

# Scheme and Syllabus

Effective from Academic Year: 2016



Department of Marketing and Supply Chain Management  
Central University of Jammu  
Jammu, J&K State

Scheme and Syllabus  
Effective from Academic Year: 2016

**Master's Degree Programme in MBA (Supply Chain Management)**

**Semester – I**

Course Code	Course Title	Credits	CIA	MSE	ESE	Total Marks
PGSCM1C001T	Management Processes and Organizational Behavior	04	25	25	50	100
PGSCM1C002T	Essentials of Marketing Management	04	25	25	50	100
PGSCM1C003T	Accounting for Managers with Application Software	04	25	25	50	100
PGSCM1C004T	Managerial Economics	04	25	25	50	100
PGSCM1C005T	Statistical Analysis for Managers	04	25	25	50	100
PGSCM1C006T	Application Tools for Managers	02	25	25	--	50
PGSCM1C007F	Communication and Personality Development	02	25	12.5	25	50
<b>Total</b>		<b>24</b>		<b>325</b>	<b>275</b>	<b>600</b>
<b>An Industry Oriented Workshop for (36 hours) to be conducted during Semester-I.</b>						

**Total Credits: 24**  
**Total Marks: 600**

**Semester – II**

Course Code	Course Title	Credits	CIA	MSE	ESE	Total Marks
PGSCM2C001T	Human Resource Management	04	25	25	50	100
PGSCM2C002T	Financial Management	04	25	25	50	100
PGSCM2C003T	Operations Management	04	25	25	50	100
PGSCM2C004T	Marketing Management	04	25	25	50	100
PGSCM2C005T	Essentials of Supply Chain Management	04	25	25	50	100
PGSCM2C006T	Research Methods in Business	04	25	25	50	100
PGSCM2C007F	Business Environment and Ethics	02	12.5	12.5	25	50
--	Industrial Training in Marketing / Supply Chain Management for a 40 - 45 days during Summer Break.					
<b>Total</b>		<b>26</b>		<b>325</b>	<b>325</b>	<b>650</b>
<b>An Industry Oriented Workshop for (36 hours) to be conducted during Semester-II.</b>						
<b>Students would undergo Industry oriented Internship at designated Industry for 40-45 days.</b>						

**Total Credits: 26**  
**Total Marks: 650**

Syllabus  
Effective from Academic Year: 2016  
**Master's Degree Programme in MBA (Supply Chain Management)**

**Semester – I**

<b>Course Title:</b>	<b>Management Processes and Organizational Behavior</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCM1C001T</b>	<b>Duration of University Examination:</b>	<b>3 hrs.</b>

**Objective:** The objective of this course is to familiarize students with basic management concepts and to enable them to understand, analyze and predict behavior in organizations.

**Unit – I**

**Fundamentals of Management:** Importance of Management, Functions of Management, Levels of Management and Managerial Skills, Roles of a Manager.

**Evolution of Management Thought:** Scientific Management, Administrative Management, Human Relations Movement, Behavioral, Quantitative, Systems and Contingency Approaches, Corporate Social Responsibility, Social Audit, Ethics.

**Unit – II**

**Planning:** Nature, Importance, Forms of Planning, Types of Plans, Steps in Planning.

**Organizing:** Process and Principles, **Organizational Structure:** Departmentalization, Chain of Command, Span of Management, Centralization and Decentralization, **Organization Design:** Simple, Bureaucracy, Matrix Structures, **New Design Structures:** Virtual, Leaner, **Directing:** Principles of Effective Direction, **Controlling:** Steps in Control Process, Control Methods, Characteristics and Costs of Useful Information.

**Unit – III**

**Organizational Behavior:** Introduction to OB, Challenges and Opportunities for Organizational Behavior, Developing an Organization Behavior Model, Managing Diversity in Organizations.

**Foundations of Individuals Behavior:** Personality, Personality Traits Relevant to OB, **Learning:** Components of Learning Process; Theoretical process of learning- Classical Conditioning; Operant Conditioning, Cognitive and Social Learning Theory.

**Perception and Individual Decision Making:** Nature and importance; Factors influencing perception; Managing the Perception Process, **Attitude:** Nature and Dimensions.

**Unit – IV**

**Motivation:** Nature, Determinants, Introduction to theories of motivation: Need Hierarchy theory, Theory-X and Theory-Y, Two Factor Theory, Alderfer's ERG Theory, McClelland's Theory, Victor Vroom's Expectancy Theory, J. Stacy Adams Equity Theory.

**Leadership:** Concept, Leadership Styles, Introduction to Leadership Theories: Trait, Behavioral, Fielder's Contingency Theory, Harsey and Blanchard's Situational Theory.

**Unit – V**

**Group Behavior:** Types of Groups, Stages of Group Development, Group Decision Making Processes, Group Decision Making Techniques, Interpersonal Communication, Organizational Communication, **Work Teams:** Types of Work Teams, Team Development, Building Effective Teams.

**Conflict Management:** Concept, Sources of Conflict, Types: Veridical Conflict, Contingent Conflict, Displaced Conflict, Misattributed Conflict, Latent Conflict, False Conflict, Functional and Dysfunctional Conflict, Conflict Management Styles.

**Text Books**

- Koontz, Herold and Wehrich, Heinz. Management, McGraw Hill, New York.
- Robins, S.P. and Sanghi, S.: Organizational Behavior, ed. xi, Pearson-Education, New Delhi.

