

JANAKI DEVI BAJAJ INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

SNDT WOMEN'S UNIVERSITY, PUNE

MBA- 2019 C.B.C.S. SYLLABUS

PREAMBLE

In the twenty-first century, we need to have a very different view point for our course. This new era is posing certain challenges to the work force especially the Women Work force. Diversity has really become the necessity and the key issue for the employability and entrepreneurship of women. This diversity may be cultural, geographical, social, product related and so on. Keeping in mind this scenario, we have specially designed a two-year, full-time MBA program and its curriculum for women.

COURSE OUTLINE

SEMESTER	COURSE CODE	COURSE NAME	CREDITS
I	101	Principles and Practices of Management	3
	102	Accounting for Business Decisions	3
	103	Economic Aspects for Business	3
	104	Basics of Marketing	3
	105	Organizational Behaviour	3
	106	Trade & Business Related Laws	3
	107	Language & Communication Proficiency	3
	108	Number Proficiency	3

II	201	Financial Management	3
	202	Marketing Management	3
	203	Human Resource Management	3
	204	Business Research Methods	3
	205	Operations and Supply Chain Management	3
	206	Management Information Systems	3
	207	MS Excel & Advanced Excel	3
	208	Selling & Negotiation Skills	3
III	301	Strategic Management	3
	302	MOOCS / SWAYAM Skills Courses	3
	304	Major Elective 1	4
	305	Major Elective 2	4
	306	Other Elective 1	4
	307	Other Elective 2	4
	308	Summer Internship Project	4
IV	401	Managing for Sustainability	3
	402	MOOCS / SWAYAM Skills Courses	3
	403	Major Elective 1	4
	403	Major Elective 2	4
	404	Other Elective 1	4
	405	Other Elective 2	4
	406	Dissertation	4
		TOTAL CREDITS	100

NOTE

1. One Credit is equal to 15 clock hours teaching, contact and evaluation.
2. For Semester III and IV, the student shall select any of the specialization as Major Elective and then for remaining two specialization subjects, shall select any one subject each from the remaining Elective Subjects, assigned to the concerned semester III or IV respectively

ELECTIVES	COURSE CODE	COURSE NAME
MARKETING	M301	CONTEMPORARY MARKETING RESEARCH
	M302	CONSUMER BEHAVIOUR
	M401	SERVICES MARKETING
	M402	INTERGRATED MARKETING COMMUNICATIONS
FINANCE	F301	ADVANCED FINANCIAL MANAGEMENT
	F302	INDIAN FINANCIAL & CAPITAL MARKETS
	F401	INTERNATIONAL FINANCE
	F402	DIRECT & INDIRECT TAXATION
HRM	H301	RECRUITMENT & SELECTION
	H302	TRAINING & DEVELOPMENT
	H401	STRATEGIC HUMAN RESOURCE MANAGEMENT
	H402	LABOUR & SOCIAL SECURITY LAWS
O&S	OS301	PLANNING & CONROL OF OPERATIONS
	OS302	E-BUSINESS & BUSINESS INTELLIGENCE
	OS401	TOTAL QUALITY MANAGEMENT
	OS402	IT MANAGEMENT & CYBER LAWS
SCM	SC301	ESSENTIALS OF SUPPLY CHAIN MANAGEMENT
	SC302	STRATEGIC SUPPLY CHAIN MANAGEMENT
	SC401	SIX SIGMA & OTHER QUALITY TECHNIQUES
	SC402	LOGISTICS MANAGEMENT

TEACHING & LEARNING PROCESS

Each course will have syllabus, divided into FIVE units of equal importance, which is required to be covered over a time span of about 12-13 weeks of the concerned semester. At the start of the semester, a detailed session plan (in a prescribed format – see appendix A) will be prepared by the concerned course faculty in consultation with the Director, JDBIMSR, Pune and displayed for each course, comprising the details of topics, subtopics to be covered, details of text books, reference books, suggested additional readings before and after the session etc. A question bank comprising of minimum 100 questions (20 questions for each unit of the subject) shall be electronically forwarded to each student. The question bank shall contain multiple-choice questions, comprehensive questions, numerical problems (if relevant to the course), case-lets, case studies, applied questions for each unit of the course. There shall be reasonable combination of “Low-Moderate-High” level of difficulty in the question bank clearly mentioned for each question. A unit-wise Teaching Notes shall be circulated electronically by the concerned subject faculty after completion of the formal teaching of each

unit. An interactive teaching-learning process shall be followed for each course. An Extensive use of Information & Communication Technology in class-room

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teaching is essential. For one credit of the course, there shall be total of fifteen clock hours of contact between the teacher and the students. Of these, approximately eleven clock hours will be utilized for actual teaching, and approximately four clock hours shall be utilized for the purpose of continuous evaluation of the students. After covering teaching of all the units, a faculty member shall provide (electronically) the Model Answers for the question bank prepared for the course.

EVALUATION

Each student shall be evaluated for each course in the following manner:

1. Each student shall score minimum 50% marks for each of the subject given for a semester, separately under each head of passing mentioned in (2) below, to be declared as successful in that subject.
2. The student shall be evaluated for each course as follows:
 - a. There shall be three Continuous Evaluation tests (CE) for each subject, evaluated for twenty five marks for each such CE test. These CE tests shall comprise of group discussions, group / individual presentation, case-let / case study presentation, simulation, role play, field work and related presentation, library work and related presentation etc. These CE tests shall essentially comprise of various skills other than writing skills. As far as possible, a surprise element or memorizing element shall be avoided for conduct of CE tests. There shall be two such CE tests conducted per week and the progressive mark-sheet shall be displayed on the second working day of the following week. For absenteeism and failure of the student, a re-test shall be conducted in the same manner by the concerned subject faculty during the last week of teaching or during the preparatory leave for the concerned semester. Each course teacher shall prepare a CE template (in a prescribed format – see appendix B) for each CE test in consultation with the Director, JDBIMSR, Pune and display the same at the beginning of the semester along with the scheduled date / week for the conduct of the CE test. For unavoidable circumstances / reasons, if CE test is not conducted as scheduled, the same shall be conducted in the following week as an extra session. Beyond this, the same shall not be postponed for any reason whatsoever.
 - b. There shall be twenty five marks for Attendance, Submissions, and Active Participation (AE) in the teaching-learning process. The marks obtained in (a)

above and in (b) shall be summed up and then scaled down to 50% for each subject.

