



UNIVERSITY OF JAMMU

NOTIFICATION
(11/July/ ADP/20)

It is hereby notified for the information of all concerned that the Vice-Chancellor, in anticipation of the approval of the Academic Council, has been pleased to authorize adoption of the revised Syllabi and Courses of Study in the subject of Business Management for Master's in Business Administration(MBA) III Semester for the examinations to be held in the years as under alongwith %age of change:-

<u>Class</u>	<u>Semester</u>	<u>For the Examinations to be held in the year</u>	<u>%age of Change</u>
MBA	III	Dec. 2011, 2012, 2013	More than 75%

Course No.	Title	%age of change
301	Strategic Management	More than 75%
311	Consumer Behaviour	More than 75%
312	Services Marketing	More than 75%
313	Integrated Marketing Communication	More than 75%
314	Brand Management	More than 75%
321	Security Analysis and Portfolio Management	More than 75%
322	Management of Financial Services	More than 75%
323	Risk Management and Insurance	More than 75%
331	Strategic Human Resource Management	More than 75%
332	Performance and compensation Management	More than 75%
333	Organisational Change and Intervention Strategies	More than 75%
334	Organizational Psychology	More than 75%
341	Business Process Re-engineering	More than 75%
342	Supply Chain Management	More than 75%
343	Enterprise Resource Planning	More than 75%
344	Management of Technology and Innovation	More than 75%

The alternative question papers are required to be set as per the University regulation given as under:-

- i). If the change in the Syllabi and Courses of Study is less than 25%, no alternative Question paper will be set.
- ii). if the change is 25% and above but below 50% alternative Question Paper be set for one year.
- iii). If the change is 50% and above or whole scheme is changed, alternative Question Paper are set for two years.

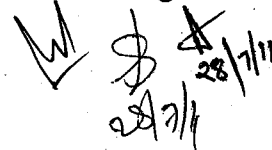
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REGISTRAR

F.Acd./XXX/11/ 4472-4501
Dated: 02-08-2011

Copy for information and necessary action to:

1. Special Secretary to Vice-Chancellor, University of Jammu;
2. Sr.P.A. to Registrar/Controller of Examinations;
3. Dean, Faculty of Business Studies;
4. Convener, Board of Studies in Business Management;
5. Members of the Board of Studies concerned ;
6. Principals of the concerned Colleges;
8. C.A. to Controller of Examinations;
9. Deputy/ Asst. Registrar (Conf./Exams. P/G /Inf./Publication/Admission/DDE);
10. S.O (Confidential); and
11. Content Manager, University Website.


Asst. Registrar (Academics)


28/7/11

MBA Semester – III

Course Title : Strategic Management
Course No. MBA-301
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The objective of this course is to present the students with the concepts and framework of strategic management. The students shall learn how to analyze a company's business environment, select a strategy, and construct the organization necessary to put into action.

Unit I

Overview of Strategic Management; Concept of Strategy; process of strategic management; strategic decision making; Strategic Intent; Vision, Mission, Goals and Objectives; Environmental appraisal; Environmental Scanning; Organizational appraisal; Methods for Organizational Appraisal

Unit II

Corporate Level Strategies; Business Level Strategies; Strategic Analysis & Choice; Process of Strategic Choice; Subjective factors in Strategic Choice; Aspects of Strategic implementation; Issues in strategy implementation; Procedural Implementation; Structural Implementation; Behavioural Implementation; Operational Implementation

Unit III

Strategic Evaluation; Strategic Control; Concept of Core Competence; Contemporary Issues in Strategic Management - Blue Ocean Strategy, Balanced Score Card

Unit IV & V

Case Study

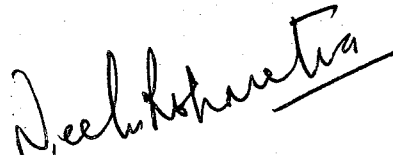
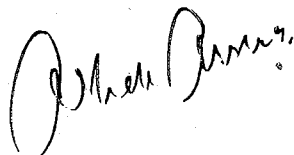
One case study as a question with 40 percent weightage.

Note for Paper Setting

The question paper will contain two questions each from first three units and the candidates will be required to answer one question from each unit i.e. there will be internal choice within each unit. In addition to these questions, there shall be a case study from Unit 4 and 5 i.e. of 28 marks. The case study shall be followed by 2 – 3 questions.