**Reference Books**

- Robbins, Stephens, P. Organisational Behaviour, Prentice Hall of India, New Delhi.
- Luthans Fred – Organisational Behaviour, Tata McGraw Hill, New Delhi.
- Stoner, James A.F. and Freeman, R. Edward, Management. New Delhi.
- Udai Pareek and Sushama Khanna, Understanding Organizational Behaviour, Oxford University, New Delhi

# Syllabus

Effective from Academic Year: 2016

## Master's Degree Programme in MBA (Supply Chain Management)

### Semester – I

<b>Course Title:</b>	<b>Essentials of Marketing Management</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCM1C002T</b>	<b>Duration of Examination:</b>	<b>3 hrs.</b>

**Objective:** The objective of this course is to provide students with the knowledge of Marketing and its related concepts.

#### Unit – I

**Marketing Fundamentals and Environment:** Nature, scope and importance of marketing, marketing process, marketing management philosophies, value chain, creating customer value, satisfaction and loyalty, Environmental scanning, contemporary issues in marketing-CRM, e-marketing, green marketing.

**Marketing Research:** Concept, relevance and role of marketing research, Marketing Research Process.

#### Unit – II

**Market Segmentation:** Concept and importance of marketing segmentation, Bases of marketing segments, Market Segmentation Process, Factors for evaluating Market Segments.

**Targeting and Positioning:** Selection and importance of Target Markets, Concept of Positioning, Elements of Positioning, Concept of Strategic Positioning, and Criteria for successful Positioning.

#### Unit – III

**Consumer Behavior:** concept of consumer behavior, factors influencing consumer behavior, buyer decision process, consumer psychology- industrial behavior vs domestic buyer behavior, customer value and satisfaction.

#### Unit – IV

**Marketing Mix:** Concept of marketing mix, definition of each of the 4Ps, components of each P, extended 7Ps for services, significance of marketing mix in the competitive environment.

**Marketing Planning:** Concept of marketing planning, elements and objectives of market plan, developing marketing plan for variety of goods and services.

#### Unit – V

**Marketing Organization:** concept, Types- functional organization, product focused organization, geographic organization, customer based organization, matrix organization, organization structure for a wide customer orientation.

**Market evaluation and Control:** Process, need and significance of marketing control, marketing audit, social responsibility of marketing organization.

#### Text Books:

- Ramaswami, V.S and Namakumari, S., Marketing Management- Global Perspectives Indian Context – 4<sup>th</sup> Edition- MacMillan
- Baines, P., Fill, Chris and Page, K., Marketing Asian Edition- Oxford University Press adapted by Piyush K. Sinha
- Kotler, Keller, Koshy, Jha Marketing Management- A South Asian Perspectives- 14<sup>th</sup> Edition Pearson

#### Reference Books:

- Malhotra, Naresh K and Dash, Satyabhushan, Marketing Research- An applied Orientation 6<sup>th</sup> Edition- Pearson.
- Grewal, D. & Levy, M. Marketing- 2<sup>nd</sup> Edition Tata McGraw Hill Education Pvt. Ltd.
- Britt and Boyd (ed.), Marketing Management and Administrative Action, Tata McGraw Hill
- P Kotler and Armstrong, Principles of Marketing, Prentice Hall India
- R Sexena, Marketing Management, Tata McGraw Hill.

# Syllabus

Effective from Academic Year: 2016

## Master's Degree Programme in MBA (Supply Chain Management)

### Semester – I

<b>Course Title:</b>	<b>Accounting for Managers with Application Software</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCMIC003T</b>	<b>Duration of Examination:</b>	<b>3 hrs.</b>

**Objective:** The objective of this course is to provide students with the knowledge of managerial and financial accounting fundamentals.

#### Unit – I

**Fundamentals of Accounting:** Terminology of Accounting: Trade, Profession, Business, Owner, Capital, Drawings, Goods, Purchase, Sales, Purchase Return, Sales Return; Terminology of Accounting: Stock, Creditor, Debtor, Liabilities, Assets, Expenses, Revenue, Income, Discount, Bad debts, Transaction, Voucher, Functional areas of Management Accounting and Information needs, Role of Managerial Accountant, Accounting Standards, Accounting Concepts, Accounting Process, Preparation of Simple Trial Balance.

#### Unit- II

**Financial Statement Analysis:** Concept and Limitations of Financial Statement Analysis, Horizontal Analysis, Vertical Analysis, Ratio Analysis.

**Statement of Cash and Fund Flows:** Concept and Activities, Definition of cash and cash equivalents, Non-cash Transactions, Statement of Cash Flow, Accounting Equation, Preparing Statement of Cash and Fund Flows.

#### Unit- III

**Activity Based Costing and Cost- Volume- Profit Analysis:** Unit-, Batch-, Product-, and Facility level Costs, Activity- Based Costing, Benefits and Limitations of ABC, Contribution Margin and its use, Break Even Analysis, Target Profit Analysis, Margin of Safety, Operating Leverage.

#### Unit- IV

**Receivables and Inventory:** Recording of Accounts Receivable (Direct write off method), Retail method of Inventory Costing, Characteristics of Notes Receivables, Theoretical approach to Inventory Costing Methods, Reasons for Inventory Errors.