- c. There shall be a Written Test (WE) at the end of the semester for each subject comprising 50 marks per subject, to be covered in a time span of 150 minutes. There shall be one question per unit (of 10 marks) of the subject, with an internal option for each question. The Question Paper shall be set by randomly picking up questions from the Question Bank of the said subject; with a weightage of 60% for applied questions, 20% for multiple-choice questions, and 20% for comprehensive theoretical questions. An Answer-sheet of 20 pages will be provided to the student for each subject. No supplement will be provided in any case. There may an Open Book Test conducted for some subjects. There shall be approximately equal combination of Low-Moderate-High level of difficulty for setting each question paper.
3. After completing the evaluation and other related processes, the result shall be declared within 30 (thirty) days from the last day of the WE.
4. The Viva Voce shall be conducted in the last week of semester III and IV for the evaluation of Summer Training Project Report and Dissertation respectively. There shall be CE and AE for this purpose as well. CE is in the form of presentations conducted during the concerned semester; whereas AE in the form of minimum five meetings with the faculty guide allotted to each student. The faculty member shall keep appropriate record of the progress related to the Summer Training Project Report and Dissertation. In these cases, WE shall be replaced by Viva Voce presentation and related evaluation.
5. The panel for examiner for each subject shall comprise of one outside expert and one internal faculty member. Both of them shall meet for setting up the question paper and for evaluation of the same.
6. The backlog of CE and AE for any subject may be covered in the following semester by way of Home Assignment of 10 applied questions, 2 questions each for the unit of the subject. The backlog of WE shall be covered at the time of Written Examination of the following semester.
7. Overall, a student may be given with THREE attempts for clearing the subject.

DETAILED COURSE STRUCTURE & SYLLABI

SEMESTER	COURSE CODE	COURSE	CREDITS
I	101	Principles and Practices of Management	3
	UNIT 1	Basic Concepts: Definition of Management, Contribution of F.W.Taylor, Henri Fayol, Elton Mayo, Mary Parker Follet, Rensis Likert, Chestard Bernard, Douglas McGregor, Peter Drucker, Michael Porter and C.K. Prahlad; Approaches to Management: Scientific Approach, Systems Approach and Contingency Approach; Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies.	
	UNIT 2	Organization: Formal and Informal, Line and staff relationship, Centralization Vs. Decentralization, Basic issues in organizing, work specialization, chain of command, delegation, span of management, Organization Structure - bases for departmentation; Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource.	
	UNIT 3	Planning: Nature & elements of planning, planning types and models, planning in learning organizations; Types, Steps, MBO, MBE, Planning Premises; Decision Making: Risk and Uncertainty, Decision Trees, Decision making process, models of decision making, increasing participation in decision-making, decision-making creativity.	
	UNIT 4	Controlling: Process, Standards and Benchmarking - Co-ordination- Principles of Co-ordination-Inter-dependence	
	UNIT 5	Challenges in Management: Change Management - Timing of Change- Reaction to change-Planning organizational Change-Technological Change-Effective use of Communication Devices and IT	

	TEXT / REFERENC E BOOKS	Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi; Management by Koontz and Wechrich, TMGH; Management - Text & Cases by Satya Raju, PHI, New Delhi; Reference Books: The Frontiers of Management by Peter Drucker, Harvard Business Review Press; The Definitive Drucker by Elizabeth Haas Edersheim, TMGH.	
	102	Accounting for Business Decisions	3
	UNIT 1	Basic Concepts: meaning of accounting, basic concepts, terms used in business accounting. Types of accounts; Accounting equations and users of accounting information. Accounting concepts and conventions. Difference between financial, cost accounting and management accounting.	
	UNIT 2	Understanding of Financial Statements: Meaning of Financial statements. Importance and objectives of financial statements. Preparation of final accounts of sole proprietary firm. Making financial decisions on the basis of financial statements	
	UNIT 3	Financial Statement Analysis: Ratios, Cash Flow, EVA, Tobin's Q	
	UNIT 4	Cost Accounting: Basic concepts of cost accounting. Objectives of Cost Accounting, Classification and analysis of costs, Relevant and irrelevant costs, differential costs, sunk costs, Preparation of Simple Cost sheet	
	UNIT 5	Decision making tools: Marginal costing, Break-even point, Cost Volume Profit analysis, Optimizing product mix, Pricing decisions. Budgeting - Cash and Flexible budgets only, Standard costing – Material and Labour Variances only.	
	TEXT / REFERENC E BOOKS	Management Accounting - Mr. Ravi Kishore, Accounting for Managers – Dearden and Bhattacharya, Management Accounting – Mr. Khan and Mr. Jain, Tata McGraw Hill; Reference Books: Accounting For Management-Jawarhar Lal, Financial Cost and Management Accounting - P Periasam	
	103	Economic Aspects for Business	3
	UNIT 1	Basic Concepts of Economics: Introduction to Economics , Basic Economic Problem, Circular Flow of Economic Activity , Nature of the firm - rationale, objective of maximizing firm value as present value of all future profits, maximizing, satisficing, optimizing, principal agent problem, Accounting Profit and Economic Profit , Role of profit in Market System , Adam Smith and Invisible Hand.	

