

Fourth Semester
Curriculum
MBA (Full Time) 2 Yrs. Program of D.A.V.V., Indore
For
Affiliated Institutions
2009-2011

Fourth Semester

- FT 401C Corporate Governance & Global Business Environment
- FT 402C Strategic Management
- FT 406C MRP –2nd phase
- FT 407C Compréhensive Viva-Voce

A. Marketing Management

- FT 403M International Marketing
- FT 404M Service and Retail Marketing
- FT 405M Consumer Behavior and Rural Marketing

B. Financial Management

- FT 403F International strategic Finance
- FT 404F Financial Engineering & Risk Management
- FT 405F Investment Analysis & Portfolio Management

C. Human Resource Management

- FT 403H Compensation Management
- FT 404H Business Process Transformation
- FT 405 H Organizational Developments

D. Information Systems Management

- FT 403I UNIX and Linux Operating System
- FT 404I Visual Basic Programming
- FT 405I Computer Networks

E. Production and Operations Management

- FT 403P Production Planning and Control
- FT 404P Total Quality Management
- FT 405P Business Process Reengineering

FT 401C Corporate Governance & Global Business Environment

Course Objective

The objective of this course is to acquaint the participants with the fundamentals and practices of corporate governance in India and other countries in the light of the prevailing legal provisions and codes to good governance, and contemporary changes in the global business environment

Examination

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. Corporate Governance: Evolution. Principles. Main Drivers, Theories and Models. Global Practices on Corporate Governance in the World and their impact on corporate world
2. Nature of International Business, Multinational Corporations , International Business Theories, Liberalization: Tariff & Non –tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment,
3. Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic. Technological Environment
4. International Strategic Management, International Organization Structure, International Strategic Alliances, Integration Between Countries,
5. Balance of payments, International Monetary Systems; Forex Markets and Risk Management, International Operations Management, International Marketing,
6. International Financial Management, Financing Foreign Trade , International Accounting International Human Resource Management
7. Business Ethics; Corporate Social Responsibility World Economic Growth and the Environmental Issues; Future of International Business , E-Business

Text books

K.Ashwathapa, A.Trehan, **Global Business Environment**, 2011Tata McGraw Hill

Francis Cherunilam **International Business Environment**, 2010, Himalaya Pub. House

Parthasarthy **Corporate Governance**, Bizetantra

Sumit Khurana, **Corporate Governance** Dreamtech,

Reference Books

Daniels, **Globalization & Business**, PHI Learning

Tamer Cavusgil-**International Business**-(Indian Reprint) Pearson

Mandal, SK **Ethics in Business and Corporate Governance** 1e2010Tata McGraw Hill

V. Sharan-**International Business**-(Indian Original) Pearson

Hamilton **The International Business Environment**, Oxford Press

FT 402C Strategic Management

Course Objective

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organizations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management.
2. Mission, Business Definition and Objectives; Need, Formulation and changes; Hierarchy of objectives, Specificity of Mission and Objectives.
3. SWOT Analysis, General, Industry and International Environmental Factors; Analysis of environment, Diagnosis of Environment – factors influencing it; Environmental Threat and opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting; techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).
4. Strategy Alternatives, Grand Strategies and their sub strategies; Stability, Expansion, retrenchment and Combination; Internal and External Alternatives; Related and Unrelated alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.
5. Strategic Choice and Analysis; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.
6. Strategy Implementation, Concept, Barriers, Implementation Process; Project & Procedural Implementation, Resource Allocation; Structural Implementation; Plan and Policy Implementation; Leadership Implementation; Behavioral Implementation, Implementing Strategy in International Setting.
7. Strategy Evaluations and Control, Control and Evaluation Process; Motivation to Evaluate;
Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

Text books

Kazmi Azhar **Strategic Management and Business Policy**, 3e, 2009Tata McGraw Hill

Lomash & P.K. Mishra **Business Policy & Strategic Management** Vikas Publication