**Fixed Assets:** Nature of Fixed Assets, Classifying the Cost of Fixed Assets, Theoretical concepts pertaining to: Depreciation Expense- Factors, Straight line method of computing depreciation expense, Comparison of Depreciation methods.

#### Unit- V

**Working with Application Software:** Working in Tally Environment, Tally Menu, Company Creation, Alteration & Delete any Company; Meaning of Group & Its Utility; Ledgers Creation; Create Multiple ledger, Display, Alter & Delete; Inventory Creation; Receipt Voucher's entry; Entry of Purchase voucher; Entry of Purchase Voucher & Payment Voucher; Entry of Sales Voucher & Payment Voucher; Entry of Payment Voucher & Receipt Voucher; Entry of Contra Voucher & Purchase Voucher; Entry of Payment Voucher, Sales Voucher, Receipt Voucher; Entry of Payment Voucher, Receipt Voucher; Tally - What is Day Book, Add Voucher, Remove & Restore any Entry in Tally, etc..

Transaction in Journal Voucher, Create Ledgers during Entry; Use & See Ledgers, Use of Duplicate, Remove & Restore all, etc. options; Transaction of Purchase Return, Create Inventory during Voucher Entry etc.; How to Check Inventory; Debit Note; Transaction of Sales Return; Credit Note; Use of Cash / Bank Books; Use of Group Summary; Use of Journal Register; Trial Balance.

#### Text Books:

- Tulsian P.C., Financial Accounting, Pearson Publication.
- Maheshwari, Sharad K., Maheshwari Suneel K and Maheshwari S.N., A Textbook of Accounting For Management, Vikas Publications.
- Dr. Jain, Kapil & Prof. Somani. Rashmi, Accounting for Managers, Dreamtech Press.
- Khan, M Y & Jain, P K, Management Accounting, Tata McGraw Hill Publication.
- Tally ERP 9 in Simple Steps, Kogent Learning Solutions Inc., ISBN: 9350040530.
- Asok K Nadhani, Mastering Tally ERP 9, BPB Publications.

**Reference Books:**

- Carl S. Warren, James M. Reeve, Jonathan E. Duchac, Financial and Managerial Accounting (12 Edition), South Western, Cengage Learning.
- Shah. Paresh, Financial Accounting for Management, Oxford University Press.
- Tally ERP 9, Official Manual, Tally Press.
- Tally for Beginners - (Accounting with Tally Part-I & II), Tally Press.

# Syllabus

Effective from Academic Year: 2016

## Master's Degree Programme in MBA (Supply Chain Management)

### Semester – I

<b>Course Title:</b>	<b>Managerial Economics</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCMIC004T</b>	<b>Duration of Examination:</b>	<b>3 hrs.</b>

**Objective:** The objective of this course is to acquaint the students with concepts and techniques used in economics and enable them to apply this knowledge in business decision making.

#### Unit – I

**Fundamentals of Managerial Economics:** Nature and Scope of Managerial Economics, Objectives of a firm, Managerial Economists Role and Responsibilities, Fundamental Micro-economics, Concepts in Decision Making: Marginal Principle, Choice and Opportunity Costs, Discounting Principle.

#### Unit – II

**Demand Analysis:** Theory, Demand Function, Law of Demand, Individual and Market Demand, Determinants of Demand, Elasticity of Demand: Price, Income and Cross Elasticity, Demand Forecasting, Consumer's Surplus, Indifference Curve Analysis.

#### Unit – III

**Cost Analysis:** Production and Cost Analysis, Production Function, Law of Diminishing Returns, Isoquants, Law of Returns to Scale, Classification of Costs, Average-Marginal Relationships, Long-run and Short-run Cost Functions, Economies of Scale.

#### Unit – IV

**Market Structures:** Spectrum of Market Structures, Price Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Price Discrimination.

#### Unit – V

**Macroeconomic Variable:** Circular flow of Economic Activity, National Income, GDP, GNP and NNP, Methods for Measuring National Income, Income Determination: Keynes Views, Inflation: Concept, Causes and Consequences, Demand-Pull and Cost-Push, Business Cycle: Features and Phases, Causes of Business Cycle.

#### Text Books:

- Mankiw.N. Gregory, Principles Of Microeconomics, Cengage Learning
- Dwivedi, D.N., Managerial Economics, Vikas Publishing – 7<sup>th</sup> Edition
- Ahuja, H.L., Managerial Economics, S. Chand Publishing- 8<sup>th</sup> Edition

#### Reference Books:

- Mankiw. N. Gregory, Economics Principles and Applications ,Cengage Learning
- Samuelson. Pual A. & William B. Nordhaus, Economics ,Tata Mac Graw Hill
- Salvatore, Managerial Economics in Global Economy, Thomson Learning, Mumbai.

**Syllabus**  
Effective from Academic Year: 2016  
**Master's Degree Programme in MBA (Supply Chain Management)**

**Semester – I**

<b>Course Title:</b>	<b>Statistical Analysis for Managers</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCM1C005T</b>	<b>Duration of Examination:</b>	<b>3 hrs.</b>

**Objective:** To provide students with strong understanding of statistical concepts and their applications in management.

**Unit – I**

**Introduction to Statistics:** Definition, Characteristics, Functions, Relevance of Statistics for other areas of study, Types of Statistical Methods, Limitation of Statistics, Statistical Units and their requirements.