	UNIT 2	Demand Analysis and Forecasting: Determinants of Market Demand at Firm and Industry level – Elasticity of Demand - Market Demand Equation – Use of Multiple Regression for estimating demand – Case study on estimating industry demand (formulating equation and solving with the aid of software expected)	
	UNIT 3	Demand and Supply: Market Equilibrium – Pricing under perfect competition, monopolistic competition, Case study on pricing under monopolistic competition , Oligopoly - product differentiation and price discrimination; price- output decision in multi-plant and multi-product firms.	
	UNIT 4	Risk Analysis and Decision Making: Concept of risk, Expected value computation, Risk management through Insurance, diversification, Hedging, Decision Tree Analysis, Case Study on Decision tree Technique.	
	UNIT 5	Money and Capital Markets in India: Role and Functions of Money Markets, Composition of Money Market, Money Market Instruments , Reserve Bank of India – Functions , Regulatory Role of RBI w.r.t. Currency, Credit and Balance of Payment, Open Market Operations; Role and Functions of Capital Markets, Composition of Capital market, Stock Exchanges in India, Role of SEBI, understanding of stock market quotations in financial press expected.	
	TEXT / REFERENCE BOOKS	Indian Economy by Datt & Sundaram, 61st Edition, S Chand, Managerial Economics by Pearson and Lewis, Prentice Hall, New Delhi , Managerial Economics and Financial Analysis Raghunatha Reddy et.al. Scitech Publications; Reference Books: Managerial Economics by Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi, Managerial Economics by Joel Dean, Prentice Hall, USA	
	104	Basics of Marketing	3
	UNIT 1	Introduction to Marketing: Definition & Functions of Marketing, Markets, Company Orientation towards Market Place, Introduction to the Concept of Marketing Mix, Emerging Marketing Realities	
	UNIT 2	Consumer Behavior: Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps buyer decision process	
	UNIT 3	Marketing Environment: Macro and Micro, Need for analyzing the Marketing Environment, Linkage of Marketing Function with all functions in the	

		organization, Concept of Market Potential & Market Share	
	UNIT 4	Segmentation, Target Marketing & Positioning: Marketing as Value Delivery Process: Traditional & modern approaches	
	UNIT 5	Product – The First Element of Marketing Mix: Product , Product Levels, Product Mix	
	TEXT / REFERENC E BOOKS	Marketing Management - Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson , 13thEdition, Marketing Management, Rajan Saxena, TMGH, 4th Edition; Reference Books: Marketing Management, Ramaswamy & Namakumari, Macmillan, 4th Edition, Marketing Management-Text and Cases, Tapan K Panda, 2nd Edition, Excel.	
	105	Organizational Behaviour	3
	UNIT 1	Fundamentals of OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Theoretical framework (cognitive, behavioristic and social cognitive), Limitations of OB.	
	UNIT 2	Individual Process And Behavior: Personality & Attitude, Perception, Motivation.	
	UNIT 3	Interpersonal Processes And Behavior, Team And Leadership Development: Group Behavior, Managing Teams	
	UNIT 4	Organization System: Organizational Culture, Work-Life Balance, Stress Management	
	UNIT 5	Managing Change : How to overcome the Resistance to Change, Approaches to managing Organizational Change, Kurt Lewin's- Three step model, Seven Stage model of Change & Kotter's Eight- Step plan for Implementing Change, Leading the Change Process, Facilitating Change, Dealing with Individual & Group Resistance, Intervention Strategies for Facilitating Organizational Change, Methods of Implementing Organizational Change, Developing a Learning Organization	
	TEXT / REFERENC E BOOKS	Organizational Behaviour by Robins, Organizational Behaviour by Fred Luthans; Reference Books: Understanding OB by Uday Pareek, Change & Knowledge Management by Janakiram, Ravindra and Shubha Murlidhar	
	106	Trade & Business Related Laws	3

	UNIT 1	The Indian Contract Act 1871 : Essential elements of valid contract, Performance and discharge of contract, Breach of contract - meaning and remedies, Contracts of indemnity - meaning, nature-right of indemnity holder and indemnifier, Contract of guarantee – meaning, nature and features – types of guarantee – provisions relating to various types of guarantee, Surety and co-surety – rights and liabilities – discharge of surety, Agency – agent and principal, creation of agency – classification of agents – relationship between principal and agent – agent’s authority – revocation and renunciation – rights duties and liabilities of agents and principal – termination of agency	
	UNIT 2	Sale of Goods Act 1930: Contract of sale of goods – meaning –essentials of contract of sale – formalities of contract of sale, Conditions and warranties , Transfer of property or ownership , Performance of contract of sale, Rights of unpaid seller – rules as to delivery of goods	
	UNIT 3	Negotiable Instruments Act, 1881: Negotiable Instruments – meaning – characteristics – types – parties – holder and holder in due course, Negotiation and types of endorsements, Dishonour of negotiable instruments - noting and protesting , Liability of parties on Negotiable Instruments	
	UNIT 4	The Companies (Amendment) Act, 2015: Definition & meaning of One Person Company, Private Company, Small Company and Dormant Company, Incorporation of a Company and One Person Company, Memorandum of association (MOA), Articles of Association (AOA),Prospectus & Public Offer, Share Capital & Debentures, Acceptance of Deposites, Appointment of Director including Woman Director	
	UNIT 5	Other Laws: Consumer Protection Act 1986 – definitions of consumer, consumer dispute-complaint – goods –service – unfair trade practice – consumer dispute redressal agencies, Information Technology Act – Digital Signature – Electronic Governance, Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs	
	TEXT / REFERENC E BOOKS	Elements of Mercantile Law by N.D. Kapoor, Sultan Chand, 32nd Edition, Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill, 4th Edition , REFERENCE BOOKS: Business Law, S.S.Gulshan, Excel Books, 4th Edition, Business Law for Management, K.R.Bulchandani, Himalaya Publications, revised 6th Edition, Bare Acts	