Alpana Trehan **Strategic Management** 1st edn 2010 Dreamtech,

A. Nag **Strategic Management.Analysis.Implementation.Control**. 2011, Vikas Publication

Parthasarthy, **Fundamentals of Strategic Management**, 2008, Wiley India

Reference Books

Pankaj Ghemawat-**Strategy and the Business Landscape**, 2/e.Pearson

Thompson Strickland, **Crafting & Executing Strategy (SIE)**, 16e2011Tata McGraw Hill

Haberberg **Strategic Management**,2010 Oxford Press

Tushman Managing **Strategic Innovation& Change**,2010, Oxford Press

Wheelen/Rangarajan,**Concepts in Strategic Management and Business Policy**, 9/e Pearson

FT 403M International Marketing

Course Objectives

The objectives of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. International Marketing: Basis of International Trade, Theories of International Trade (Absolute Advantage, comparative advantage and factor endowment theory) Difference between Domestic, International, Multinational, Global Markets, EPRG Frame work.
2. Scanning of International Environment: Social, Political, Legal, And Economic.
3. Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.
4. Foreign Trade Policy: EXIM Policy 2002-2007 Salient features.
5. Export Documentation and Procedures and Institutional support for export promotion in India.
6. Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.
7. Pricing Strategies: Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing.
8. Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.
9. Promoting Products / Services in Overseas Markets: Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self-Regulation.

Text Books

Cateora Phillip, **International Marketing (SIE)**13e 2011Tata McGraw Hill
Czinkota, **International Marketing**, 8th' 2008 Cengage Learning
Gillespie **International Marketing**South-Western,2009
Kotabe,**International Marketing: An Asia Pacific Focus**,Wiley India
Onkwisit & Shaw, **International Marketing**,2010,PHI Learning

Reference Books

Francis Cherunilam **International Marketing**,2010,Himalaya Pub.House
Paul, Justin,**International Marketing : Text & Cases**1e2011Tata McGraw Hill
Lee, **Global Marketing Management**,Oxford Press
Shaw,**International Marketing Analysis and Strategy** Wiley India

FT 404M Service and Retail Marketing

Course Objective

The objectives of the course are to expose students to the nature of retail and services markets and develop abilities to help them apply marketing concepts in these markets.

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.
2. Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.
3. Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.
4. Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.
5. Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs. Retail Marketing: Retailing and Marketing, Consumer Behaviour and Retail Operations. Strategic marketing planning for Retailing.
6. Retail Marketing Mix: Retail Product: Merchandising, Store Design, Layout ,Pricing: Pricing objective, Policies and Strategies. Distribution: Location, Logistics, SCM, Channels. Communication & Promotion; Developing Promotion Mix for Retailing. Managing Retail Brand.
7. Retail Service Quality: Quality audit. Managing People Retail : HRM, CRM, IT in Retailing & Future trends

Text Books

Zeithmal, Bitner, **Service Marketing** (SIE), 4e Tata Mcgraw Hill

Hoffman, **Marketing of Service** 1st 2008 Cengage Learning

Cullen, **Retailing: Environment & operation** , 1st 2008 Cengage Learning

A Sivakumar **Retail Marketing** Excel Books

C Bhattacharya Ravi Shanker, **Services Marketing**, Excel Books

Reference Books

Nargundkar Rajendra, **Services Marketing**, 3e Tata Mcgraw Hill

Clow **Services Marketing: Operation, Management and Strategy**, 2ed, Wiley

Apte, **Services Marketing**, Oxford Press

Jauhari **Services: Marketing, Operations, and Management**, Oxford Press

FT 405M Consumer Behaviour and Rural Marketing

Course Objectives

The objectives of this course are to help students gain an understanding of various aspects of Consumer Behaviour and their applications & rural marketing as an integral part of marketing management, and developed an understanding of rural marketing

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.
2. Consumer Decision Processes, Pre-purchase process: Information processing, Purchase Processes: Consumer Decision rules. Post Purchase processes: Framework, dissonance satisfaction / dissatisfaction.
3. Consumer Behaviour Models, Nicosia Model, Howard-Sheth Model , Engel-Blackwell and Miniard Model , Sheth Family Decision Making Model
4. Individual Determinants of Consumer Behavior: Demographics Psychographics,
5. Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family. Family life-cycle group and personal influence, word of mouth communication, opinion leadership. Future of consumer behaviour.
6. Rural Marketing: Concept, importance and scope of rural marketing, Understanding rural market, rural environment, infrastructure and rural trade practices, Rural consumer behaviour, factors affecting consumer behaviour and psychology of rural customers,
7. Product, branding and packaging, Distribution in the rural markets, types of rural channels, selection and management of channels, factors influencing channel decisions, retailing, transportation, warehousing, Promotion in Rural Markets: role of advertising, sales promotion, publicity, and personal selling in rural markets.

