

## LIST OF SUBJECTS

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**Institute of Management Studies**  
**Devi Ahilya Vishwavidyalaya, Indore**  
**M.B.A. (Executive)**

**SEMESTER – III**  
**OPERATIONS RESEARCH**

**Course Content:**

1. **Introduction:** Development of operation research, definitions and scope of operations research, applications.
2. **Linear Programming:** Concept of Linear Programming- Graphical Method, Simplex Method, Big M Method formulation and solution of Linear Programming problem.
3. **Transportation Model:** Introduction, Definition of transportation model, formulation and solution of transportation models (N-W, row minima, column minima, least cost and Vogel's approximate method), Optimality considerations.
4. **Assignment Model:** Introduction, definition of assignment model, comparison with transportation model, Formulation and solution of balanced and unbalanced assignment problems
5. **Theory of Games:** Introduction, terminology, pure strategy, dominance principle, mixed strategies  $2 \times 2$  games,  $2 \times n$  games and  $m \times 2$  games, Graphical approach of solution.
6. **Sequencing Models:** Introduction, Sequencing problems, processing  $n$  jobs through two machines, processing  $n$  jobs through 3 machines.
7. **Replacement:** Introduction to replacement, applications of replacement model individual and group replacement of items.

**Books Recommended:**

1. Operations Research Theory and Application by J.K. Sharma, MacMillan
2. Operations Research by N.D. Vohra, Tata McGraw Hills,

**Course Objective**

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Operation Research.

**Examination Scheme:**

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

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**SEMESTER – III**  
**Business Ethics**

**Course objective:** The objective of course is to acquaint the students Ethics and Indian Ethos along with its relevance to managerial decision making.

**Examinations**

The faculty member will award marks out of a maximum of 40 marks for the internal assignment . The semester examination will be worth 60 marks. The students will be required to attempt 5 questions out of 7 questions & case studies .

**Course Content**

1. Nature and purpose of ethics, Ethical Norms.
2. Business ethics, theories of Business Ethics, Corporate Social Responsibility, Utilitarian Views on Business Ethics.
3. Methods and means of checking corruption, Whistle blowing.
4. Indian Ethos and Ethics: Concept, Culture and Management. Is Management Culture Bound?(A discussion)
5. Source of Indian Ethos and Ethics in Management :Vedas,Shasta Smirities, Puranas, Upnishads, Ramayan, Mahabharat, arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh, Guru Granth Sahib, Teaching of Budhha,and mahaveer, the Holy Bible, the Holy Quran, (Why should holy Bible and Quran be also include amongst source of Indian ethos in management ?discussion) example and models from the above texts.
6. Value for Indian Managers: Values vs skills, values system value and purity of mind, Indian values and wisdom relevant to modern management. Values are universal, why should we call them Indian values (Discussion).
7. Human Behavior and Ethics - Indian thoughts, Guna theory, Karma theory, and Sanskar theory,
8. Work ethics and Ethics in work: Life goals or Purusharthas, Professionalism and Karm Yoga.
9. Models of Ethical Motivation and Leadership in Indian thoughts, example from Scripture.
10. Indian Heritage and Corporate Social Responsibility: Five fold debts (Panch Rina) Vs Corporate Social Responsibility (Discussion)
11. .Management of the Self and Workplace Spirituality for creating Ethical Organizations.

**Cases in Business Ethics and Management by Indian Values**

**Text Readings:**

1. A.C Fernando, **Business Ethics: An Indian Perspective**, Pearson 2009
2. Weiss, **Business Ethics concept & cases**, 1st edition, 2009, Cengage Learning
3. Velasquez, **Business Ethics, Concepts & Cases**, 6<sup>th</sup> edition, 2009, PHI
4. Murthy, **Business Ethics**, 2009, Himalaya Publishing House
5. Al Gini, **Case Studies in Business Ethics**, 6<sup>th</sup> edition 2009, Pearson Education.

**Suggested Readings**

1. Shashtri J.L., **Ancient Indian Tradition and Mythology** , 1<sup>st</sup> edi, Motilal Banarsidas, New Delhi
2. F. Max Muller, **Sacred Books of East**, Motilal Banarsidas, New Delhi
3. S.K. Chakraborty, **Ethics in Management-Vedantic Approach**, New Delhi, Oxford India Ltd.
4. Swami Jitatananda, **Indian Ethos for Management**, Rajkot, Ramakrishna Ashrama, 1996.
5. Swami Someswarananda, **Indian Wisdom for Management**, Ahmedabad, AMA. 2000.
6. Swami Rangnathananda, **Universal Message of the Bhagvad Gita**, Vol. 1 , 2 and 3, Caicuna Advaita Ashrama, 2001.

**INSTITUTE OF MANAGEMENT STUDIES**  
**DAVV**  
**M.B.A. (Executive) II- SEMESTER**  
**SEPTEMBER, 2017**  
**BUSINESS RESEARCH METHODOLOGY**

*Objective: The purpose of this subject is to introduce and develop research acumen among business management students. Major emphasis is on advance data analysis tools which are foundation of Business Analytics. The final examination will consist 50 percent numerical and 50 percent theory questions.*

**Course Outline**

- 1) Research: Meaning - significance – purpose – types – scientific research - Steps in Research. Problem: Identification, selection and formulation of research problems, research questions
- 2) Research Design: Types of Research Design: Exploratory; Descriptive and Causal. Various Research Techniques; Experimental Research Designs.
- 3) Sampling: Meaning – sampling theory - types of sampling – steps in sampling – sampling design – sample size – sampling techniques and methods - sampling and non-sampling errors – advantages and limitations of sampling.
- 4) Data Collection Tools: Collection of Primary Data - Drafting Questionnaire -Data Collection through Questionnaire - Data Collection through Schedules – Collection of Secondary Data –Development of survey instruments. Standardization of instruments.
- 5) Hypothesis and Hypothesis testing Parametric & non-parametric tests, introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, ANOVA, t-test, z-test, U test, Kruskal-Wallis test, chi square test.
- 6) Advance Data Analysis tools : Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminant and Canonical Analysis, Conjoint Analysis.(Concepts and applications only)
- 7) Report Writing: Research report: types of report – structuring the report – contents – styles of reporting –steps in drafting reports – editing and evaluating the final draft report.