Reference Books

- Strategic Management and Business Policy, Azhar Kazmi, Tata Mc Graw Hill
- Business Policy and Strategic Management: Concepts and Applications, Vipin Gupta, Kamala Gollakota, R. Srinivasan, Prentice Hall India



- Strategic Management: The Indian Context, R Srinivasan, Prentice Hall India
- Strategic Management Theory: An Integrated Approach, Charles Hill, Gareth Jones, Cengage Learning
- Strategic management: competitiveness and globalization : concepts & cases Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Cengage Learning
- Exploring Corporate Strategy: Text & Cases, Johnson, Pearson Education India
- Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant, W. Chan Kim, Renée Mauborgne, Harvard Business School Press
- The balanced scorecard : translating strategy into action, Robert S Kaplan, David P Norton, Harvard Business Press
- The strategy-focused organization: how balanced scorecard companies thrive in the new business environment, Robert S. Kaplan, David P. Norton, Harvard Business Press
- Readings In Strategic Management, Arthur Thompson, Jr., A. J. Strickland III, Tracy Kramer, McGraw Hill
- Strategy Safari: A Guided Tour Through The Wilds of Strategic Management, Henry Mintzberg, Bruce Ahlstrand, Joseph Lampel, Simon and Schuster

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Prashant

MBA Semester – III

Course Title : Consumer Behaviour
Course No. MBA-311
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The objective of the course is to help the students to understand and apply the concepts of consumer behavior in the business organizations while performing diverse managerial roles.

Unit I

Consumer Behaviour : Overview of Consumer Behaviour, Relationship between Consumer Behaviour and Marketing, Consumer Behaviour Models, Cultural Social and Economic factors affecting Consumer behaviour. Consumer Research Process, Emerging trends in Consumer Behaviour

Unit II

Consumer Decision Making : Consumer Influence and the Diffusion of Innovations, Opinion Leadership, Consumer Decision Process, Brand Evaluation, Pre-purchase and Post-purchase Evaluation.

Unit III

Intrinsic Influences and their Applications on Consumer Behaviour : Consumer Motivation, Personality and Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change, Communication and Consumer Behaviour, Life Style Marketing.

Unit IV

Extrinsic Influences and their Applications on Consumer Behaviour : Environment and Situational Influences, Societal Influences on Consumer Behaviour, Group Influences, Households and Families, Social Class, Reference Groups, Influence of Culture on Consumer Behaviour.

Unit V

Consumer Behaviour and Strategic Applications – Consumers Segmentation and Targeting Strategies, Customer Satisfaction, Product and Service quality, Evaluation of consumer loyalty, Purchase Intentions and Switching Behaviour.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from

each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- Leon G. Schiffman and Leslie Lazar Kannuk, Consumer Behaviour, Pearson Prantice Hall.
- Blackwell, Roger and Miniad Paul, Consumer Behaviour, Cengage Learning.
- David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, Tata Mc Gra Hill, New Delhi
- Henry Assael Consumer Behaviour and Marketing Actions, Thomson Learning, Asian Book Pvt. Ltd.

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MBA Semester – III

Course Title : Services Marketing
Course No. MBA-312
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The objective of the course is to make the students aware about the distinctive aspects of services marketing and the various decisions relating to their management.

Unit I

Services: Concept, Reasons for Services marketing, Characteristics of Services, Services Marketing Mix, Segmentation and Targeting in Services, Framework of Services marketing, Gaps Model of Services Quality.

Unit II

Consumer Behaviour in Services, Consumers' Expectations from Services, Consumers' Perceptions of Services, Listening to Customers, Building Customer Relationships

Unit III

Service Development and Design, Customer Defined Service Standards, Physical Evidence of Service, Service Recovery

Unit IV

Employees' Role in Service Delivery, Customers' Role in Service Delivery, Delivery through Intermediaries, Managing Demand and Capacity

Unit V

Integrated Marketing Communication, Pricing of Services, Financial and Economic Impact of Services, Customer Relationship Management and Strategy.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- V. Zeithaml, D. Gremler, M. bitner & Ajay Pandit - Services Marketing
- Nimit Chowdhary & Monika Chowdhary – Marketing of Services
- R. Rust, A.J. Zahorik & T. Kenningham – Service Marketing
- Adrian Payne – Essence of Service Marketing
- Ravi Shankar – Services Marketing the Indian Perspective
- Hoffmann – Services Marketing

Adrian Payne

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Nimit Chowdhary

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MBA Semester – III

Course Title : Integrated Marketing Communication
Course No. MBA-313
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The course is designed to provide the students with an understanding of the Emotional Strategy and Management of the Marketing Communication Process by providing a theoretical basis and strategic analysis of how to build and manage the marketing communications that impact customer relationships and brands.

Unit I

Introduction to Integrated Marketing Communication; Developmental view of IMC; Conditions leading way to IMC; Approaches to planning IMC; Model of the Marketing Communication Decision-making Process; Macro and Societal issues in Marketing Communications; Social, Ethical and Regulatory Aspects of Advertising.

Unit II

Advertising as a Communication Process; Advertising as a Business Process; Creating Effective Advertising; Advertising Plans and Strategy; Alternative Styles of Creating Advertising- Unique Selling Proposition Creative Style, Brand Image Creative Style, Resonance Creative Style, Emotional Creative Style, Generic Creative Style, Preemptive Creative Style; Influence of Source message on Communication.