Text Books

Shri Prakash **Theory of Consumer Behaviour** Vikas Publication ,2010
Hawkins, David, **Consumer Behavior** , 11E Tata Mcgraw Hill
Dogra, B.L**Rural Marketing**1e, Tata Mcgraw Hill
Blackwell, **Consumer Behavior** 1st 2008 Cengage Learning
Gopalaswamy, T P **Rural Marketing- Environment, Problems& Strategies** Vikas
Kashyap, **The Rural Marketing Book (Text & Practice)**, Wiley

Reference Books

Satish Batra and Kazmi **Consumer Behaviour** Excel Books
U C Mathur **Rural Marketing** Excel Books
Badi&Badi **Rural Marketing**,2010 Himalaya Pub.House
Assel, H., "**Consumer Behaviour**", 2008 Cengage Learning
Solomon M.R., "**Consumer Behaviour**", PHI

FT 403F International strategic Finance

Course Objective

The objectives of this course is to provide a conceptual framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets.

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. International Financial management- an overview, International Financial management and domestic financial management, motivations for international finance. Theories of Foreign Exchange rate movement and International Parity Conditions -Purchasing Power Parity, International Fisher Effect
2. The Foreign Exchange markets- Functions of the Foreign Exchange Market, The Foreign Exchange rates -direct and indirect quotations. Spot market and forward market - forward premiums and discounts, Bid - ask spread, Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory,
3. Management of Foreign Exchange Risk -Translation exposure - Functional Versus Reporting Currency,. Comparison of Four Translation Methods, Transaction exposure- Measurement and Management of Transaction exposure. Currency Correlation and Variability as Hedging Tools . Economic Exposure, Transaction Exposure Versus Economic Exposure.
4. Financial Management of the Multinational Firm - Cost of Capital and Capital Structure of the Multinational Firm - determining capital structure components, Cost of Capital for MNCs VS Domestic Firms,
5. Multinational Capital Budgeting - Problems and issues in foreign investment analysis. Techniques of capital budgeting - NPV, IRR. APV.
6. Multinational Cash management - Centralized perspective of cash flow analysis. Techniques to optimize cash flow - leading and lagging, netting, matching. Country risk analysis.
7. Managing Foreign Operations — Eurocurrency markets, International Bonds Markets, External Commercial Borrowings, Advantages of Euro Issues. GDRs and ADRs