	107	Language & Communication Proficiency	3
	UNIT 1	Speaking – Face to Face	
	UNIT 2	Speaking – One to One	
	UNIT 3	Speaking – Public speaking	
	UNIT 4	Writing – Letters, Memos etc., email etiquettes	
	UNIT 5	Presentations and speeches	
	108	Number Proficiency	3
	UNIT 1	Learning the Tables	
	UNIT 2	Mental Maths - Multiplication	
	UNIT 3	Mental Maths - Division	
	UNIT 4	Mental Maths - Squares, Square Roots	
	UNIT 5	The Number Game	
II	201	Financial Management	3
	UNIT 1	Business Finance: Introduction of Business Finance: Meaning, Definition of Financial Management, Goals of Financial Management (Profit Maximization and Wealth Maximization), Modern approaches to Financial Management – (Investment Decision, Financing Decision and Dividend Policy Decisions) Finance and other related disciplines, Functions of finance manager, Key strategies of financial management, Financial Planning – Principles and Steps in Financial Planning	
	UNIT 2	Capital structure: Meaning, Factors affecting the capital structure, Different Sources of Finance and its Types, Concept and measurement of cost of capital, measurement of specific costs WACC, Trading on equity and its types	
	UNIT 3	Financial Decisions & Market Efficiency: Choice Between Financing Trade-offs, Capital budgeting and Financing decisions are not independent, Efficient Market Hypothesis, Lessons of Market Efficiency	
	UNIT 4	Capital Budgeting: Meaning, Definition and types of evaluating the project on the basis of Traditional Techniques and Modern Techniques (viz. Payback period, Discounted Payback period, NPV, ARR, IRR, PI) Time Value of Money	
	UNIT 5	Working Capital Management: Nature and Scope, Components of working capital, operating cycle, types of working capital, Sources of Working Capital Financing, Factors affecting working capital, estimation of working capital requirement	

	TEXT / REFERENC E BOOKS	Principles of Corporate Finance, Brealey-Myers, TMGH, 2003; Financial Management by Khan & Jain (TATA McGraw Hill); Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication); REFERENCE BOOKS: Financial Management by I. M. Pandey (Vikas Publication), Contemporary Financial Management by Rajesh Kothari (Macmillan Publication) , Financial Management Principle and Practices by S. Sudarsana Reddy(Himalaya Publication)	
	202	Marketing Management	3
	UNIT 1	New Product Development & Product Life Cycle: New Product Development Process, Branding, Packaging & Labeling, Product Life Cycle	
	UNIT 2	Price: Pricing Basics, Setting the Price, Adapting the Price, Price Change	
	UNIT 3	Place: The Role of Marketing Channels, Channel Design Decisions, Market Logistics Decisions	
	UNIT 4	Promotion: Communication Mix Elements, Developing Effective Communication, Deciding Marketing Communications Mix	
	UNIT 5	Marketing Planning & Control: Product Level Planning, Marketing Evaluation & Control	
	TEXT / REFERENC E BOOKS	Marketing Management by Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson , 13thEdition, Marketing Management by Rajan Saxena, TMGH, 4th Edition ; REFERENCE BOOKS: Principles of Marketing by Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13thEdition, Marketing Management- Text and Cases, Tapan K Panda, 2nd Edition, Excel Books	
	203	Human Resource Management	3
	UNIT 1	Introduction to HRM & Framework - Nature of HRM, Scope of HRM, HRM: Functions and Objectives, HRM: Policies and practices, SHRM, Nature of SHRM, Global competitiveness and Strategic HR, Linkage of organizational and HR strategies, SHRM Model - The Integrated system model, Devanna et. al - strategic human resource management “matching model”.	
	UNIT 2	HR Procurement: Human Resource Planning , Recruitment & Selection , Career Planning	
	UNIT 3	Training and Development: Nature of training, Training process, Training needs assessment, Training evaluation, Training design, Implementing Training programs(Training methods), Implementing management development programs	

	UNIT 4	Employee Appraisal & Compensation - Performance-Definition, Why to measure performance, Use of performance data, measurement process, Performance feedback, Performance Appraisal Methods, Compensation- concept, Traditional approach, current trends in compensation, Linking compensation with performance- Advantages & Problems, Team based Incentives.	
	UNIT 5	Managing Employee Relations - Concept, Importance, Organizational Entry, employee Status, Flexible Work arrangement, Employee Surveys, Handbooks, Violations of Policy/ Discipline, Industrial Relations & Disputes, Grievance Procedure, Termination, Resignation, downsizing, Lay off Retirement, Organizational Exit.	
	TEXT / REFERENC E BOOKS	Human Resource Management by Narayanappa ,Scitech Publication, Personnel/ Human Resource Management by David DeCenzo, Stephen Robbins, Prentice Hall of India,2008, 3rd Edition, REFERENCE BOOKS: Human Resources Management by Gary Dessler , Human Resource Management, A case study approach, Muller Camen, Croucher Leigh, Jaico Publishing House	
	204	Business Research Methods	3
	UNIT 1	Foundations of Research: Research & the Scientific Method, Concept of Scientific Enquiry, Research Proposal	
	UNIT 2	Research Design: Qualitative research and Quantitative research approaches, Exploratory Research Design, Descriptive Research Designs, Experimental Design, Hypothesis	
	UNIT 3	Measurement & Data: Concept of Measurement, Attitude Scaling Techniques, Types of Data - Primary and Secondary Data, Questionnaire and Survey Method	
	UNIT 4	Sampling: Basic Concepts, Probability Sample, Non Probability Sample	
	UNIT 5	Data Analysis & Report Writing: Data Analysis , Graphical Representation of Data, Bivariate Analysis, Linear Regression Analysis, Test of Significance, Research Reports	
	TEXT / REFERENC E BOOKS	Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th	
	205	Operations and Supply Chain Management	3
	UNIT 1	Introduction to Operations Management (OM) & Quality	

	UNIT 2	Operations Processes	
	UNIT 3	Production Planning & Control (PPC)	
	UNIT 4	Inventory Planning and Control	
	UNIT 5	Supply Chain Management	
	TEXT / REFERENC E BOOKS	Operations Management Theory & Practice by B.Mahadevan , Pearson, 2nd Edition, Operations Now - Supply Chain Profitability & Performance by Byron J. Finch, McGraw Hill, 3rd Edition, REFERENCE BOOKS: Supply Chain Logistics Management by Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill, 2nd Edition, Operations Management by Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education, 8th Edition	
	206	Management Information Systems	3
	UNIT 1	Management Information Systems & Information Technology Infrastructure	
	UNIT 2	Data Base Management Systems, Systems Engineering Analysis and Design	
	UNIT 3	Decision Support Systems: Data Warehousing and Data Mining -Business Intelligence and Analytics - Group Decision Support Systems	
	UNIT 4	Digital firm Perspective, Management Issues in MIS	
	UNIT 5	Applications of MIS in functional areas as well as in the service sector	
	TEXT / REFERENC E BOOKS	Management Information Systems by O'Brien, Marakas and Ramesh Behl, TMGH, Management Information Systems by Jawadekar, TMGH, 4th Edition; REFERENCE BOOKS: Management Information Systems by Jaiswal and Mittal, Oxford University Press, Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia	
	207	MS Excel & Advanced Excel	3
	UNIT 1	Understanding Excel's Files, Ribbon and Shortcut: Essential Worksheet Operations, Working with Cells and Ranges, Visualizing Data Using Conditional Formatting	
	UNIT 2	Working with Dates and Times & Text, Creating Formulas That Count, Sum, Subtotal, Creating Formulas That Look Up Values	
	UNIT 3	Creating Formulas for Financial Applications, Creating Charts and Graphics	
	UNIT 4	Using Custom Number Formats, Using Data Tab and Data Validation, Performing Spreadsheet What-If Analysis	
	UNIT 5	Analyzing Data with the Analysis Tool Pack, Using Pivot Tables for Data Analysis	