**Classification and Tabulation:** Definition, Characteristics and Objectives of Classification, Rules and Types of Classification, Illustrations on Classification, Definition, Characteristics and Objectives of Tabulation, Rules and Types of Tables, Illustrations on Tabulation.

**Unit – II**

**Collection of Data and Editing of Data:** Definition of Data Collection, Types of Data, Difference between Primary and Secondary Data, Methods of Collecting Primary Data, Methods of Collecting Secondary, Concept of Editing Data, Editing of Primary Data, Editing of Secondary Data, Coding of Data, Guidelines for choosing between primary and Secondary Data.

**Diagrammatic and Graphical Representation:** Definition, Characteristics and Objectives of Diagrammatic Representation, Rules for Diagrammatic Representation, Difference between tabulation and Diagrammatic Representation, Advantages and Disadvantages of Diagrammatic Representation, Types of Diagrams with illustrations, Definition, Characteristics and Rules of a Graph, Difference between Diagrams and Graphs, Layout of a graph, Types of Graphs with Illustrations.

**Unit – III**

**Measures of Central Tendency:** Definition and Characteristics of Central Tendency / Average, Advantages and Disadvantages of Average, Types of Average, Arithmetic Average / Mean: Concept, Methods of Computation, Weighted Arithmetic Average, Mathematical Properties, Advantages and Disadvantages, Median: Concept, Methods of Computation, Properties, Advantages and Disadvantages, Mode: Mode: Concept, Methods of Inspection, Empirical Relation, Advantages and Disadvantages.

**Measures of Dispersion:** Definition, Characteristics, Properties, Advantages and Disadvantages, Types of Measures of Dispersion, Range: Concept, Application, Methods of Computation, Advantages and Disadvantages, Mean Deviation: Concept, Methods of Computation, Advantages and Disadvantages, Standard Deviation: Concept, Methods of Computation, Advantages and Disadvantages,

**Unit – IV**

**Skewness:** Definition, Characteristics and Types of Skewness, Difference between Dispersion and Skewness, Different Measures of Skewness: General Measures, Karl Person's.

**Kurtosis:** Definition, Characteristics of Kurtosis, Importance of Kurtosis, Methods of Kurtosis (without numerical).

**Unit – V**

**Correlation:** Definition, Uses and Types of Correlation, Measures of Simple Correlation: Spearman's Rank Correlation, Concurrent Deviation Method.

**Regression:** Definition, Uses and Types of Regression, Methods of Simple Regression Analysis: Graphical, Algebraic.

**Text Books:**

- Sharma J K, Business Statistics- Pearson Education
- Gupta, S.C., Fundamentals of Statistics- Himalayan Publishing House

**Reference Books:**

- Levin & Lubin, Statistics for Management, Pearson Education
- Dr. Aditham B Rao, Quantitative Techniques in Business, Jaico Publishing House



**Syllabus**  
Effective from Academic Year: 2016  
**Master's Degree Programme in MBA (Supply Chain Management)**

**Semester – I**

<b>Course Title:</b>	<b>Application Tools for Managers</b>	<b>Credits:</b>	<b>02</b>
<b>Course Code:</b>	<b>PGSCMIC006T</b>	--	--

**Objective:** This course is designed to provide an understanding in context with the application and working with operating system and application of relevant software's in business.

**Unit – I**

**Introduction to Computers and Windows:** Def. of Computer, Characteristics of Computers, Concept of Hardware, Software & Firmware, Concept of bit & byte, Different input & output devices, Software & its Classification: System & Application Software, Concept of computer virus, Working with accessories: notepad, paint, system tools etc., installing and removing applications.

**Unit – II**

**MS Word:** Concept of word processing, Advantages of word processing, File menu, Edit menu, View menu, Insert menu, Format menu, Tools menu, Table menu, Windows menu and Help menu.

**MS Excel:** Concept of spreadsheets, Application areas of Excel, Use of formula bar, Cell addressing/referencing, File menu, Edit menu, View menu, Insert menu, Format menu, Tools menu, Data menu, Windows menu and Help menu.

**Unit – III**

**MS PowerPoint:** General features of PowerPoint, File menu, Edit menu, View menu, Insert menu, Format menu, Tools menu, Slide Show menu, Windows menu and Help menu.

**MS Outlook:** General features of Outlook, Advantages of using Outlook, Exploring Outlook, Receiving Emails on Outlook, Creating and Sending Emails on Outlook, Scheduling and exploring Calendar in Outlook,

**Text Books:**

- Saxena, S., A First Course in Computers- Vikas Publishing House.
- Sinha, P.K., Computer Fundamentals – BPB Publications

**Reference Books:**

- Morley, D. Parker, Charles S., Understanding Computers: Today and Tomorrow, Comprehensive Cengage Learnings- 14<sup>th</sup> Edition
- Mohan, P, Fundamentals of Computers- Himalaya Publishing House

**Syllabus**  
Effective from Academic Year: 2016  
**Master's Degree Programme in MBA (Supply Chain Management)**

**Semester – I**

<b>Course Title:</b>	<b>Communication and Personality Development</b>	<b>Credits:</b>	<b>02</b>
<b>Course Code:</b>	<b>PGSCM1C007F</b>	<b>Duration of Examination:</b>	<b>2 hrs.</b>

**Objective:** The aim of this course is to prepare the students in such a way that they are able to communicate effectively and efficiently.

