



UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Second Year Third Semester

Sr. No	Course Code	Course Title	L	T	P	Credit
1	MB 301	Project Management	4	0	0	4
3	MB 302	Minor Research Project	0	0	8	4
4	Specialization	Five courses–Three from one specialization and two from another specialization	20	0	0	20
		Total Credits				28

*Duration 8 weeks

List of Electives: Third Semester

Code	CourseName	Code	CourseName
MM301	Sales & Distribution Management	POM301	Material Management
MM302	Retail Management	POM302	Production planning & control
MM303	Consumer Behaviour	POM303	Total Quality Management
FM301	Financial Derivatives	HR301	Compensation and Benefits Management
FM302	Financial Markets and Services	HR302	Human Resource Planning
FM303	Behavioural Finance	HR303	Strategic HRM
IT 301	Database Management and Administration		
IT 302	Management of Technology Innovation and Change		
IT 303	Business System Analysis & Design		



UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: Project Management

Code: MB -301

L-T Scheme: 3L+1T

Course Credits: 4

Course Objectives:

This course provides a platform to sensitize the hidden entrepreneurial traits of management students; also expose students to the Entrepreneurial and project management concepts and processes used in practice.

Course Outcomes:

At the end of this course, the students are able to:

1. Explain the fundamental concepts and process of managing an Entrepreneurial project.
 2. Exhibit the skill of managing an Entrepreneurial project
 3. Identify & manage an Entrepreneurial project in practice.
-
1. **Project Planning:** Project Management scenario, Project Asset – issues & problems, Gantt Chart & LOB, Network Analysis, PERT / CPM, Resource Monitoring & Control.
 2. **Contract Management** : principles of Project Contracts, compilation of Project Contracts, practical aspects of Contract, legal aspects of Project Management, global tender, negotiations for Projects, insurance for Projects.
 3. **Project Buying** : Projects Procurement Process, Life – cycle Costing, Project Cost Reduction methods, Project Stores, organization & HRD issues, Computerization.
 4. **Investment Feasibility Studies** : managing Project Resources Flow, Project Feasibility studies, Project Cost – Capital & Operating , Forecasting Income, Estimation of Investment & ROI, Project Evaluation, Financial Sources, Appraisal Process.
 5. **Issues in Project Management** : Project Audit, Project Monitoring & MIS, Cost Control, Real Time Planning, Intangibles.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

6. Project Management : CaseStudies.

Readings :

1. P Chandra : Projects : Planning Analysis : Selection Implementation & Review, Tata McGrawHill.
2. P Gopalkrishnan & V E Ramamoorthy : Text Book of Project Management, McMillan.
3. N Singh : Project Management & Control, Himalaya
4. V Desai : Project Management :
5. B M Patel : Project Management, Vikas.

Suhani, Computer Aided Project Mgmt, OUT



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: Sales & Distribution Management

Course Code: MM-301

L-T Scheme: 3-1

Course Credits: 4

Course Objectives:

Students who take this course will learn the basic functions of sales force management as well as theories and concepts about appropriately managing that function and be able to apply the research, theories, and concepts to practical situations. The emphasis is on business-to-business and business to customer sales force techniques. Topics covered include salesperson effectiveness, deployment, motivation, compensation, evaluation and in depth study of channel management along with their effectiveness in supporting sales functions

Learning Outcomes:

At the end of the course, students are able to

1. To explain the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
2. To exhibit skills acquired, critical for designing, evaluating and selecting sales and distribution strategies in practical settings
 1. To design, evaluate and select Sales and Distribution strategies in real time situations

Course Contents:

1 Introduction to Sales Management: Evolution of sales department, Nature & scope of personal selling & sales management, Roles and functions of a sales manager **2L**

2 Personal Selling: Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up) **4L**

3 Planning and Organizing Sales Force Efforts: Strategic planning and sales organization, Sales department relations, Distribution network relations, Sales forecasting, Sales budget, Sales objectives, Sales territories and quotas **3L**

4 Sales Force Management: Different personnel functions of a sales manager, Quantitative and qualitative requirements of sales force planning – determination of sales force size, job analysis for type of sales people required **2L**

5 Recruitment and Selection: Sources of recruitment, Selection process, Methods of selection **2L**

6 Training and Development: Need and purpose of training, Types of training, Designing a training programme - ACMEE model **2L**