Text Book

Apte, PG **International Financial Management** 5e, Tata Macgraw Hill

Madura **International Financial management** 1st, 2008 Cengage Learning

Shapiro, **Multinational Financial Management**, 8ed, Wiley India

Madhu Vij **International Financial Management**, 2010, Excel books

Reference Book

Eun &, Rusnik **International Financial Management**, 4e Tata Macgraw Hill

Clark, **International Financial management**, 2nd 2008 . Cengage Learning

R M Srivastava **Multinational Financial Management** Excel books

Bhalla. V.K. **International Financial Management: Text and Cases** Anmol Publi

Kevin, **Fundamentals of International Financial management**, PHI Learning

FT 404F Financial Engineering & Risk Management

Course Objective

The objectives of this course are to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. An overview of risk management - Investors and risk management. the profitable side of risk management; Risk management process - risk models; Derivative - Hedging Currency Risk, Hedging Risk through Forward Contracts. Indian Derivatives Market.
2. Interest rate Swaps - rationale, liability and asset based interest rate swaps, pricing of swaps, forwards and options on swaps.
3. Creating value with risk management- financial distress and investment, risks in banking- credit risk, foreign exchange risk, political risk and country risk, liquidity risk
4. Financial Engineering; Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase
5. Option Market: Types of Options, Uses of Options, Payoffs from Options, Trading Strategies, Involving Options Bull-Bear, Butter Fly, Calendar and Diagonal Spread, Straddles, Strip and Straps, Options Valuation and Pricing. Factors Determining Option Price. Black Scholes Models. Concept of Delta, Theta, Gamma Vega, Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.
6. Exotic options: Compound, binary, barrier and Asian options, options involving several assets. Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. credit default swaps.
7. Future Contracts: Introduction to Futures Markets, Future Contract and Future Trading, Specification of the Future Contract, Newspaper Quotes, Hedging using Futures, Index Futures. Basics of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future, Mechanism of Future, Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins, Hedging, Difference between Forward and Future contracts.

Text Books

Hull. J. C **Options Futures and Other Derivatives** 7ed,2009 PHI New Delhi

Varma, Jayanth, **Derivatives and Risk Management** 1e TataMcgrawHill

Stulz **Risk management and Derivatives**, 1st, 2008 Cengage Learning

Parasuraman **Fundamentals Of Financial Derivatives**, 2nd Ed, Wiley

Reference Book

Marshall & Bansal, **Financial Engineering**, 2010, PHI New Delhi

Bhalla. V. K. **Financial Derivatives: Risk Management**: S. Chand & Company

Chance **Derivatives and Risk Management Basics** 1st 2008 Cengage Learning

Dorfman, **Introduction To Risk Management**, PHI New Delhi

Ashthana, **Financial Risk Management**, 2010 Himalaya Pub. House

Johnson **Introduction to Derivatives - Options, Futures, and Swaps**, Oxford Press

FT405F Investment Analysis & Portfolio Management

Course Objective

The objective of this course is to provide the students in-depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation. The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. Introduction: Concept of Investment, Investment V/S Speculation, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment. Selecting Investments in a global market.
2. Risk Return: Concept Of Risk and Return, Systematic and Unsystematic Risk, Multifactor Model of Risk & Return, Efficient capital Markets, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations.
3. Securities Valuation: An Introduction to Security Valuation, Macroeconomic & Market Analysis: The Global Asset Allocation Decision
4. Valuation of Bonds: Bond Fundamentals, Bond Valuation Models: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conservity, Bond Value Theorem.
Valuation of Equity: Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.
5. Security Analysis: Stock Market Analysis, Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing.
6. Portfolio Concepts: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model. Factor Models and Arbitrage Pricing Theory. Portfolio Investment Process.
7. Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures. Portfolio Management Strategies: Bond Portfolio Management Strategies and Equity Portfolio Management Strategies

Text Books

Bodie & Mohanty, **Investments: An Indian Perspective**, 8, Tata Mcgraw Hill

Reilly, **Investment Analysis and portfolio management** 2009 Cengage Learning

Bhalla. V.K **Investment Management**.2008 Sultan Chand New Delhi:

Sudhindra Bhat **Security Analysis and Portfolio Management** Excel books

Elton **Modern Portfolio Theory and Investment Analysis**, 7th Edition, Wiley

Reference Books

Maheshwari, **Investment Management**, PHI Learning

V.A. Avadhani, **Securities Analysis & Portfolio Management** Himalaya Publi House

Mayo **An Introduction to Investments** 1st 2009 Cengage Learning

Luenberger **Investment Science** Oxford Press

Ho, **Securities valuation-Application of Financial Modelling** Oxford Press

FT 403H Compensation Management

Course Objective

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India.

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination.

Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wage concept of pay of performance.
2. Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).
3. Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.
4. Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948; Payment of wages Act 1948; Payment of Bonus Act, 1965.
5. Current Trends in Compensation and Reward Management.
6. Concept of human capital and its implications for compensating human resources. Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems.
7. Designing compensation for Chief Executives, senior managers, knowledge workers etc.