**Unit – I**

**Communication Foundations:** Importance and purpose of communication, types of communication, communication process, principles of communication, legal and ethical constraints, potential communication barriers, use of technology in communication.

**Unit – II**

**Written Communication:** Principles of Business Writing, Business Letters, Report writing, Memos, Routine Messages, Agenda, Minutes of Meeting, Press notes, Sales Letters, Enquiries, Orders, Letters of Complaints, Circulars, Letters of Appreciations and Resumes.

**Unit – III**

**Personality Development:** Non-verbal communication, Mock Interviews, Participating in Group Discussions, Telephonic Conversation, Handling Press Conferences, Basic Phonetics, Symbols and Sounds, Dress Etiquettes, Body Etiquettes.

**Text Books:**

- Mallika Nawal, Business Communication, Edition: 1<sup>st</sup> Cengage Learning.
- John M. Penrose Jr., Robert W. Rasberry, Edition: 5<sup>th</sup>, Business Communication for Managers: An Advanced Approach, Cengage Learning.

**Reference Books:**

- Sanjay Kumar & Pushp Lata, Communication Skills, Oxford University Press.
- Meenakshi Raman & Sangeeta Sharma, Technical Communication Principles and Practice, Oxford University Press.

# Syllabus

Effective from Academic Year: 2016

## Master's Degree Programme in MBA (Supply Chain Management)

### Semester – II

<b>Course Title:</b>	<b>Human Resource Management</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCM2C001T</b>	<b>Duration of Examination:</b>	<b>3 hrs.</b>

**OBJECTIVE:** The objective of this course is to familiarize the students with concepts and functions of human resource management.

#### Unit I Introduction to Human Resource Management

**Human Resource Management:** Concept, Nature, Functions and Significance of People Management in an organization; Evolution of HRM, Indian Scenario and HRM, Challenges faced by HRM, Models of HRM: The Harvard Model, The Michigan Model.

#### Unit II Manpower Management

**Human Resource Planning:** Steps, Factors, Integration of Strategy and HRP; **Job Analysis:** Job Description & Job Specification; **Recruitment:** Steps, Sources & Methods of Recruitment, **Selection:** Stages in Selection Process, Selection Tests, Reliability & Validity in Selection, **Induction:** Objectives, Procedure and Techniques, **Succession Planning, Job Evaluation:** Objectives, Methods: Quantitative & Non Quantitative.

#### Unit III Training and Development

**Training:** Purpose & Principles, Training Need Analysis, Methods of Training, **Executive Development:** Need, Techniques of Management Development, **Promotions:** Types, **Transfers:** Purpose, Procedure, **Separation:** Resignation, Dismissal, Suspension, Retrenchment, Lay-off, **Performance Appraisal:** Process, Methods-Traditional & Modern, Problems.

#### UNIT IV Compensation, Benefits and Employee Welfare

**Compensation:** Objectives, Factors, Components, Benefits, Quality of Work Life, **Employee Engagement:** Levels, Building Blocks, Employer Branding.

#### Unit V Industrial Relations

**Industrial Relation:** Objectives, Nature, Scope, Preventive & Settlement Machinery, **Trade Unions:** Objectives, Functions, Classification, Problems, **Grievance:** Forms, Causes, **Collective Bargaining:** Process.

#### Text Books:

- Dessler, G. , Human Resource Management, Pearson Education ,13<sup>th</sup>Edition
- DeCenzo, D. A., & Robbins, S. P. (2010), Fundamentals of Human Resource Management, John Wiley & Sons.
- Ian, Beardwell, and Len Holden, Human Resource Management, Prentice Hall.

#### Reference Books:

- Armstrong, M. Armstrong's Handbook of Human Resource Management Practice, Kogan Page.
- E. Schuster Human Resource Management, Concept, Cases and Readings, PHI.
- Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, New Jersey.
- Fisher, Schoenfeldt and Shaw, Managing Human Resource, Cengage Learning.
- Lata & Nair Personnel Management & Industrial Relations, S. Chand.
- Matoria, C. B., Rao, V. S. P., Personnel Management, Himalya Publishing House, New Delhi.
- Monoppa & Saiyadain, Personnel Management, Tata McGraw Hill, New Delhi.
- Pattanayak, B., Human Resource Management. PHI (EEE).
- Sengupta, D., Human Resource Management, Biztantra.

# Syllabus

Effective from Academic Year: 2016

## Master's Degree Programme in MBA (Supply Chain Management)

### Semester – II

<b>Course Title:</b>	<b>Financial Management</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCM2C002T</b>	<b>Duration of Examination:</b>	<b>3 hrs.</b>

**Objective:** This course aims at helping students to understand the conceptual framework of financial management and its applications under various environmental constraints.

#### Unit-I

**Financial Management:** Meaning, nature and scope of financial management, Financial goal: profit vs. wealth maximization. Finance functions: investment, financing and dividend decisions, time value of money, compounding and discounting technique.

#### Unit-II

**Working Capital:** Concept of Gross and Net working capital, types of working capital; various approaches to working capital management, factors affecting working capital requirement. Working Capital Management: Management of cash, inventory and receivables. Working Capital Financing: Sources of short term financing, role of commercial banks in providing working capital; commercial papers; factoring and other tools of working capital management.