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

7 Directing the Sales Force: Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating

6L

8 Controlling: Analysis of sales, Costs and Profitability, Evaluation of sales force performance

3L

9 Marketing Channels: Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, stockists, sales agents, brokers, franchisers, C&F agents, and retailers

2L

10 Channel Design and management: Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements

3L

11 Physical Distribution & Logistics: Goals, function, processing, warehousing, inventory & Transportation

1L

12 Retail Management: Retail strategies, Location, Types of retail formats, Stores layout, Visual merchandising techniques

3L

13 Merchandising: Merchandise management, Planning of assortment, Servicing and buying of merchandise, Supply chain management in retailing

3L

14 Case Studies

Books:

1. Berman, B & Evans, J.R.: Retail Management, Pearson
2. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases; HI./Pearson Education
3. Futrell, Charles M.: ABC of Relationship Selling; McGraw Hill.
4. Ingram, T.N., Laforge, R.W. & Avila, R.A.: Sales Management, South-Western
5. Johnson, Kurtz & Scheming: Sales Management Concept, Practices & Cases; McGraw Hill. Lancaster, David & Jobber, Geoff: Selling & Sales Management; Macmillan (India).



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: Retail Management

Course Code: MM-302

L-T Scheme: 3-1

Course Credits: 4

COURSE OBJECTIVE:

The main objective for the curriculum is providing insights on retail operations. This will enable the students to become good retail planners and decision makers and help focus on change and adaption to change. The course intends to provide the learner with an overview of the retail industry, concepts and processes and an opportunity to understand the areas of accountability for a Retail Manager. The learner will also be able to determine a level of interest in pursuing a career in retail management.

Course Contents

Unit 1

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

Unit 2

Retail Marketing Environment- Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues

Unit 3

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation

Unit 4

Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Unit 5

Retail Marketing Strategies: Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail “EST” model

REFERENCES

1. Berman and Evans, —Retail Management, Prentice Hall 2004
2. Davis and Ward, Managing Retail Consumption, John Wiley & Sons 2002
3. Dunne, Lusch and Gable, —Retailing, South-Western 2002



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: CONSUMER BEHAVIOUR

Course Code: MM - 303

L-T Scheme: 3L+1T

Course Credits: 4

Course Objectives:

This course is designed to improve the students' understanding of the basic concepts of consumer behavior. The students are expected to be able to identify behavior of consumers before, during and after purchase. Students will gain an overall conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions. This in turn will help the students to gain an insight about the growing importance and application of consumer behavior concepts in various areas of marketing.

Course Outcomes:

At the end of this course, the students are able to exhibit

1. A thorough understanding of the wide range of social, cultural and economic factors which influence consumer behavior.
2. Skills of analyzing the decision making process of the consumer
3. Ability to use and understand key consumer behavior concepts, theories and techniques for analyzing decision making process of the consumer, application of consumer behavior concepts with respect to formulation of marketing strategy.

Courses Contents

Unit I Introduction to Consumer Behaviour: Defining consumer behaviour, Impact on marketing strategies, Current trends in consumer behavior **Consumer Decision Process:** Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying

Unit II Individual Characteristics: Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements **Consumer Perception:** Marketing stimuli and perception, Perceptual selection - organization,



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

interpretation, selective perception process **Learning and Memory:** Information acquisition and processing, Learning elements, Theories, Memory processes

Unit III Consumer Motivation: Nature and role of motives, Classifying motives, Motive arousal, Motivation and involvement **Self-concept:** Perspective of self, Consumption and self concept, Gender roles **Attitude:** Characteristics and functions of attitude, Attitude development, Attitude theories and models, Role of belief in attitude formation, Relationship of attitude and behaviour, Attitude reinforcement and change

Unit IV Culture Subculture and Social Class: Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behaviour, Types of subculture and their influence on behaviour, Nature of social class, Social stratification **Reference Group Influence:** Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion **Family and Household:** Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of women, Children and household consumer behaviour

Unit V Models of Consumer Behaviour: Nicosia, Howard-Sheth & EKB **Organizational Buying Behaviour:** Organizational buyers versus consumers, Factors influencing business buying, Types of buying situations, Organizational buying process

Case Studies

Books:

1. Assael, H.: Consumer Behaviour & Marketing Action; South-Western
2. Blackwell, R.D., Miniard, P.W. & Engel, J.F.: Consumer Behaviour; South-Western
3. Hawkins, D.I., Best, R.J., Koney, K.A. & Mookerjee, A.: TMH
4. Kumar: Conceptual issues in Consumer Behaviors; Pearson Education
5. Loudon & Bitta, Della: Consumer Behaviour; TMH
6. Shiffman & Kanuk: Consumer Behaviour; Pearson Education
7. Solomon, M. R., Consumer Behaviour, Pearson Education



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: Financial Derivatives

Course Code: FM - 301

L-T Scheme: 3L+1T

Course Credits: 4

Course Objective:

- Understand how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications.
- Be able to solve basic problems requiring the ability to price derivative instruments and hedge market risk based on numerical data and current market conventions
- Have acquired the basic skills required for pricing financial derivatives, including familiarity with some central techniques, namely risk-neutral valuation, no-arbitrage pricing, the binomial model, and the Black-Scholes model.
- Be able to exercise basic quantitative and mathematical skills in pricing derivative instruments.

Unit 1

Financial Derivatives - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India

Unit-2

Futures and forwards - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures - Commodity futures, Index futures, interest rate futures – arbitrage opportunities.

Unit-3

Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps

Unit-4

Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options -stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Unit-5

Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward Market Commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities

References:

1. Khan, M.Y. *Financial Services*, Tata Mc Graw Hill, 2010
2. Punithavathy Pandian, *Financial Services and Markets*, Vikas PH, 2009.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: FINANCIAL MARKETS AND SERVICES

Course Code: FM - 302

L-T Scheme: 3L+1T

Course Credits: 4

Objectives:

- *To understand structure, scope and role of Indian financial system.*
- *To familiarize the operational and regulatory framework of Indian Financial System*

Unit I: Indian Financial System - Structure of a Financial System – Financial Markets- Financial Instruments -Financial Institutions, Intermediaries, Financial services, - Financial Regulatory Authorities

Unit II: Financial Markets - Money market-Organized and Unorganized- Sub markets- Capital market- Primary market-IPO-FPO- NFO-Book Building-Right Issue-Private placement- Bonus issue-Buy-back-Secondary market-Stock exchanges- Role and functions of Stock Exchanges- BSE-NSE.

Unit III: Financial Instruments - Money market instruments- Call money markets- Treasury bills-Repurchase agreements- Bankers acceptance-Commercial paper- Certificate of deposits- Commercial bill market-Capital market instruments- Shares- debentures- Bonds

Unit IV: Financial Institutions - Developmental banks-Commercial Banks- Public sector banks-Privatesectorbanks-NewGenerationbanks-EXIMbanks-Insurancecompanies-NBFCs

Unit V: Financial services and Financial Regulatory Authorities - Financial service industry- Emergence and developments- Fund based services- Merchant banking- Non-fund based services-Leasing and hire purchasing- Bill discounting and Factoring-Forfaiting- Securitization- Mutual Funds-Venture capital funds- Depository participants-Credit Rating- Consumer Finance- Credit and Debit cards-Insurance Products- Financial Sector Reforms- RBI and SEBI Guide lines to Financial Markets and Services.

References:

3. Khan, M.Y. *Financial Services*, Tata Mc Graw Hill, 2010
4. Punithavathy Pandian, *Financial Services and Markets*, Vikas PH, 2009.



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

5. Machiraju, HR, *Indian Financial system*, Vikas PH, 2010.
6. Kothari and Rajesh, *Financial services in India: Concept and Application*, Sage, New Delhi, 2010.
7. Gordon, E & Natarajan, K. *Financial Markets & Services*, Himalaya PH, 2011.
8. Rajesh Kothari, *Financial Services in India*, Sage Publication, 2010.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: BEHAVIOURAL FINANCE

Course Code: FM -303

L-T Scheme: 3-1

Course Credits:4

Objectives:

- *To provide the students with a fair understanding about the basic concepts and principles that support behavioral finance, and efficient and inefficient markets.*
- *To help students to understand the basic behavioural finance theories in volatile markets, be able to develop strategies for dealing with financial and investment behaviours, and to help know how to analyze and evaluate investments with financial behavioural tools.*
- *To equip the student to manage personal finance*

Unit I: Standard Finance – Modern Portfolio Theory, MM Theory, Capital Asset Pricing Model (CAPM), Random walk hypothesis, Expected Utility Theory – Efficient Market Hypothesis – Investor rationality and market efficiency – Introduction to Behavioural Finance – Evolution and History of Behavioural Finance, Main contributors