	TEXT / REFERENC E BOOKS	Excel 2010 Bible [With CDRom]by John Walkenbach, John Wiley & Sons, 2010, REFERENCE BOOK: Excel 2007 for Dummies by Greg Harvey	
	208	Selling & Negotiation Skills	3
	UNIT 1	Nature & Role of Selling, Types of Selling	
	UNIT 2	Attributes of a Good Salesperson	
	UNIT 3	Personal Selling Skills	
	UNIT 4	Negotiation Skills	
	UNIT 5	Different Phases of Negotiation	
	TEXT / REFERENC E BOOKS	Selling & Sales Management by Geoffrey Lancaster & David Jobber, Macmillan India Ltd., REFERENCE BOOK: The Sales Bible: The Ultimate Sales Resource by Jeffrey Gitomer, Wiley India.	
III	301	Strategic Management	3
	UNIT 1		
	UNIT 2		
	UNIT 3		
	UNIT 4		
	UNIT 5		
	TEXT / REFERENC E BOOKS		
	302	MOOCS / SWAYAM Course of the Choice of Students	3
	304	Elective 1-1	4
	305	Elective 1-2	4
	306	Elective 2-1	4
	307	Elective 2-2	4
	308	Summer Internship Project	3

		<p>Summer Internship Project: At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period on the basis of suggested guidelines and research methodology. SIP may be a research project – based on primary/secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted. The report should be well documented and supported by:</p> <ol style="list-style-type: none"> 1. Introduction/ Executive Summary. 2. Objectives of the Study. 3. Company/ Organization profile (including Organization Chart). 4. Research Methodology (Statement of Problem, Hypothesis (if any), Research Design). 5. Data analysis, Data Interpretation & Hypothesis Testing. 6. Relevant activity charts, tables, graphs, diagrams, etc. 7. Suggestions & Recommendations. 8. Conclusions. 9. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.) 10. Appendix (Questionnaire, Data Sheets etc.) <p>It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same. The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director. There shall be an external viva-voce for the SIP for 50 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes at least</p>	
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		per student. The Internal & the External viva-voce shall evaluate the project based on: 1. Actual work undertaken by the student 2. Student's understanding of the organization and business environment 3. Outcome of the project 4. Utility of the project to the organization 5. Basic analytical capabilities Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.	
IV	401	Entrepreneurship Development	3
	UNIT 1	Concept and Definitions: Entrepreneurial Competencies, Factor Affecting Entrepreneurial Growth, Traits/Qualities of an Entrepreneurs	
	UNIT 2	Opportunity / Identification and Product Selection: Conducting Feasibility Studies, Entry strategies, Intellectual Property	
	UNIT 3	Small Enterprises and Enterprise Launching Formalities: Project Report Preparation	
	UNIT 4	Role of Support Institutions and Management of Small Business	
	UNIT 5	Case Studies: Diagnostic case studies of successful / unsuccessful entrepreneurs, key variables explaining success / failures, industrial sickness, industrial reconstruction, technology obsolescence, technology, transfer.	
	TEXT / REFERENCE BOOKS	The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi, Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition; REFERENCE BOOKS: Indian Entrepreneurial Culture by A Gupta, New Age International, Project management by K. Nagarajan	
	402	MOOCS / SWAYAM Course of the Choice of Students	3
	403	Elective 1-3	4
	404	Elective 1-4	4
	405	Elective 2-3	4
	406	Elective 2-4	4
	407	Dissertation	3

		<p>Dissertation: In Semester IV the student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies & one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper. The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is chosen in consultation with the student's supervisor. The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the Director of the Institute. The student can undergo desk research or field research and can follow the guidelines mentioned in the SIP for preparation of their final hard copy.</p>	
	408	CYBER SECURITY (UGC Recommended)	2
		TOTAL CREDITS	100
NOTE - One Credit is equal to 15 clock hours teaching, contact and evaluation.			

ELECTIVES	COURSE CODE	COURSE NAME
MARKETING	M301	CONTEMPORARY MARKETING RESEARCH
	M302	CONSUMER BEHAVIOUR
	M401	SERVICES MARKETING
	M402	INTERGRATED MARKETING COMMUNICATIONS
FINANCE	F301	ADVANCED FINANCIAL MANAGEMENT
	F302	INDIAN FINANCIAL & CAPITAL MARKETS
	F401	INTERNATIONAL FINANCE
	F402	DIRECT & INDIRECT TAXATION
HRM	H301	RECRUITMENT & SELECTION
	H302	TRAINING & DEVELOPMENT
	H401	STRATEGIC HUMAN RESOURCE MANAGEMENT
	H402	LABOUR & SOCIAL SECURITY LAWS
O&S	OS301	PLANNING & CONROL OF OPERATIONS
	OS302	E-BUSINESS & BUSINESS INTELLIGENCE
	OS401	TOTAL QUALITY MANAGEMENT
	OS402	IT MANAGEMENT & CYBER LAWS
SCM	SC301	ESSENTIALS OF SUPPLY CHAIN MANAGEMENT
	SC302	STRATEGIC SUPPLY CHAIN MANAGEMENT
	SC401	SIX SIGMA & OTHER QUALITY TECHNIQUES
	SC402	LOGISTICS MANAGEMENT