Unit III

Concepts of STP (Segmentation, Targeting and Positioning); Identification of the Target Audience; Establishment of Marketing Communication Objectives; Setting Marketing Communication Budget; Organizing for Marketing Communications- Role of Ad Agencies; Measuring Advertising Effectiveness.

Unit IV

Advertising Creativity- Creativity Process, Creative Strategy and Implementation of Creative Message Strategies; Message Strategy- Essential Message Objectives and Strategies; Copy Writing- copy writing and creative plan, copy writing for print ads, copy writing for cyber space, copy writing for broadcast advertisements, the copy approval process; Media Issues-Print Media, Broadcast Media, Internet and Interactive Media, Media Planning Process and Strategy-Media Plan, Media Objectives, Media Choices and on-going challenges in the media Environment.

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Unit V

Consumer-Oriented Sales promotion: sampling, couponing, free-with-purchase premiums, price-offs, bonus packs, games, rebates and refunds, sweepstakes and contests; overlay and tie-in promotions, continuity promotions and retailer promotions ; Direct and Interactive Marketing- media applications in direct marketing; Public Relations and Corporate Advertising; Digital Marketing; Mobile Advertising, Advertising on the Internet; Sponsorship and Event Marketing, Branded Entertainment.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- Advertising and Promotion, George E Belch, Michael Belch and Purani, Tata McGraw Hill.2009
- Advertising and Integrated Brand Promotion, O'Guinn, Allen Semnik, Thompson Publishing
- Advertising Management, Rajeev Batra, John G Myers, David A Aaker, PHI, 2001
- Advertising Communications and Promotion Management, Rosssister and Percy, McGraw Hill, 1998.
- Advertising Management, 5th ed., Aaker, David et.al. Prentice Hall, India.
- Adverting Communications and Promotion Management, Rossiter and Percy, Tata McGraw Hill.
- Advertising and Promotion Management, 2nd ed., Rossiter, Percy and Larry, McGraw Hill
- Strategic Marketing Communications: New Ways to build and Integrate Communications, Duncan and Tom , Tata McGraw Hill.
- Planning for Power advertising, Halve, Anand, Sage Publications.
- Way we Buy: The Science of Shopping, Underhill, Paco.

Neel Kumar

Pran Anand

MBA Semester – III

Course Title : Brand Management
Course No. MBA-314
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The primary objective of this course is to introduce "Brand Management" to students of management by explaining concepts with appropriate global examples. In this course students are taught how concepts are useful in situations when a number of brands are vying with one another on a narrow differentiation plane.

UNIT I

Brand –Introduction, Brand vs. Product, Importance of brands for consumers and firms, Historical origin of branding, Brand Positioning, consumer segmentation, Perceptual mapping and Brand Benefits and attributes, Brand Personality, Advertising and Positioning

UNIT II

Marketing Mix elements in Brand Building, Symbolic Branding, and The power of Brand Imagery, Critical Aspects of Brand Repositioning, Mass Markets and Brand Building, Types of Brands, Service Brands, Experiential Brands, Brand Failures.

UNIT III

Brand Loyalty, Brand Life Cycle, Brand Feelings, Brand resonance, Brand experience, Brand aesthetics, Brand Positioning-The Pitfalls, Branding strategies in changing marketing environment-the Indian context.

UNIT IV

Brand Extension-Concepts, rules & risks of brand extension, licensing & franchising. Brand Equity, Integrated Branding, Blue print for creating organization drivers and principle & their role.

UNIT V

Web Branding-Traffic and Brand building, Battle for web traffic, elements of web traffic plan, traffic builders, domain names, portal présence, publicity and word of mouth and banners & button, the importance of brand online.

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Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- Keller, K. L (2007), "Building, Measuring and Managing Brand Equity", Prentice hall, edition 3 , ISBN No – 0131888595
- Subroto Sengupta (2008) Brand Positioning: Strategies for Competitive Advantage McGraw-Hill Education
- David A. Aaker (2008), Managing Brand Equity, Free Press
- David A. Aaker (2009), Building Strong Brands, Free Press
- Jean-Noel Kapferer (1997) Strategic Brand Management: Creating and Sustaining Brand Equity Long Term, Kogan Page Publishers

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Ashton Amie

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MBA Semester – III

Course Title : Security Analysis and Portfolio Management

Course No. MBA-321

Contact Hours : 45

Duration of Examination : 3 hours

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The objective of this course is to impart knowledge to students regarding the theory and practice of security analysis and portfolio management

UNIT I

Introduction: Nature and scope of investment decisions, investment process and categories, components of investment risk, systematic and unsystematic risk.

UNIT II

Market for Securities; Financial Market – Primary and Secondary Market, Capital and Money Market, Regulations of securities market, SEBI function, guidelines for disclosures and investors' protection.