Unit II: Behaviour and its formation, models – Cognition, Cognitive dissonance, Cognitive bias – Emotions – Perception, Errors of perception – Decision making, Herbert Simon and bounded rationality – Heuristics and its relevance – Basis and the various Theories of Decision Making, Personality traits and risk attitudes

Unit III: Building blocks of Behavioural Finance – The psychology of investor behaviour – Theories of Behavioural Finance – Noise-trader; Professional arbitrage – Biases, Outcomes of biases, Various Biases – Cognitive, Affective and Conative biases – Dealing with biases – Debiasing strategies – Market anomalies – Herd behaviour – Bubbles, formation and effects, Behavioural explanation of Bubbles – Prospect theory – Models of investor behaviour

Unit IV: Behavioural Corporate Finance – Approaches – Mergers and Acquisitions – CEO Overconfidence and Biases, Approaches and dealing with biases – Debiasing, strategies – Value investing – Behavioural investing – Uses and Approaches of Behavioural Finance in corporate decision-making

Unit V: Neurofinance – Neural process and decision making – Contribution of Neurofinance in Behavioural finance – Frauds and the Psychology behind it – Theories of fraud – Prevention of fraud – Institutions that deal with frauds – Forensic accounting, need and its importance in the present situation



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

References

Ackert L and R Daves, Behavioural finance: Psychology decision making and Markets, South western, Centage learning, Mason, Ohio

Bisen, Pandey: *Learning Behavioural Finance*, Excel Books.

Montier, James: *Behavioural Finance*, John Wiley & Sons, New York.

Sheiter A, Inefficient Markets: An Introduction to behavioural finance, Oxford University press, Oxford

Sulphey, M. M.: *Introduction to Behavioural Finance*, PHI Learning P. Ltd., New Delhi.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: MATERIALS MANAGENENT

Course Code: POM -301

L-T Scheme: 3-1

Course Credits: 4

Objective:

While the principal objective of this course is to familiarise the students with various facets of materials management, the course has been designed in such a manner so as to bring the students closer to the advanced and recent techniques in materials management. It will develop the skills necessary in the present dynamic environment.

UNIT-I

Purchasing Process: Purchasing Objectives and process, Types of Purchases, Types of Purchasing Strategies. **In sourcing and outsourcing:** Outsourcing decision process, Total cost analysis, Outsourcing Alternatives

UNIT-II

Supplier evaluation selection and measurement: Identification of supplier sources, Methods of supplier selection, Methods of supplier evaluation, Supplier quality management, Supplier evaluation systems: ISO:9000.

World wide sourcing: Overview of world wide sourcing, International sourcing process.

UNIT- III

Basic Inventory Systems: Functions and types of Inventories, Measures of Inventory performance, Inventory Systems. **Distribution Inventory Management:** Multi Location Systems, Centralization of Inventories, Safety Stocks, Distribution Inventory System.

UNIT-IV

Aggregate Planning: The nature of the Aggregate Planning decisions, Aggregate Planning Defined, The Value of Decision Rules, Costs, Aggregate planning Strategies, Aggregate Planning Methods.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

UNIT-V

High Volume Production Activity Control and Just-in-Time Systems: The Production Environment, Controlling Continuous Production, Sequencing and line Balancing Methodologies, Relationship to Aggregate Planning, Batch Processing Techniques, Process Industry Scheduling, Just-in-Time.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: PRODUCTION PLANNING AND CONTROL

Course Code: POM -302

L-T Scheme: 3-1

Course Credits: 4

Objective:

To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations.

UNIT -I

History and Overview of Production Management. Capacity Planning, Location Planning, Types of Production Processes. Layout Planning, Productivity Management, Deterministic and Probabilistic Inventory Management models, Purchasing and Warehousing. Methods Study, Motion Study and Work Measurement. Job Evaluation. Wage Incentive Schemes. Value Analysis

UNIT- II

Production systems, type of production, Functions of production, planning and control, production procedure.

UNIT- III

Sales forecasting: Nature and uses of forecast sources of data Forecasting techniques: Regression methods, Moving average method Exponential smoothing method etc., forecast errors, Adaptive response system. Bayesian method, the Box-Jenkins Model.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

UNIT-IV

Production order : Process charts, Production master programme breakdown production order and preparation of various cards like job card, materials requisition from inspection card etc.

Production -Planning: for continuous, batch and job order production:. Capacity planning, planning models-static and dynamic.