#### Unit-III

**Cost of Capital:** Meaning and significance of cost of capital; calculation of cost of debt, preference capital, equity capital and retained earnings; weighted cost of capital. Concepts of leverage operating and financial leverage.

#### Unit-IV

**Capital Budgeting:** Nature of investment decisions; investment criteria- Net present value, internal rate of return, profitability index, payback period, Accounting rate of return, NPV and IRR comparison, capital rationing, risk analysis in capital budgeting

#### Unit-V

**Capital structure:** Concept and approaches of capital structure decisions; Net income approach, Net operating income approach, Traditional and M.M. Hypothesis. Determinants of capital structure. Dividend Decisions-Issues in dividend decisions, relevance and irrelevance theories of dividend, Walter model, Gordon's model, M-M hypothesis, forms of dividend, factors affecting dividend decision.

#### Text Books:

- Chandra Prsanna (2010), Financial Management, Tata Mc Graw Hill, Delhi,
- Hampton John (2010), Financial Decision Making, Prentice Hall, Delhi.
- Pandey I.M. (2010), Vikas Publishing House, Delhi.
- Khan M Y, Jain P.K. (2011), Financial Management, Tata Mc Graw Hill, Delhi.

#### Reference Books:

- Van Horne James C (2001), Financial Management Policy, Prentice Hall, Delhi.
- Van Horne, J.C. and J.M. Wachowicz Jr. (2011), Fundamentals of Financial Management, Prentice Hall, Delhi.
- Bhattacharya Hrisikhas (2003), Working Capital Management-Strategies and Techniques, Prentice Hall, New Delhi.
- Block Stanley B Geoffery A Hilt (2010), Foundations of Financial Management, Richard D., Irwin, Homewood.
- Gupta S.K. and Sharma R.K. (2011), Financial Management, Kalyani Publishers, New Delhi.
- Archer Stephen H. Choate G. Marc Recette George (2010), Financial Management, John Wiley, New York.
- Pinches George (2005), Essentials of Financial Management, Harper and Row, New York.

# Syllabus

Effective from Academic Year: 2016

## Master's Degree Programme in MBA (Supply Chain Management)

### Semester – II

<b>Course Title:</b>	<b>Operations Management</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCM2C003T</b>	<b>Duration of Examination:</b>	<b>3 hrs.</b>

**Objectives:** The objective of the course to impart knowledge to the students about Operations Management and laying the foundation for developing a better understanding of its intra-functional interaction with other areas of management.

#### Unit-I

**Operations Management:** Definition, Functions in organization, Historical evolution, Relationship with other functional areas, OM as a competitive weapon, OM Decisions.

**Operations Strategy:** Definition, Managing Strategy, Competitive Strategy, Richardson, Taylor & Gordon Frameworks for operational strategy, Strategy and Operational Effectiveness.

#### Unit-II

**Product Design:** Typology of products, Product life cycle, Technology lifecycle, The Product Development Process, Product Architecture, New Product Development & Economic cost, Product Development in Services.

**Process Design:** Definition, Linking processes, Typology of processes, Process decisions, Flexibility in manufacturing, Process choice, Characteristics of different production systems, Process designs in Services.

#### Unit-III

**Facility Location:** Factors affecting facility planning at Global – Macro & Micro level, Methods for evaluating location based decisions.

**Facility Layout:** Basic principles, Types of layouts – Process, Product/Line, Fixed, Group/Cellular, Concept of Line balancing and Assembly line balancing.

**Facility Capacity Planning:** Measures of capacity, capacity planning process (when, what, how), Capacity expansion strategies, Service operations & system capacity.

#### Unit-IV

**Quality Management & Control:** Definition Attributes of Quality, Quality Principles, Dimensions of Design & Conformance quality, Philosophies of Quality, PDCA cycle.

**Total Quality Management:** Definition, Concepts and Guiding principles for TQM, Customer Satisfaction Management, Quality Function Deployment, Models for TQM, Concept of Quality Circles.

#### Unit-V

**Material Requirement Planning (MRP):** Process, MRP pre-requisites, Planning Factors, Benefits, QFD, Introduction to MRP-II.

**Enterprise Resource Planning (ERP):** Concept & Origin of ERP, Characteristics of ERP, Benefits of ERP, ERP Implementation - Methodology, Principles, Guidelines & Causes of failure, Post ERP Implementation

#### Text Books:

- Gaither Norman & Frazier Greg (2011), Operations Management, 9<sup>th</sup> Edition, Cengage Learning India Pvt. Ltd..
- Singla Rai Ashim (2010), Enterprise Resource Planning, 2<sup>nd</sup> Reprint, Cengage Learning India Pvt. Ltd..
- Evans & Collier (2007), Operations Management: An Integrated Goods and Services Approach, 1<sup>st</sup> Indian Reprint 2007, Thomson Learning.

#### Reference Books:

- Krajewski Lee, Ritzman Larry & Malhotra Manoj (2007), 1<sup>st</sup> Reprint 2007, Pearson Prentice Hall.
- Adam Jr. & Ebert, R.J, Production and Operations Management (2010), 5<sup>th</sup> Edition, Prentice Hall of India Pvt. Ltd..
- Dr. Banerjee Biswajit, Operations Management and Control (2009), 2<sup>nd</sup> Edition 2009, S. Chand & Company Ltd. New Delhi.