COURSE CODE	COURSE	CREDITS
M301	CONTEMPORARY MARKETING RESEARCH	4
UNIT 1	Introduction to Marketing Research & Applications of Research Designs	
UNIT 2	Data Collection – Questionnaires & Scaling	
UNIT 3	Experimental Designs & Sampling	
UNIT 4	Data Analysis – I - Chi Square Test, Observed & Expected Frequencies, ANOVA – One & Two way (numerical expected with practical examples) Conjoint Analysis, Factor Analysis	
UNIT 5	Data Analysis – II - Cluster Analysis, Multi- dimensional Scaling & Perceptual Mapping, Discriminant Analysis (Two Group Case)	
TEXT / REFERENCE BOOKS	Marketing Research - An Applied Orientation by Malhotra and Dash, Pearson Education. Marketing Research by Churchill, Jr, G.A. and D. Iacobucci (2005), South Western: Cengage, 9th Edition. Marketing Research, Zikmund, Babin, Cengage Learning	
M302	CONSUMER BEHAVIOUR	4
UNIT 1	Environmental Influences on Consumer Behaviour	
UNIT 2	Individual Determinants of Consumer Behavior	
UNIT 3	Consumer Decision Making Process	
UNIT 4	Consumer Behavior Models	
UNIT 5	Indian Consumer - Demographic & Socio-economic Profile	
TEXT / REFERENCE BOOKS	Consumer Behaviour by David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition; Consumer Behaviour, Hawkins, Mothersbaugh, Tata McGraw Hill; Consumer Behaviour, Batra, Kazmi, Excel Books	
M401	SERVICES MARKETING	4
UNIT 1	Introduction to Services marketing	
UNIT 2	Traditional Marketing Mix Elements in Services	
UNIT 3	Service Process	
UNIT 4	People & Physical Evidence	
UNIT 5	Applications of Service Marketing	
TEXT / REFERENCE BOOKS	Services Marketing by Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th Edition; Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul & Biplab Halder, McGraw Hill; Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition	
M402	INTERGRATED MARKETING COMMUNICATIONS	4
UNIT 1	Introduction of IMC	
UNIT 2	Advertising	
UNIT 3	Sales Promotion	
UNIT 4	Public Relations, Publicity and Corporate Advertising	

UNIT 5	Evaluation Monitoring and Control	
TEXT / REFERENCE BOOKS	Integrated Advertising, Promotion and Marketing Communication by Clow, Kenneth & Black, Donald, Pearson Education, New Delhi; Advertising and Promotion by Belch, George and Belch, Michael, Tata McGraw Hill, New Delhi.; Advertising Management by Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi	
F301	ADVANCED FINANCIAL MANAGEMENT	4
UNIT 1	Goals and governance of the firm: Corporate Investment and Financial Decisions (Investment decisions and financing decisions),	
UNIT 2	Business Valuation: Concept of Valuation, Different Concept of Value	
UNIT 3	Corporate Value based Management System	
UNIT 4	Dividend Decisions	
UNIT 5	Corporate Restructuring	
TEXT / REFERENCE BOOKS	Financial Management by Khan & Jain (TATA Mc Graw Hill); Financial Management by I. M. Pande (Vikas Publication) Corporate Finance, Theory and Practice, Aswath Damodaran (Wiley Publication); Principles of Corporate Finance by Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty (Tata McGraw Hill)	
F302	INDIAN FINANCIAL & CAPITAL MARKETS	4
UNIT 1	Financial System – functions of financial system; Financial Markets – Money Market and Capital Market	
UNIT 2	Regulators of Financial System in India; PFRDA (Pension Fund Regulatory and Development Authority)	
UNIT 3	Financial Market Functions; Capital Markets; Stock Exchanges	
UNIT 4	Financial Services; Merchant Banking; Venture Capital; Factoring, Forfeiting, Securitization (Concepts and Applications); Mutual Fund, Concept and Objectives; Loan Syndication, De-materialization of Services	
UNIT 5	Financial Institutions in India; Credit Rating Agencies; Insurance Companies in India	
TEXT / REFERENCE BOOKS	Financial Services by Shashi K Gupta and Nisha Agarwal (Kalyani Publications); Merchant Banking and Financial Services by Guruswamy, Third Edition (TATA McGraw Hill); Indian Financial System and Markets by Siddhartha Sankar Saha (TATA McGraw Hill)	
F401	INTERNATIONAL FINANCE	4
UNIT 1	Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions;	
UNIT 2	International Capital Budgeting	
UNIT 3	International Working Capital Management	
UNIT 4	Currency and Interest Rate Risk Management	

UNIT 5	International Accounting; International Taxation	
TEXT / REFERENCE BOOKS	Apte P.G., Multinational Financial Management, Tata - McGraw Hill, New Delhi; Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs; Seth, A.K., International Financial management, Galgotia Publishing	
F402	DIRECT & INDIRECT TAXATION	4
UNIT 1	Income Tax Act, 1961 – Definitions and concepts (Section 1 to 4), Scope of Total income and Residential Status (Sections 5 to 9) Income do not form part of Total Income and Tax liability (Sections 14, 14A, 288A & 288B)	
UNIT 2	Income under the Head “Salaries” - (Section 15 to 17)	
UNIT 3	Income under the Head “Income from House Property” (Section 22 to 27); Income under the Head “Capital Gain” (Section 45 to 55A); Income under the Head “Income from other Sources” (Section 56 to 59)	
UNIT 4	Income under the head “Profit and Gains of Business or Profession” (Section 28 to 44D)	
UNIT 5	Goods Sales Tax Provisions	
TEXT / REFERENCE BOOKS	Students Guide to Income Tax- Dr. Vinod & Kapil Singhania; Students Handbook on Taxation – T.N. Manoharan & G.R. Hari; Bare Acts	
H301	RECRUITMENT & SELECTION	4
UNIT 1	Introduction to Recruitment and Selection	
UNIT 2	Job Classification and Codification	
UNIT 3	Comparative study of 10 recruitment advertisements	
UNIT 4	Profiling Techniques : Personality, Aptitude, Competency	
UNIT 5	Interviewing: Study of Interview modes, List of questions for interviewers, Personal, Telephonic	
TEXT / REFERENCE BOOKS	Effective Recruitment and Selection Practices by Alan Nankervis, Robert Compton, Bill Morrissey, 5th Edition; Recruitment and Selection (Developing Practice), Chartered Institute of Personnel and Development; Successful Interviewing and Recruitment by Rob Yeung, Kogan ,Page Publishers, 2008	
H302	TRAINING & DEVELOPMENT	4
UNIT 1	Need for training	
UNIT 2	Role of Training & Development in Business Success	
UNIT 3	Training Need Analysis	
UNIT 4	Different Methods in Training	
UNIT 5	Design of Training Programs	
TEXT / REFERENCE BOOKS	The ASTD Training and Development Handbook: A Guide to Human Resource Development by Robert Craig, McGraw-Hil; Creative Training Techniques Handbook by Robert W. Pike, CSP	