**Text Readings:**

1. William G. Zikmund, “Business Research Methods”, Orlando: Dryden Press.
2. C. William Emory and Cooper R. Donald, “Business Research Methods”, Boston, Irwin, 4th Ed., 1991
3. Naresh K. Malhotra, “Marketing Research An Applied Orientation”, Pearson Education
4. Levin and Rubin, “Statistics for Management”- Pearson Publications
5. Ken Black, “Business Statistics”- Wiley Publications.
6. Hair J F , Black W C , Babin B J and Anderson R E, “Multivariate Analysis” – Pearson Publications

**Institute of Management Studies**

**Devi Ahilya Vishwavidyalaya, Indore**

**MBA(EXE) SEMESTER – IIIrd**

**KNOWLEDGE MANAGEMENT**

**Course Content:**

**1.The Basics of knowledge Management** Concept of Knowledge Management, KM Myths And Life Cycle, Intelligence, Experience and common sense, Data Information and Knowledge, Types of Knowledge and Expert Knowledge, KM system Life Cycle

**2. Knowledge Creation and Knowledge Architecture:** Knowledge Creation, Knowledge Architecture, Nonaka's Model of Knowledge Creation and Transformation, Knowledge Capture, Evaluating and developing a relationship with the expert, Interview as a tool, Guide to a successful interview, Capture Techniques- On-Site Observation, Brainstorming, Protocol Analysis, Delphi Method, Concept Mapping

**3.Knowledge Codification and System Implementation:** Knowledge Codification, Why Codify? Codification Tools and Procedures, Knowledge Testing, User Acceptance Testing, Deployment Issues, Knowledge Transfer, Transfer Methods, Role of internet in Knowledge Transfer, Knowledge Transfer in E- world.

**4. Knowledge management System Tools and Portals:** Learning Concept and Data Visualization, Neural Networks, Classification Trees, Data Mining, Data Mining and Business Intelligence, Data Management, Role of DM in CRM, Concept of portal, Knowledge Portals

**5.Ethical Issues :** Knowledge Owners, Legal Issues, Ethics Factor, Improving the climate

**6. Managing Knowledge Workers :** Knowledge Worker, Business Roles in the Learning Organization, Work Adjustment and the Knowledge Worker, Technology and the Knowledge Worker, Role of Ergonomics, Role of the CKO

**Text Readings:**

1. Elias M. Awad and Hassan M. Ghaziri, 2008, Knowledge Management, Pearson Education, New Delhi

**Course Objective**

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Knowledge Management.

**Examination Scheme:**

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.

## Service Management

### Course Content

1. **Introduction**: Service overview, manufacturing v/s services, nature of services service classification, characteristics of service operations, competitive environment, strategic service vision, value chain.
2. **Service strategy**: service benchmarks, use of information technology, measuring service productivity, data envelopment analysis, strategic planning.
3. **Service Design**: New service development, service design overview, customer as co producer, process quality, service benchmarks, use of technology self service, e-business service concepts.
4. **Service quality**: Introduction, definition, need/importance of service quality, measurements, dimensions, Gap model, SERVQUAL, critiques, associated concepts, customer satisfaction, loyalty, retention, Quality by design, Taguchi method.
5. **Facility location and design**: Nature and objectives of service organization, process analysis, product layout and work allocations, center of gravity model, location considerations, locating a retail outlet.
6. **Managing service operations**: Resources constraints, project monitoring, forecasting demand for services, yield management, role of uncertainty in services, characteristics of inventory related costs.
7. **Globalization of services**: Introduction, domestic growth, strategies, franchising, international strategies, Multi country operations, importing, service offshoring.

### Text Readings:

1. Service Management , Fitzamann and Fitzamann, Tata Mc Graw Hills, New Delhi

#### Course Objective

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Service Management .

#### Examination Scheme:

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case

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SEMESTER – III  
CORPORATE GOVERNANCE**

**Course Content:**

1. Corporate Governance an overview.
2. The Theory and Practice of Corporate Governance
3. Land marks in the Emergence of Corporate Governance.
4. Corporate Governance and other Stake holders.
5. Corporate Social Responsibility.
6. Environmental Concerns and Corporations.
7. The Role of the Media in Ensuring Corporate Governance.
8. Monopoly, Competition and Corporate Governance.
9. The Role of the Public Policies in Governing Business.
10. The Role of The Government in Ensuring Corporate Governance.
11. Corporate Governance The Indian Scenario.
12. The Corporation in a Global Society.

**Text Readings:-**

Corporate governance Principles, Mechanisms & Practices by Swami(Dr)Parthasarathy,  
Bizatantra, dreamtech press 2009

**Course Objective**

The objectives of this course are to help students to learn and to acquaint themselves with all the facets of Corporate Governance .

**Examination Scheme:**

Internal Marks will be awarded out of a maximum of 40 marks. End semester examination will be of 60 marks and contained 7- 8 Theory Question / Numerical / Case.