UNIT III

Fundamental Analysis: Influence of the Economy, Economy vs. Industry and company. Economic and Industry Factors. Industry Analysis – sources of information and Analysis, Importance of Government Policy. Company Analysis: Sources of data, elements of financial analysis.

UNIT IV

Technical Analysis : Importance of Timing, Basic tenets of Technical Analysis, Tools of Technical Analysis, Dow Theory. Efficient Market Theory: Random walk hypothesis, Efficient market theorem, Test of Random walk theory.

UNIT V

Portfolio Theory: Portfolio analysis, Markowitz risk – return optimization, portfolio selection, Capital market theory, Capital Asset pricing model and portfolio revision.

Note for Paper Setting

The question paper will contain two questions from each unit (total ten questions) and the candidate will be required to answer one question from each unit (total questions to be attempted, will be five) i.e there will be internal choice within each unit.

Amol Chavhan

Neel Kulkarni

Books Recommended

- Fisher, Donald E and, Jordan Ronald J. Security Analysis and Portfolio Management.
- Preeti Singh Investment Management.
- V A Avadhani Security Analysis and Portfolio Management.
- V Gangadhar Security Analysis and Portfolio Management.
- V Gangadhar & Ramesh Babu Investment Management

Neeh Rohmetia

Prashant

MBA Semester – III

Course Title : Management of Financial Services
Course No. MBA-322
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The main objective of this course is to develop an insight into the dynamic and complex field of financial services and to equip the students to understand and manage the ever evolving role of these services in the overall financial system.

Unit I

Financial Services – An Overview; Financial System- its components, financial institutions, financial markets, participants and instruments. Innovations in the financial services industry and its regulatory framework.

Unit II

Financial markets: typology, primary and secondary financial market activities. Stock market operations- trading mechanism in stock exchanges, functional specialization of members, stock market indices and their implications.

Unit III

Investor protection and investment management services. Credit rating- concept, mechanism and significance in investment decision making. Role of credit rating agencies- CRISIL, ICRA, ONICRA, CARE, etc. Collective Investment Vehicles- Mutual funds management, role of mutual funds in retail investment.

Unit IV

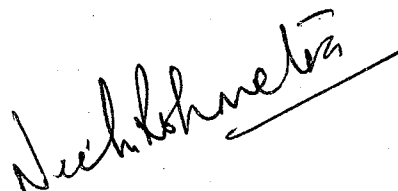
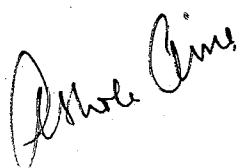
Merchant Banking Services- Initial public offering, issue management, pre-issue and post issue services. Strategic Financial Decisions & Corporate Restructuring services- mergers, amalgamations, acquisitions and takeovers.

Unit V

Contemporary financial services- Housing finance, Cash management services, Debt securitization, Forfaiting and Credit cards

Note for Paper Setting

The question paper will contain two questions from each unit (total ten questions) and the candidate will be required to answer one question from each unit (total questions to be attempted, will be five) i.e there will be internal choice within each unit.



Books Recommended

- V.K. Bhalla
 - M.Y. Khan
 - G.S. Batra & R.C. Dangwal
 - G.S. Batra
 - Renu Sobti
- Management of Financial Services
Financial Services
Financial Services – New Innovations
Financial Services and Markets
Banking and Financial Services in India

Neha Sharma

Shoukendra

MBA Semester – III

Course Title : Risk Management and Insurance
Course No. MBA-323
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The objective of this course is to acquaint MBA students to the basics of Insurance and Risk Management. This course will help them in developing an understanding about the various aspects of Insurance and Risk Management and their impact on the business. This course has been devised for session 2011-12, 2012-13 and 2013-14.

Unit-I

Risk- Basic categories of risk, Burden of Risk on Society, Methods of handling risk, Risk Management-Objectives of risk management, evaluating potential loss, selecting the appropriate technique for loss exposures-Risk Control-avoidance, loss prevention, and loss reduction, Risk financing- retention, non-insurance transfers, commercial insurance,

Unit-II

Changing scope of risk management- financial risk management-Enterprise risk management, Loss Forecasting- probability analysis, regression analysis, forecasting based on loss distributions, Financial analysis in risk management decision making- time value of money, financial analysis applications, Implementing and administering risk management program.

Unit-III

Basic characteristics of insurance, requirements of insurable risk, types of insurance, Basic legal principles, requirements and parts of insurance contract.

Basic components of a life insurance contract, contractual provisions of life insurance, types of life insurance policies, types of life insurance claims and their settlement and claim amount.

Unit-IV

Insurance intermediaries and their functioning, risk management in insurance companies, risk Management elements, risks in providing Insurance services, Reinsurance- nature of reinsurance risks, role of the reinsurers and techniques of reinsurance.