Text Books

Milkowich, Newman **Compensation(SIE)**9eTata Mcgraw Hill

Armstrong.& Murlis **Reward Management A Handbook of Salary administration.** London

Kegan Paul

Bhattacharya, **Compensation Management**,Oxford Press

Tapomoy Deb **Compensation Management**,Excel Books

Reference Books

Garry Dessler, **Human Resource Management**,11e, Pearson Education

B D Singh **Compensation and Reward Management** Excel Books

Henderson.**Compensation Management in a Knowledge Based World New** Pearson Edu

FT 404H Business Process Transformation

Course Objectives

The objective of the course is to study business transformation through managing people with special emphasis on innovation, Creativity, team building, TQM and BPR

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. Innovation and Creativity: Theories of innovation and creativity, Managing People Side of innovation, Resistance To innovation, the Creative Process, Releasing creativity, Creative Techniques of Problem Solving, the Creative Environment, Creative Organization, Creativity Training, Introduction To Learning Organizations, Architecture of Learning Organization.
2. Team Building: Redesigning Work, Developing Teams, Building Teams Structure and Skills, Managing Disruption and Conflict, Improving Work Process and Work Flow, Appraising Team Performance, Leading High Performance Teams.
3. Total Quality Management: History & Philosophy of TQM, Total Quality As A System, Step By Step TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification, Malcolm Baldrige Award Criteria, Demings Award, Rajiv Gandhi National Quality Award.
4. Basic HR issues in Total Quality Management: Leadership Vision and Continuous Process of Improvement, Kaizen, Performance Appraisal and TQM, People Capability Maturity Model (PCMM), Quality Based HR Practices.
5. Business Process Re-Engineering: Basic Concepts, Process Mapping, Work Flow Mapping, Effectively Applying BPR in the Organizations.
6. Management of Change: Theories of Change, leading Change, Resistance to Change, Change Proneness, Visioning, HRM and Culture of Change.
7. Knowledge Management: Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge officer in organization.

Text Book

Grover **Business process Transformation**,2010,PHI Learning

Poirier **Business process management Applied** 1st 2008 Cengage Learning

Evans,**Total Quality management** 1st 2009 Cengage Learning

Tapan Panda **Knowledge Management** Excel Books

Reference Books

Kavita Singh **Organisation Change and Development** Excel Books

Pradip N.Khandwala,**Fourth Eye: Excellence Through Creativity**, Wheeler Pub .

FT 405H ORGANISATIONAL DEVELOPMENT

Course Objectives

The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD programmes.

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, it will have two Section, A and B. Section A, worth 60 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain one or more Cases.

Course Contents

1. Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization Development & Transformation
2. Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.
3. OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.
4. Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.
5. Emerging Trends in OD with special emphasis on future organizations.
6. Organisation Design, Processes and Culture. Life Cycle & Phases of growth Organisational Effectiveness & Excellence, Organisation Culture, Values & Ethics
7. Organisation Development Planned change strategy Managing Change in Times of Turbulence.

Text Books

Srivastava **Organization Design and Development: Concepts and Applications**,Wiley

Kavita Singh **Organisation Change and Development**, Excel Books

Wendell L. French and Cecil N. Bell Jr., **Organization Development** Prentice Hall

FT 403I UNIX and Linux Operating System

Course Objective

The objective of this course is to help students to understand the concepts of Multi-user, Multitasking Operating System Unix and related issues and their use in organization and processing complex business information.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester Examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Contents :

1.Introduction to Operating Systems and UNIX: Concepts, History, and Functions. The UNIX Operating System: Back ground, Philosophy, General Overview of the system, Introduction to Kernal concepts Help Facility.

2.The File Systems, Utilities and Filters: File Systems: Structure of file system, Internal representation of files, system calls for the file system, pwd, cd ls, cat, mkdir, rmdir, chmod, cp rm, mv commands. Utilities: more, file wc, od, cmp, comm., diff, lp, banner, cal, date who tty, sty commands. Simple Filter: Pr head, tail, cut, paste, sort, unip, nl commands, advanced filters: grep, egrap, sed tr, join, awk, filtering

3.Shell and Shell Programming: The Bourne shell: Sh, proceeding a command by its path, combining commands, pattern matching, echo, pipes, tees, shell variables, shell scripts. Programming with the Shell: System variables, the profile conditional execution, script termination, if, case, while-until, for, et shifts statements.