H401	STRATEGIC HUMAN RESOURCE MANAGEMENT	4
UNIT 1	Strategic Perspective	
UNIT 2	Talent Management	
UNIT 3	Alignment of HR strategies for Improving Organizational Effectiveness	
UNIT 4	SHRM Issues & Challenges	
UNIT 5	Global Dimensions	
TEXT / REFERENCE BOOKS	Strategic Human Resource Management by Jeffrey Mello, Cengage South Western; International HRM by Peter Dowling, Denice Welch, Cengage Learning, 4th Edition; HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt. Ltd, 2010	
H402	LABOUR & SOCIAL SECURITY LAWS	4
UNIT 1	Introduction to Labour Legislation	
UNIT 2	The Factories Act 1948	
UNIT 3	The Payment of Wages Act 1936; The Minimum Wages Act 1948; The Payment of Bonus Act 1965	
UNIT 4	The Payment of Gratuity Act 1972; The Workmen's Compensation Act 1923	
UNIT 5	The Employee Provident Fund and Miscellaneous Provisions Act 1952; The Employee State Insurance Act 1948; The Maternity Benefit Act 1961 (Latest Amendment)	
TEXT / REFERENCE BOOKS	Introduction to Labour & Industrial Laws, Avatar Singh, LexisNexis; Labour & Industrial Laws by S.N.Mishra, Central law publication; Labour Law by S.P.Jain	
OS301	PLANNING & CONROL OF OPERATIONS	4
UNIT 1	Planning & Control of Operations	
UNIT 2	Demand Forecasting	
UNIT 3	Aggregate Production Planning	
UNIT 4	Resources Planning	
UNIT 5	Scheduling of Operations	
TEXT / REFERENCE BOOKS	Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition; Operations Management by Terry Hill, Palgrave, 2nd Edition	
OS302	E-BUSINESS & BUSINESS INTELLIGENCE	4
UNIT 1	Introduction, Background and Current Status, Case studies, e-Business Architecture - Enabling Technologies- Information distribution and messaging Technologies- Information Publishing Technology	
UNIT 2	e-Business Infrastructure - e-Business Design, Capacity Planning, Performance Modeling- Mobile commerce- framework and models eBusiness Models - e-Marketing, e-CRM, Internet	

	advertising - e-Business. Security/Payment Services - e-SCM, e-Procurement - Portals- Search Engines – Online Community building	
UNIT 3	e-Business Strategy into Action, Challenges, Legal Issues - Business Plan Presentation and Demonstration “Launching e-Business: From Idea to Realization”.	
UNIT 4	Business Intelligence: definition , concept and need for Business Intelligence, Case studies BI Basics : Data, information and knowledge, Role of Mathematical models.	
UNIT 5	BI Applications in different domains- CRM, HR, Production	
TEXT / REFERENCE BOOKS	Decision Support and Business Intelligence Systems, Turban, Sharda, Delen, Pearson Business Intelligence Success Factors Tools for aligning your business in the global economy by Olivia Parr Rud, John Wiley and sons , 2009 The Profit impact of Business Intelligence by Steve Williams and Nancy Williams , Morgan Kauffman Publishers/ Elsevier, 2007	
OS401	TOTAL QUALITY MANAGEMENT	4
UNIT 1	Introduction: History of Total quality management, Principles of TQM, Features of TQM, Tool and techniques of TQM, TQM implementation, Barriers to TQM implementation	
UNIT 2	Components of TQM: Customer supplies relationship, Management leaders and leadership in TQM system, Values vision mission and goals in TQM, Cultural change for TQM, Continuous improvement and learning in TQM, Creativity and innovation, Communication.	
UNIT 3	Quality Certification: Evolution of ISO 9000 standard, Principles and objectives of ISO 9000 standard, Procedure for registration and certification of ISO 9000 Standards, ISO 9000 standard versus QS 9000	
UNIT 4	5S for Quality Ambience: Definition of 5S, Implementation of 5S	
UNIT 5	Tools for Continuous Improvements: PDCA process, Just in Time, Poka Yoke , Kaizen, Six Sigma.	
TEXT / REFERENCE BOOKS	Total Quality Management Principles and Practices by S.K Mandal Total Quality Management by N. Srinivasa Gupta, B. Valarmathi Total Quality Management by I. Suganthu, Anand Samuel	
OS402	IT MANAGEMENT & CYBER LAWS	4
UNIT 1	Hardware & Network Management– Computer Peripherals - Input – Output Technologies and Devices - Storage Technologies and Devices - Future Scenario – Managerial considerations in acquisition, maintenance, controlling, replacement of Hardware – Networking Trends – Overview of Networking Alternatives, Networking types,	