# Syllabus

Effective from Academic Year: 2016

## Master's Degree Programme in MBA (Supply Chain Management)

### Semester – II

<b>Course Title:</b>	<b>Marketing Management</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCM2C004T</b>	<b>Duration of Examination:</b>	<b>3 hrs.</b>

**Objective:** The objective of this course is to provide students with the knowledge of Marketing and its related concepts.

#### Unit-I

**Product and Product Mix:** Product concept, meaning, Goods and Services, Product characteristics, product line, Product mix, Business product and Consumer product, Product life cycle, New product development process, Branding and Packaging decisions- purpose and significance, New trends in branding and packaging.

#### Unit-II

**Price and Pricing Strategies:** concept of price, objectives of pricing, factors affecting pricing decisions, Approaches to Pricing-Price and non-price competition, Methods of pricing, New trends in pricing strategies, Legal and Ethical aspects of price strategy.

#### Unit-III

**Distribution and Channel Management:** Concept of Distribution and Marketing Channels, importance, functions of distribution Channels, classification of distribution channels, role of Channel Intermediaries, designing marketing channels, marketing channels and value networks, Channel management decisions- Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Impact of Technology and Internet on distribution.

#### Unit-IV

**Promotion and Personal Selling:** Concept and Role of Marketing- Direct and Internet Marketing, Customer Behavior in Internet Marketing, B2B Exchanges, Promotional mix- Advertising concept, Objectives of Advertising, Types of Advertising, Creative decisions in Advertising, Media decisions in Advertising, Concept of Public Relations and its tools, Sales promotion, Wide Publicity and Personal selling, concept of Personal Selling, Buyers versus Seller Cycle, Personal Selling Skills, Challenges in Personal Selling, Persuading Customers, Marketing Strategy and Personal Selling, Personal Selling Strategies, Selling Process steps, Impact of Technology and Internet on Promotion.

#### Unit-V

**Business Marketing:** Concept of Business Marketing, Business Marketing on Internet, Relationship Marketing and Strategic Alliance, Categories of Business Customers, Business market versus Consumer Market, Types of Business products, Business Buying Behavior, Competing Global Markets and Global market entry decisions, Other Contemporary issues in Marketing Management.

#### Text Books:

- Ramaswami, V.S and Namakumari, S., Marketing Management- Global Perspectives Indian Context – 4<sup>th</sup> Edition- MacMillan
- Baines, P., Fill, Chris and Page, K., Marketing Asian Edition- Oxford University Press adapted by Piyush K. Sinha
- Kotler, Keller, Koshy, Jha Marketing Management- A South Asian Perspectives- 14<sup>th</sup> Edition Pearson

#### Reference Books:

- Malhotra, Naresh K and Dash, Satyabhushan, Marketing Research- An applied Orientation 6<sup>th</sup> Edition- Pearson.
- Grewal, D. & Levy, M. Marketing- 2<sup>nd</sup> Edition Tata McGraw Hill Education Pvt. Ltd.
- Britt and Boyd (ed.), Marketing Management and Administrative Action, Tata McGraw Hill
- P Kotler and Armstrong, Principles of Marketing, Prentice Hall India
- R Sexena, Marketing Management, Tata McGraw Hill.

# Syllabus

Effective from Academic Year: 2016

## Master's Degree Programme in MBA (Supply Chain Management)

### Semester – II

<b>Course Title:</b>	<b>Essentials of Supply Chain Management</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCM2C005T</b>	<b>Duration of Examination:</b>	<b>3 hrs.</b>

**Objective:** The objective of the course is to acquaint the students with fundamentals of Supply Chain Management and its relevance in today's business scenario.

#### Unit-I

**Basics of Supply Chain Management:** Concept of supply chain, opportunities and challenges of supply chain, evolution of the concept of supply chain management, supply chains and value chains, strategic decisions in supply chain, model for strategy formulation in supply chain management, supply chain management as a management philosophy, supply chain management in the 21st century.

#### Unit-II

**Planning and Sourcing:** Planning and sourcing supply chain operations, components of supply chain management, role of forecasting in supply chain, factors of demand forecasting, inventory management, procurement vendor selection, contract negotiation, consumption management, supply-demand uncertainties, and inventory management practices.

#### Unit-III

**Logistics in Supply Chain Management:** Concept of Logistics and logistics management, role of logistics service providers in supply networks, importance of logistics management, inventory flow, information flow, logical operating arrangements, supply chain synchronization.

#### Unit-IV

**Transportation in Supply Chain Management:** Transportation functionalities, principles and participants, factors affecting transportation decisions, mode of transportation, transportation administration and third party logistics. Concept of cargo, types of cargo.

#### Unit-V

**Information Technology in Supply Chain Management:** Role of information technology in supply chain management, supply chain information system, supply chain benchmarking, benchmarking process and procedure, recent trends in supply chain management, outsourcing supply chain operations, role of e-commerce in supply chain management, green supply chain management, world class supply chain management.

#### Text Books:

- Hugos M. Essentials of Supply Chain Management.
- Mohanty, R. P. and Deshmukh, S.G. Supply Chain Management- Theories and Practices.

