness of SHRM; New Forms of SHRM.