4.The Process: The structure of process, process control, process scheduling and time, Shell process, parent and children process, process status, system process, multiple job in background, wait command, premature termination of a process, job execution with low priority, multiple jobs in foreground-shell layers, timing processes.

5.Communicating and Scheduling : Bulletin Board, Message of the day, Two way communication, Insulation from the other users, using Mailbox, Address all users, Delay, Execute in shell script later, running jobs periodically.

6.System Administration: Super user, security, user services, floppy disk management, operation, file system administration, backups.

7.Introduction to Linux Operating System: Basic Commands & Utilities.

Text Books:

Ambawade & Shah **Linux Lab:Hands on Linux**,2011, Dreamtech Press
Sumitabha Das, **Unix Concepts and application**, New Delhi, Tata McGraw Hill
Forouzan, **Unix and Shell programming**.1st 2009 Cengage Learning
Bach, **Design of the UNIX Operating System**,PHI Learning

Reference Books

Mike Mcgrath **Linux in easy steps,2010** Dreamtech Press

Rosen **UNIX: The Complete Reference**, Tata McGraw Hill,2010.

Diaz, **Introduction to Unix/ Linux With DVD** 1st 2009Cengage Learning

Stevanse, **Unix Programming** ,PHI Learning

Peter Norton, **Guide to Unix**, New Delhi BPB Publication

Promod Koparkar, **Unix for you**, New Delhi, Tata McGraw Hill.

FT 404I Visual Basic Programming

Course Objective

The objective of this course is to help students to understand the visual Programming and concepts of front-end tool using visual basic and their use in organization and processing complex business information.

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Contents

1. Introduction to Visual Basic: enhanced features, introduction to graphical user interface, introduction to front end tools. Event driven programming, object and controls. Attributes and events of objects, form events and properties, and using control: text box control, command buttons, list box , combo box and Scroll bars, working with control array.
2. Managing Projects: control structures, scope and life time of variables, arrays, static array, Dynamic array, User defined data type, Collections understanding projects, structure of visual basic application, variables, methods, procedures, functions.
3. Working with Forms: loading, showing and hiding a form, controlling forms, creating menus using menu editor, menu control array, creation of objects during run time. MDI (Multiple Document Interface)
4. Files: sequential file, random file, Binary file, File controls: Drive list box, directory list box, and file list box.
5. Creating graphical applications: timer object, mouse events, drags and drop event, image box and picture box, shape control.
6. Active X control: common dialog box, grid control, tool bar & status bar, animation control, tree view control, list view control, image list control, Tabstrip, SSTab control, Slider and Progress bar control.
7. Database Management: Introduction to MS-Access & Oracle 8i, Properties of Data controls, Navigating Database through data control, using DB combo & dblist with data control, using DB grid with data control, data control and SQL.
8. ADO: Creating application using ADO, understanding ADO, hierarchy using methods and properties of ADO objects, ADO and SQL, Introduction to client server environment connecting to oracle with data control.
9. Crystal Report 8.0: Creating simple reports, using crystal reports control, simple application with crystal reports, properties of crystal report query.

Text Books

Steven Holzner **Visual Basics ,Net Programming Black Book**, Dreamtech Press

Jerke **Visual Basic 6: The Complete Reference** TataMcgrawHill, 2010

Zak **Visual Basics 2008** 1st 2008 Cengage Learning

Mohammed Azam **Programming With Visual Basic 6.0** Vikas Publication

Reference Books

Kogent Solutions **Visual Basics 2008 Programming** Black Book Dreamtech Press

Peter Norton, **A guide to Visual Basic**, Techmedia, New Delhi

Scott Warner, **Teach yourself Visual Basic 6**, Tata McGraw-Hill Publishing Co. Ltd.