	Networking media, Networking processors, Networking software, Networking architecture and Networking protocols	
UNIT 2	<p>Application Software Management - Overview of General Purpose Application Software such as Software Suites, Messaging, Groupware, Conferencing Commercial and Corporate Tools and Overview of Application Specific Software such as Programming languages, ERP, e-Commerce, CRM, Scientific and Engineering Programs.</p> <p>System Software Management–Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs. Managerial considerations in selection, maintenance, controlling, replacement of Software</p>	
UNIT 3	<p>(a) Security Management–Need, Case Studies – Types of Computer Crime – Cyber Law - Tools of security Management - Security Defences – System Controls and Audit (b) People Management-- I.T. Organization of a large corporation – Selection and Recruitment – Training – Retention – Performance Measurement</p>	
UNIT 4	<p>Cyber Laws: Object and Scope: Genesis, Object, Scope of the Act</p> <p>Encryption - Symmetric Cryptography- Asymmetric Cryptography- RSA Algorithm - Public Key Encryption</p> <p>Digital Signature (DS): Technology behind Digital Signature - Creating & Verifying a DS - DS and PKI – Digital Signature and the Law.</p> <p>E-Governance and IT Act 2000: Legal recognition of electronic records- Legal recognition of digital signature - Use of electronic records and digital signatures in Government and its agencies</p>	
UNIT 5	<p>Certifying Authorities: Need for Certifying Authority and Powers - Appointment, function of Controller - Who can be a Certifying Authority? - Digital Signature Certifications - Generation, Suspension and Revocation of Digital Signature Certificate.</p> <p>Domain Name Disputes and Trademark Law : Concept of Domain Names - New Concepts in Trademark – Reverse Hijacking, Meta tags, Framing, Spamming - Jurisdiction in Trademark Dispute</p> <p>Cyber Crimes: Tampering with Computer Source Documents - Hacking with Computer System - Publishing of Information which is obscene, in Electronic Form - Offences related to Breach of Confidentiality& Privacy – Offences related to Digital Signature Certificate</p>	

TEXT / REFERENCE BOOKS	Cyber Law in India by Farooq Ahmad – Pioneer Books Management Information System Laudon, Laudon and Dass 11th Edition Pearson Information Technology Law and Practice by Vakul Sharma – Universal Law Publishing Co. Pvt. Ltd. The Indian Cyber Law by Suresh T Vishwanathan –Bharat Law house New Delhi.	
SC301	ESSENTIALS OF SUPPLY CHAIN MANAGEMENT	4
UNIT 1	21st Century Supply Chains: Concept & definitions of Supply Chain (SC), Physical distribution, Logistics & Supply Chains, Generalized SC Model, Concept of SCM, Role of SC as a value driver: Integrative Management, Responsiveness, Financial Sophistication	
UNIT 2	Supply Chain Structure: Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC	
UNIT 3	Total SCM: Changing business landscape – driving forces: Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC- demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes	
UNIT 4	SCM Building Blocks: Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM	
UNIT 5	Customer Value: Empowered consumer, Customer focused Marketing & SC service outputs, customer service – availability, operational performance, reliability. Customer satisfaction – customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success – achieving customer success, value added services, customer value requirement mapping, CRM	
TEXT / REFERENCE BOOKS	Supply Chain & Logistics Management by Bowersox, Closs & Cooper, TMGH, 2ndEdition. Designing & Managing the SC – Concepts, Strategies & Case studies by Levi, Kaminsky et. al., TMGH, 3rdEdition. Logistics Management & Strategy by Harrison and van Hoek, Prentice Hall, 2005. Supply Chain Management by Mentzer, Response Books, 2007	
SC302	STRATEGIC SUPPLY CHAIN MANAGEMENT	4
UNIT 1	Supply Chain Strategy: Strategic objectives of SCM - customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC	
UNIT 2	Managing SC for Strategic Fit: concept of strategic fit, steps in achieving strategic fit, impact of customer needs,	

	impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time	
UNIT 3	Expanding Strategic Scope: Minimize local cost perspective, Minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope	
UNIT 4	Strategic Partnerships & Alliances: Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL & Outsourcing: Advantages & Disadvantages, Prerequisites, Implementation Issues	
UNIT 5	Supply Chain Challenges – Strategies for the future: Mass customization, Globalization, Greening, Ethical SC, Intelligent System, Implications for managers, organizations & policy makers	
TEXT / REFERENCE BOOKS	Supply Chain Management: Strategy Planning & Operation by Sunil Chopra, Peter Meindl, Kalra, Pearson, 3rd Edition. Supply Chain Strategies – Customer Driven & Customer Focused by Tony Hines, Elsevier, 1st Edition, Managing the SC- A Strategic Perspective by Gattorna Walters, Palgrave Macmillan, 1st Edition	
SC401	SIX SIGMA & OTHER QUALITY TECHNIQUES	4
UNIT 1	Enterprise-wide Deployment 1.1 Six Sigma and Lean : Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing. 1.2 Business Process Management : Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy, Key elements of lean. Types of lean initiatives, Implementing lean initiatives	
UNIT 2	DMAIC model for implementing Six Sigma. 2.1 Define: Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions 2.2 Measure: Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselineing the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions 2.3 Analyze: Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's 2.4 Improve: Generating Solutions, Random Simulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment	

	Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions 2.5 Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out Of Control Action Plan, Project Conclusion Activities	
UNIT 3	Six Sigma Impact measurement Financial and Performance measurement: Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard	
UNIT 4	QMS Standards: Key clauses - 4.1 Process & documentation, 5.0 Top management , Organization and Role of MR, 6.0 Resource management, 7.0 Process control from Contract review to Calibration, 8 Monitoring measurement and improvement	
UNIT 5	Thinking Process: Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method	
TEXT / REFERENCE BOOKS	Theory of Constraints by S K Mukhopadhyay, Jaico Books. Six Sigma Management by Blashka, TMGH TPS-Lean Six Sigma by Hubert Ramprasad, Sara Books Pvt.Ltd.	
SC402	LOGISTICS MANAGEMENT	4
UNIT 1	Context of Logistics: Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics	
UNIT 2	Logistics in the firm: Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, Integrating logistics within an organization, integrating logistics along the SC	
UNIT 3	Approaches to analyzing logistics systems: Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis	
UNIT 4	Logistics Relationships: Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing	

	activities – concept & types of 3PL, 4PL, need for collaborative relationships	
UNIT 5	Service Response Logistics: Overview of service Operations – service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics – service capacity, waiting times, distribution channels, service quality	
TEXT / REFERENCE BOOKS	The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning India Ed, 7th Edition. Logistics and Supply Chain Management: Cases and Concepts by Raghuraman and Rangaraj, Macmillan Business Books	

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