#### Reference Books:

- Bowersox, D.J, Closs, D. and Cooper, M.B., Supply Chain Logistics Management- Mc Graw Hill Pvt. Ltd.
- Oakden, R. Leonaite, K. A framework for Supply Chains- Logistics operation with an Asia-Pacific perspective- Tata Mc Graw Hill.

# Syllabus

Effective from Academic Year: 2016

## Master's Degree Programme in MBA (Supply Chain Management)

### Semester – II

<b>Course Title:</b>	<b>Research Methods in Business</b>	<b>Credits:</b>	<b>04</b>
<b>Course Code:</b>	<b>PGSCM2C006T</b>	<b>Duration of Examination:</b>	<b>3 hrs.</b>

**Objective:** To equip the scholars with basic understanding of research methods and their application in the research field.

#### Unit-I

**Introduction to Research:** Def, Objective, Classification of Research, Research Process, Application of research in business decision making, Features of a good research study.

**Formulation of Research:** Scientific thought, Defining the Research Problem, Formulation of Research Hypotheses, Review of literature.

#### Unit-II

**Research Design:** Nature, Process, Classification–Exploratory, Descriptive & Experimental, Experiment and Causality, Necessary conditions for making casual inferences, Validity in experiments, Factors affecting Internal & External validity of experiments.

**Data Collection Methods:** Classification, Benefits and Drawbacks of Secondary data, Evaluation of Secondary data, Classification of Secondary data, Difference between Qualitative and Quantitative data methods, Methods of Qualitative research, Focus Group method, Personal Interview method, Projective techniques.

#### Unit-III

**Attitude Measurement & Scales:** Types of measurement scales, Attitude and its three components, Classification of item scales – single item, multiple item, comparative, non-comparative, continuous rating scale, Measurement error and criteria for good measurement.

**Questionnaire Design & Data Processing:** Types of questionnaire, Questionnaire design procedure, Determining type of questions, Criteria for question designing, Questionnaire structure, Physical characteristics of questionnaire, Pilot testing of questionnaire, Administering the questionnaire, Fieldwork validation, Data Editing, Coding, Classification & Tabulation of data.

#### Unit-IV

**Sampling:** Concepts, Sample versus Census, Sampling versus Sampling error, Sampling Design, Probability sampling designs, Non-probability sampling designs, Determination of sample size.

**Hypotheses Testing:** Concepts, Steps in testing of hypotheses, Test concerning Means (small & large samples), Test for difference between two population means (small, large & paired samples), Uni-variate Analysis, Concept of Bivariate and Multivariate Analysis.

#### Unit-V

**Data Analysis and Software:** Introduction to SPSS, Working in SPSS environment, Descriptive Statistics in SPSS and interpretation, Working with Solver in MS-Excel, Descriptive Statistics in Excel and interpretation.

**Report Writing and Referencing:** Importance of Report writing, Types of Research Reports, Report structure, Report Formulation/Writing, Guidelines for effective documentation, Introduction to APA ver.6 and its different styles.

#### Text Books:

- Chawla Deepak (2012), Research Methods – Concepts and Cases, Vikas Publishing House Pvt. Ltd..
- Kothari C.R. (2012), Research Methodology – Methods and Techniques, Vikas Publishing House Pvt. Ltd..
- Kumar Ranjeet (2009), Research Methodology - A Step by Step Guide for Researchers, Pearson Education.

#### Reference Books:

- Flick Uwe (2012), Introducing Research Methodology – A Beginner's Guide to Doing a Research Project, Sage South Asia Edition.
- Sharma J K (2012), Business Statistics, Pearson Education.



# Syllabus

Effective from Academic Year: 2016

## Master's Degree Programme in MBA (Supply Chain Management)

### Semester – II

<b>Course Title:</b>	<b>Business Environment and Ethics</b>	<b>Credits:</b>	<b>02</b>
<b>Course Code:</b>	<b>PGSCM2C007F</b>	<b>Duration of Examination:</b>	<b>2 hrs.</b>

**Objective:** The objective of this course is to develop knowledge base of environmental factors affecting business and to inculcate values of Environmental ethics amongst the students.

#### Unit – I

**Business Environment:** Meaning, concept and importance of business environment, need of environmental studies for Business, Elements of environment -internal and external, Changing dimensions of business environment, Liberalization, Privatization and Globalization. Business cycle, Inflation - Meaning, causes and measures to check inflation.

#### Unit – II

**Environmental Factors:** Significance and elements of Economic Environment, Economic Systems and Business Environment, Economic planning in India, Government policies - Industrial policy, licensing policy, fiscal policy, Monetary policy and EXIM policy, Political, Social, Cultural and Legal Environment of Business.

#### Unit – III

**Business Ethics:** Introduction to Business ethics, nature, characteristics and needs, evolution of Business ethics, Ethical practices in management, Ethical Value System, Corporate Governance, Corporate Social Responsibility (CSR), Opportunities and challenges in Business Ethics, Managing ethics in organizations.

#### Text Books:

- K. Aswathappa, Essentials of Business Environment
- Francis Cherunilam, Business Environment: Text and Cases, Publisher: Himalayan Publishing House
- Saleem Shaikh, Business Environment , Publisher: Pearson Education
- Justin Paul, Business Environment, Publisher: The McGraw Hill Companies

#### Reference Books:

- Saleem Shaikh, Business Environment , Publisher: Pearson Education
- Justin Paul, Business Environment, Publisher: The McGraw Hill Companies