Unit-V

Insurance in India, Insurance sector reforms – Malhotra Committee 1993, IRDA Bill, Insurance players in India, Major Provisions of Insurance Act, 1938, Insurance Regulatory and Development Authority Act, 1999 – Duties, Powers and Functions of Authority.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

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|--|--|
| 1. Principles of Risk Management and Insurance | Rejda, George, Pearson Education |
| 2. Risk Management and Insurance. | Trieschman, Sommer and Hoyt, Cengage Learning |
| 3. Insurance and Risk Management | P.K.Gupta, Himalaya Publishing House |
| 4. Life and Health Insurance | Black, Jr. Kenneth and Horold Skipper, Pearson Education |
| 5. Insurance Principles and Practice | M. N. Mishra and S.B. Mishra, S.Chand & Co Ltd. |

Neeharika

John Chime

MBA Semester – III

Course Title : Strategic Human Resource Management Max. Marks : 100 Marks

Course No. MBA-331

Contact Hours : 45

Duration of Examination : 3 hours

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

Main objective of the course is to provide an understanding of the concepts frameworks and strategic issues in Human Resource Management

UNIT I

Strategic Human Resource Management: Concept, Need, Importance, Process, Issues and Challenges; Implications of Strategic Human Resource Management; Evolutionary stages of Strategic Human Resource Management; Models and theories of Strategic Human Resource Management; Integrated HR and Corporate Strategy and Systems.

UNIT II

Global Human Resource Environment; Technology and Structure; Work force Diversity; Demographic Changes; Temporary Contract Labour; Outsourcing; WTO and Labour Standards.

UNIT III

Strategic Planning; SBU Planning, HR Strategy and HR Planning; Strategic Recruitment and Selection; Reward and Compensation Strategies; Training and Development Strategies.

UNIT IV

Performance Management Strategies; Retention Strategies; Retrenchment Strategies; HR Strategies in multinational, global and transnational companies; Mergers and Acquisitions; Competitive Advantage

UNIT V

Strategic Human Resource Audit; Evaluating and benchmarking HR functions; Balanced Scorecard; Competency Mapping; HR Process Restructuring; Virtual Organisations; Emotional Intelligence.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from

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each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Books Recommended

- Sharma, A. and Khandekar A., 'Strategic Human Resource Management', Response Books, Sage Publications
- Dhar, R. L., 'Strategic Human Resource Management', Excel Books
- Jeffery R. Mello, Strategic Human Resource Management, Thomson Southern Western publication.
- Huselid, M., Becker, B.E., Beatty, W.R. and Ulrich, D. The Workforce Scorecard: Managing Human Capital to Execute Strategy'. Boston: Harvard Business School Press
- Ulrich, D and Brockbank, W. The HR Value Proposition', Boston: Harvard Business School Press, 2005
- Paauwe, J. 'HRM and performance: Achieving long-term Viability', Oxford: Oxford University Press, 2004
- Boxall, P. and Purcell, J. 'Strategy and Human Resource Management', Houndmills: Palgrave, 2003
- Armstrong, M. 'Strategic Human Resource Management', Kogan Page Publishers, 2000.

Neelesh Kumar

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MBA Semester – III**Course Title : Performance and Compensation Management****Course No. MBA-332****Contact Hours : 45****Duration of Examination : 3 hours****Max. Marks : 100 Marks****Internal Assessment : 30 Marks****Semester Examination : 70 Marks****(For the Examination to be held in November 2011, 2012 and 2013)****Objective**

Main objective of the course is to provide an understanding of the concepts, frameworks and issues and careers in Performance and Compensation Management

UNIT I

Performance Management: Concept, nature and process; Performance Management Techniques; Issues and challenges in performance management; Performance Appraisal; Concept, process and techniques including 360° and 720° Appraisal; Performance Appraisal and Performance Management: Assessment Centres.

UNIT II

Introduction to Compensation Management: Nature and Scope, Job Evaluation ; Wage and Salary Administration: Wage concepts, wage determination process, theories of wage, types of wages: time rate, piece rate, debt method; Wage differentials: Factors influencing wage and salary administration, Wage fixation machinery.

UNIT III

Wage Policy; Determination of inter and intra industry compensation differentials; Internal and external equity in compensation systems. Productivity and Wages: Measuring productivity, Appraising team performance; Designing career paths; Job hopping: Issues and challenges; Individual-Group Variable Compensation, Employee Stock Ownership, Retirement Plans.

UNIT IV

Incentives: Definition, types of Incentives, Individual Incentives: Organization Wide Incentives: Scanlon Plan, Kaiser Plan, Profit Sharing, Non- financial incentives; Fringe Benefits: Definition, objectives and types.

UNIT V

Wage Legislation: Laws relating to Workmen's Compensation; Payment of Wages Act (1936), The Minimum Wages Act (1948), The Payment of Bonus Act (1965), The Equal Remuneration Act (1976), Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief benefits.