Allert **Visual C++ Programming**^{1st} 2009 Cengage Learning
Petrusha, **Visual Basic 2005: The Complete Reference** TataMcgrawHill,2010
Evangelos Petroutsos, **Mastering VB 6.0**, BPB Publications, New Delhi

FT 405I Computer Networks

Course Objective

The objective of this course is to help students to understand the concepts of Data Communication and Computer Networks and related issues and their use in organization and processing complex business information.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Content

1. Computer Networks: Introduction, Distributed Systems, Network Goals & its Applications, Protocol Hierarchies, network architecture, design issues for the layers, simplex, half-duplex, full-duplex, interfaces and services, connection oriented and connection less services, service primitives.
2. Reference Models: The OSI Reference Model, The TCP/IP Reference Model, Comparison and Critique of the OSI and TCP/IP Reference Models.
3. Physical Layer: Concepts of data transmission, transmission media, guided and unguided media, digital and analog transmission, transmission impairments, Multiplexing- TDM, WDM, FDM, Switching techniques- circuit, packet and message, Cellular Radio, wireless transmission, Modems, DSL, cable modem, ISDN- introduction, ISDN channels, ISDN layers, services, and Communication Satellites.
4. Data Link Layer: Framing, error control, flow control, unrestricted simplex, simplex stop-and-wait protocol, sliding window protocols, HDLC, SLIP, PPP.
5. Network Layer: Internal organization, routing, congestion, routing-shortest path, multipath, congestion control algorithms, preallocation of buffers, choke packets, deadlocks and Services of network layer.
6. Transport Layer: Services of transport layer, Transport protocols, connection management.
7. Upper OSI layers: Session layer and Transport Interaction , Presentation Layer – Translation, Authentication, Data Compression, Application layers – Message Handling System(MHS), File transfer ,Access and Management (FTAM)
8. Transmission Technology: Broadcast networks, Point-to-Point Networks, LAN, MAN & WAN topologies, Wireless networks, Internetworking, Introduction to Bridges, Routers, Switches, Gateways, and Repeaters, Introduction, Functioning and Services- Novell Netware, Window NT, NOS (Network Operating Systems)

Text Books

Gallo **Computer communication & networking technologies** 1st2009 Cengage Learning
Andrew S Tanenbaum, **Computer Networks**,PHI,New Delhi
ISR Group **Data Communications & Computer Networks** TataMcgrawHill,2010
Rajneesh Agarwal & B Tiwari **Data Communication & Computer Networks** Vikas Pub.

Reference Books

Miller Delmar **Introduction to Data & Network Communications** Cengage,2010
Martin, J., "**Computer Networks and Distributed Processing**", Prentice-Hall,
Tom Sheldon, "**Encyclopedia of Networking**", Tata McGraw Hill Pub.
William Stallings,**Data and Computer Communication**, Prentice Hall India,
A. Shay, "**Understanding Data Communications and Networks**", Vikas Publishing
S. Keshav, "**An Engineering Approach to Computer Networking**", Addison- Wesley

FT 403P Production Planning and Control

Course Objective

The course is design to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Contents

1. Introduction to Production Planning and Control: Need of PPC, Functions of PPC, Factors Influencing PPC in the Organization, Manufacturing Methods and Managerial Policies and Pre-requisites of PPC.
2. Materials Planning and Control: Input Required for Materials Planning and Control, Steps in Materials Planning and Control, Techniques of Materials Planning and Control,
3. Machining Allowances, Make or Buy Decision, Scientific Stock Control Techniques (Inventory Control Models).
4. Factors Influencing Process Planning: Step in Process Planning and Process Selection.
5. Manufacturing resource planning (MRP II): Introduction, Aggregate production planning, master production scheduling, MRP II (Introduction, concepts), MRP II with Just in Time, choice of software, making MRP II system work, achieving business objectives with MRP II.
6. Scheduling: Factors Influencing Scheduling, Working and Scheduling Charts, Job Sequences (n job on two machines, n job on three machines), Project Scheduling, Critical Ratio Scheduling, Assignment Techniques (Assignment - Model).
7. Capacity Planning: Capacity Planning, Integrated Production Planning and Control.

Text Books

Jhamb,**Production Planning and Control**, Pune: Everest Publications.