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Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Books Recommended

- Sharma, A. and Khandekar A., "Strategic Human resource Management", Response Books, Sage Publications: New Delhi, 2006.
- Dhar, R. L., "Strategic Human Resource Management", Excel Books: New Delhi, 2008
- Jeffery R. Mello, "Strategic Human Resource Management", Thomson Southern Western Publication, 2007
- Sarma, A., "Understanding Wage and Compensation System", Himalaya Publishing House, 2010
- Armstrong, M. 'Performance Management', Kogan Page Publication, 2000.
- Rao, Venkateshwara, T., Performance Management and Appraisal System, Sage Publication, 2004.
- Angela Baron, Armstrong, M., Managing Performance, CIPD Publishing, 2005.
- Armstrong, M., A Handbook of HRM Practice, Kogan Page Publication, 2003.
- Taylor, S., Human Resource Management, Derek Torrington, Laura Hall Publication, 2005.

Neelesh Kumar

Arshad Ali

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MBA Semester – III

Course Title : Organisational Change and Intervention Strategies

Course No. MBA-333

Contact Hours : 45

Duration of Examination : 3 hours

Max. Marks : 100 Marks

Internal Assessment : 30 Marks

Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

To acquaint the students with issues relating to the processes of organizational change and development.

To prepare the students as organizational change facilitators using the knowledge and techniques of behavioural science.

Unit I

Understanding Change; Nature, Forces, types and importance; Change Management Challenges; Organising for Change; Change Levers; Key roles of organizational change; Building a culture of change; Steps in change management; Manager as a change agent.

Unit-II

Models of Organisational Change; Perspectives on change; Managing resistance to change; Change and transition Management; Value-based change; Nurturing organisational change; Culture and change.

Unit-III

Organisation Development: Concept and Nature, Underlying assumptions and values in Organisation Development, Foundations of Organisation Development, Issues in Consultant – client relationship; Management Development vs. Organisation Development, Success of an Organisation Development Programme.

Unit-IV

Action Research and Organisation Development; Organisational Diagnosis tools; OD Interventions: Factors affecting choice of OD intervention; Team Interventions: Process Consultation, Gestalt approach, Group team building meeting, Role Analysis Technique, Role Negotiating Technique, Force –field analysis, Responsibility Charting, Organisation mirror interventions; Third party peace-making.

Unit-V

Comprehensive interventions: Confrontation meeting, Grid OD, Survey feedback; Structural interventions: Self-managed teams, work-redesign, Re-

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engineering, Quality Circles, Total Quality Management; Fundamental strengths of OD; Future of OD.

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- Carnall, C., Managing Change in Organisations, Englewood Cliffs, New Jersey, Prentice Hall International, 1995.
- French, W.E. and Bell, C.H., Organisation Development, New Delhi: Prentice Hall of India, 1999.
- Bennis, W.G., Organisation Development: Nature, Origins and Prospects.
- Backhard, Richard, Organisation Development: Strategies and Models.
- Schein, Edgar H., Process Consultation – Its role in OD.
- Lawrence, Paul and Lorsch, Developing Organisation Diagnosis and Actions.
- Liz Clark, The Essence of Change, Prentice Hall Serves, 1997.
- Carr, Hard and Trahan, Managing and Change Process, Mc Graw Hill, 1996.
- Robert A. Paton, James Mc Calman, Change Management, New Delhi: Sage, 2000.
- Nilakant, V and Ramnarayan, S., Managing Organisational Change; New Delhi: Response Books, 1998.
- Dijer, William G., Strategies for Managing Change, Addison-Wesley Publishing Co. Inc., 1984.
- Harigopal, K, Management of Organisational Change – Leveraging Transformation, Response Books, 2001.
- Virmani, B. R, 'Managing People in Organisations, Sage: Response Books, 2000.
- Varma, Madhurendra K., 'Nurturing Change through Your Human Assets', Response Books, 2000.
- Chandra, Ashok and Shilpa Kabra, 'Human Resource Strategy, - Architecture for change', Response Books, 2000.

Arun Kumar

Neelakrishna

MBA Semester – III

Course Title : Organizational Psychology
Course No. MBA-334
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

Main objective of the course is to provide an understanding of the concepts, frameworks and issues in Organisational Psychology

Unit I

Organizational Psychology: Nature and Scope; Organisational Psychology and its relation with management; Industrial Psychology with special reference to Personnel Management, Individual Differences and their evaluation Role of heredity and environment, Types of individual differences; Human needs and their implications for work organizations; Future of Industrial/ Organizational Psychology.

Unit II

Concept of Human Factor Engineering and nature of man machine system; Psychological principles of machine design control devices; Scientific Management; Motion and Time study; Hawthorne Studies and their implications; Psychological testing: Utility, Reliability and Validity.

Unit III

Personnel selection and importance of testing techniques; Psychological and projective tests; Employees' and Training development, Job Satisfaction and its measurement; Creativity: Nature and concept, creativity in leadership and decision making.

UNIT IV

Attitudes: Meaning, characteristics, methods of measuring attitudes, Implications for the organizations; Industrial Morale: meaning, characteristics, factors that influence morale, measures of improving morale; Motivation: Meaning, types, applications; Job Redesign, work on incentives

UNIT V

Organizational Role Stress, Managing Stress; Burnout: Causes, effect and coping, Gender in Indian Organizations: Women as a minority, Boredom and Monotony, Fatigue and Telecommuting. Characteristics of the Workplace: Organizational Culture and climate; Strategies for reinforcement of culture.

Dr. Anurag 22

Neel Kumar

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- H.L.Kalia, Industrial Psychology, The Associated Publishers, I Edition, 2006
- Cary, L. Cooper and Edwin, A. Locke, Industrial and Organizational Psychology, Blackwell Publishing, 2000
- Joseph Tiffin, Ernest J. Mc Cormick, and Daniel, R. Ilgen, industrial Psychology, Prentice Hall of India Pvt. Ltd. New Delhi
- Blum, M.L. and Naylor, J. C., industrial Psychology, CBS Publishers & Distributors.
- Miner, B. John, Industrial- Organisational Psychology, Mc Graw Hill International Editions, Psychological Series.
- Michael. G. Aamodt, Industrial/ Organisational psychology, Cengage Learning, 2008

Neelam Sharma

Neelam Sharma

MBA Semester – III

Course Title : Business Process Re-engineering
Course No. MBA-341
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

Objective

The primary objective of this course is to provide basic knowledge regarding the concept of Business Process Reengineering and impart necessary skills for reengineering the critical business processes

Unit I

Introduction to Business Processes, Dimensions of Business Processes, Business Process Redesign, Business Process improvement, History and basics of BPR, Emergence and need of Business Process Reengineering.

Unit II

Information technology and business process reengineering; Criticality of IT in Business Processes, IT tools to support BPR, Future role of IT in Reengineering, BPR and relevant technologies

Unit III

BPR implementation Methodology ; Necessary attributes of BPR methodology, BPR Models, BPR methodology selection guidelines, Performance measures of BPR, Reengineering recommendations

Unit IV

Software Reengineering; General model of software reengineering, S/W development levels of abstraction, forward and reverse engineering, Reengineering approaches; Reengineering phases and tasks and hybrid reengineering

Unit V

Virtual Manufacturing; Virtual lab for product creation, Non linear finite lab element analysis, Non linear FEA analysis procedure, FEA application, Need for virtual manufacturing, e- manufacturing

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from

*Dr. Anil Chandra*²⁴

Neelish Chandra

each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- R. Radhakrishnan, S. Balasubramanian; Business Process Reengineering Text and Cases; PHI, 2008.
- Jayaraman, M.S. Natarajan, Ganesh Angaramanujan, A.V; Business Process Reengineering, McGraw Hill, 2007
- Sethi Vikram, William King; Organizational Transformation Through Business Process Reengineering: Applying Lessons Learned, Pearson Education, 2008

Nachiketha

Ashwini

MBA Semester – III

Course Title : Supply Chain Management
Course No. MBA-342
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The primary objective of this course is to provide basic knowledge regarding the concept and structure of Supply Chain Management and impart necessary skills for handling Supply chain issues of an enterprise.

UNIT I

Introduction to supply chain management (SCM); Evolution of SCM, Functional integration of logistics and operations, Coordination of material, financial and information flows; Supply chain management linkages

UNIT II

Performance Measures for SCM; The Beer Game and Analysis, Issues in marketing and customer service, Efficient customer response; Planning for Uncertainty, Product Costing for uncertainty

UNIT III

Forecasting Issues in Supply Chain Management; Product and Process Design for SCM, Order Processing and inventory Control for SCM, Warehousing and materials control.

UNIT IV

Transportation and Procurement management, Strategic Sourcing and Vendor Management, Outsourcing Strategy for logistic Services

UNIT V

Supply Chain Management in the Indian Environment, Contemporary Issues in supply Chain; Demand Value Chain, Green Supply Chain Management

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

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Neelish Chandra

Suggested readings

- D Simchi-Levi, P Kaminsky and E Simchi-Levi; Designing & Managing the Supply Chain; McGraw-Hill/Irwin, 2002.
- Chopra, S. and Meindl, P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education Asia, 2001.
- Shapiro, J. S., Modeling the Supply Chain, Duxbury Press, 2001.
- Magee, J.F., Copacino, W.C. and Rosenfield, D.B., Modern Logistics Management, Wiley, New York, 1995.
- Dornier, P., Ernst, R., Fender M. and Kouvelis, P., Global Operations and Logistics: Text and Cases, Wiley, New York, 1998.
- Tayur, S., Ganeshan, R. and Magazine, M., Quantitative Models for Supply Chain Management, Kluwer Academic Publishers, 1999.
- Mentzer.T.John , Supply Chain Management, Response Books, Sage Publications, Eleventh Printing, 2009.