Hari Raghu Rama Sharma,**Production Planning and Control Concepts and Application**, New Delhi: Deep and Deep Publications,

Bill Scott,**Manufacturing Planning System**,London :McGraw-Hill Publications,

George W. Plossl, O. R. Licky's.**Materials Requirement Planning**, New York: McGraw-Hill Publications,

FT 404P Total Quality Management

Course Objective

The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Contents

1. Concept of Total Quality and its evolution, Components of a Total Quality Loop.,
2. Quality of Design; Taguchi's Loss Function,
3. Quality of Purchasing; Supplier Qualification
4. Critical-to-Quality Characteristics: Attributes and Variables, Theory of Acceptance Sampling,
5. Statistical process control, Process Capability Studies, difference between inspection and quality control, application of quality control in industries.
6. Concepts & Application of 6 – Sigma Quality: Comparison between 3-sigma & 6- sigma quality, DMAIC approach to 6-sigma implementation application to service industry, link between 6- sigma & DOE.
7. ISO 9000 and ISO 14000 Series and SPC, Quality Circles

Text Books

Mitra A., **Quality Control Applications**, Pearson Education.
Basterfield, **Total Quality Management**, Pearson Education
Logothitis, **Total Quality Management**, PHI.
Janakiraman & Gopal **Total Quality Management : Text and cases**, PHI

FT 405P Business Process Reengineering

Course Objective

The objectives of this course are to acquaint the student with understanding process orientation in business management and develop skills and abilities in re-engineering and business process for optimum performance.

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 20 marks based on continuous evaluation .The Semester examination will be worth 80 marks, the question paper will comprise of eight questions out of which a student will be required to attempt any five questions.

Course Contents

1. Introduction to BPR: Concept, Philosophy of BPR, Fundamental tenets of BPR, Benefits & pitfalls of BPR, Drivers to BPR.
2. Process reengineering framework: Opportunity assessment, planning the process re-engineering project.
3. Organizing for process reengineering.
4. Process analysis and design: a) Process analysis (b) Process design.
5. Planning and implementing the transition: Planning the transition, implementing the transition, tracking and measuring process performance.
6. Tools and techniques used in BPR: Case tools, Workflow systems, Imaging technology, Floware, Business design facility tools, and Change management tools.
7. Risk and impact measurement.

Text Books

Lon Roberts, **Process Re-engineering: The Key to Achieving Breakthrough Success**, Tata McGraw Hill,
Henry J. Johanson, Palrik Mchine, A.John Pandilebury, William A Wheeler, **Business Process Reengineering: Breakpoint Strategies for Market Dominance**, Chichester, John Wiley & Sons,

FT406C COMPREHENSIVE VIVA-VOCE

Objective

The objective of comprehensive viva-voce is to judge the over all development of the student during the MBA Programme.

Examination

Every student will be required to undergo comprehensive viva-voce at the end of fourth semester of MBA (FT). A panel of external and internal examiners conduct the comprehensive viva-voce examination. The external examiner appointed by the University and the internal examiner will be appointed by the Director / Head of the respective institute.

Contents

The viva-voce shall normally cover the subjects taught in all the semesters of MBA Programme.

FT407C MAJOR RESEARCH PROJECT

Objective

The objectives of Major Research Project are enable to develop the understanding of the given problem and to enhance the analytical and problem solving ability and implementation capabilities of research procces.

Examination

The Major Research Project (MRP) shall be compulsory. University will constitute an expert committee consisting of a professor and reader from UTD management institute to review and approve the synopsis. The respective colleges shall submit duly approved synopsis within 15 days from the completion of MBA III semester examination.

Students will be required to submit the final MRP Report in the hard bound form in the number specified by the University fifteen days before beginning of IVth Semester examination. Major Research Project (MRP) will carry a maximum of 100 marks - out of which, 50 marks will be for the report and its contents and 50 marks will be for the presentation/viva-voce. A panel of external and internal examiners will jointly award both of these components of marks. The University shall appoint the external examiner and the Director/Head of the Institution shall appoint the internal examiner. A panel of external and internal examiners shall evaluate the student's performance.