Nee L. Kohnel

Amal Amal

MBA Semester – III

Course Title : Enterprise Resource Planning
Course No. MBA-343
Contact Hours : 45
Duration of Examination : 3 hours

Max. Marks : 100 Marks
Internal Assessment : 30 Marks
Semester Examination : 70 Marks

(For the Examination to be held in November 2011, 2012 and 2013)

Objective

The primary objective of this course is to provide basic knowledge regarding the concept and structure of ERP systems and impart necessary skills for its implementation in a business enterprise.

Unit I

An Enterprise perspective : Production, finance, personnel disciplines and their relationships, transiting environment. MIS Integration for disciplines. Information Workflow. Network Structure. Client Server Integrator Systems. Virtual Enterprise .

Unit II

Resource Management Perspective of ERP systems. Function and process of Enterprise Resource Management. Basic modules of ERP & ERM systems – HRD. Personnel Management. Training and Development. Skill Inventory. Material Planning and control.

Unit III

Inventory, forecasting. Manufacturing. Production Planning. Production scheduling, production control, sales and distribution, finance. Resource management in global scenario. Dynamic Data Management in complex global scenario.

Unit IV

Information system perspective of ERP system. Evolution of application Software, Technology Management, MIS, DBMS, DSS, OLAP. KBS, BPR, SCM, CRM. Information Communication Technology, E- Business.

Unit V

Managerial issues in ERP/ERM systems: concept selling. IT infrastructure. Implications of ERP systems on Business Organization. Critical success factors in ERP systems. ERP culture. Implementation issues. Resistance to change. Public service and Organizations (PSO) Project. ERP selection Issues. Return on Investment PRE and Post Implementation Issues . Role of Consultants. Key consultants in India.

Amir Chowdhury 28

Neel Kumar

Note for paper setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)

Suggested readings

- Garg V.K and Venket Krishna N.K. " ERP Concepts and Practices ". PHI Publication, 1997.
- Champy. J. Harper. " Re- engineering management ". Harper Collins, 1995.
- J Kanter Management with information . Prentice Hall(I), 1996 New Delhi.
- V Rajaraman Analysis and Design Of Information System. Prentice Hall(I), 1996 New Delhi

Neelish Kumar

Pranav

MBA Semester – III**Course Title : Management of Technology and Innovation****Course No. MBA-344****Contact Hours : 45****Duration of Examination : 3 hours****Max. Marks : 100 Marks****Internal Assessment : 30 Marks****Semester Examination : 70 Marks****(For the Examination to be held in November 2011, 2012 and 2013)****Objective**

The primary objective of this course is to provide necessary skills for handling technological changes. Also to train the students for the innovation process management.

Unit I

Technology as the driving force of global industrial competition, The axes and atlas of technology, Strategic management of technology, Business Strategy and technology management, Competitive position analysis for technology management

Unit II

Productivity and Incremental Innovation, Organizational determinants and forms of productivity and innovation, Technology absorption; Contents of technology acquisition, Basic issues, Technology intelligence capability

Unit III

Crucial issues in flexible technology, Strategic evaluation of technological investments, Competitive advantage framework, Framework for strategic financial analysis, The strategic cost management framework

Unit IV

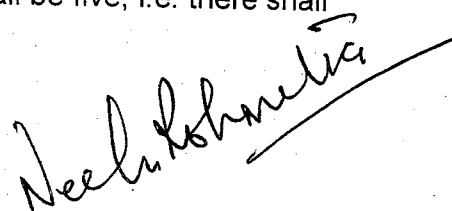
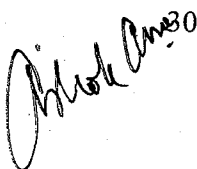
Management of technological innovation, Inception of technovation, Search procedure, selection of projects, Dynamics of tecnovation process, facilitating factors for technovation, common themes for innovative companies, fostering innovation in bureaucratic companies

Unit V

Technology fusion and the new R&D, Technology management and new opportunities, Structural imperatives of technology management

Note for Paper Setting

The question Paper shall contain two questions from each Unit (Total 10 Questions) and the candidate shall be required to answer one question from each unit (total number of questions to be attempted shall be five, i.e. there shall be internal choice within each unit)



References

- Rastogi, P.N., Management of Technology and Innovation: Competing through Technological Excellence, 2009, Sage Publications
- Robert Burgelman, Clayton Christensen, Steven Wheelwright, Strategic Management of Technology and Innovation, Mc Graw hills higher education, 2007
- Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.

Neel Kishore