UNIT- V

Scheduling: Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: TOTAL QUALITY MANAGEMENT

Course Code: POM 303

L-T Scheme: 3-1

Course Credits: 4

To learn the quality philosophies and tools in the managerial perspective.

UNIT I INTRODUCTION

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

Process capability – meaning, significance and measurement – Six sigma - concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI)



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

– principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new).

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: COMPENSATION AND BENEFITS MANAGEMENT

Course Code: HR-301

L-T Scheme: 3-1

Course Credits: 4

***Objective:** The course acquaints the students with the principals involved in developing a fair wage structure and its effect on both the employees and the organization*

Unit I: Introduction to Wages - Wage concepts, Theories of Wages, Importance, Wage Policy, Criteria for Wage Fixation, Techniques of Wage Determination, Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration;

Unit II: Effect of compensation - Impact of compensation and employees benefit on organizational effectiveness; Economic and Behavioural issues in compensation, internal and external equity of wage system, Law relating to payment of wages and bonus in India, Remunerating the Top Brass.

Unit III: Determining the Pay Level - Conventional reward methods and their inadequacies. Developing reward strategy – skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation; Compensation for executives and R&D staff; Reward structure in new industries (BPO, IT, Hospitality, Tourism, etc.), MNCs and other organizations; Remuneration plan and business strategy.

Unit IV: Employee Benefits - Profit sharing, payment of bonus, Types and significance of incentives, fringe benefits, Retirement plans, productivity and wages; understanding tools in designing, improving and implementing compensation packages.

Unit V: Managing the system - Union Role in Wage and Salary Administration, Compensation of Special groups, International pay system, Government and Legal Issues in Compensation



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

References

- ❖ Milkovich & Newman (2010), Compensation, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 8th Edition
- ❖ B.D. Singh, (2010) Compensation and Reward Management, Excel Books, New

Title of Course: Human Resource Planning

Course Code: HR-302

L-T Scheme: 3-1

Course Credits: 4

Course Objectives:

- ☐ ☐ Explain theory and application of human resource development and planning as a process for managing the employment relationship.
- ☐ ☐ Describe the broad range of influences acting on human resource development.
- ☐ ☐ Describe and discuss the challenges and difficulties in human resource planning.

Learning Outcomes:

Students are given sufficient insight about the topic during this course and were asked to work on real life situations in corporate world, Face the troubles/difficulties and find the amicable solution with the aids of case studies and discussions on various business models.

Course Contents:

Module – I (20 hrs)

2. **Basics in HR Planning** – Macro Level Scenario of HRP, Concepts and Process of HRP, Considerations – Technology, Finance, Product Demand. [4L]
3. **Methods and Techniques** – Demand Forecasting : Managerial Estimates, Trend Analysis, Utilization Analysis : Work Study, Job Analysis, Supply Forecasting : Inventory Analysis, Wastage Analysis, Markov Analysis, Balancing Supply & Demand, Issues of Shortage and Surplus. [10L]

3. **Human Resource Information System (HRIS) - Concept and Procedures** [4 L]
4. **Strategic HRP – Planning, Tools and Evaluation** [2L]

Module – II (20 hrs)

5. **Job Analysis & Job Evaluation** – Job Analysis - Concepts, Process, Job Description, Job Specification, Uses, Limitations; Job Evaluations – Concepts, Methods, Limitations [6L]



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

6. **Measurements of HR Planning** – HR Audit, HR Accounting [4 L]
7. **HR Plan – Implementation Strategies** – Recruitment, Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan. [6L]
8. **Case Studies on HR Planning** [4L]

Books:

1. Bennis, M. & Casson, J. : The Manpower Planning Handbook, McGraw Hill.
2. Bell, D. J. : Planning Corporate Manpower, Longman.
3. Bohlander, G., Snell, S., Sherman, A. : Managing Human Resources, Thomson.
4. Mellow, Jeffrey A. : Strategic Human Resource Management, Thomson
5. Pettman, B. O. & Taverneir, G. : Manpower Planning Workbook, Gower.
6. Walker, J. W. : Human Resource Planning, McGraw Hill.



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: STRATEGIC HUMAN RESOURCES MANAGEMENT

Course Code: HR-303

L-T Scheme: 3-1

Course Credits: 4

***Objective:** The aim of this course is to develop an analytic and theoretical understanding of the HR practices to make it a strategic resource in the organization.*

Unit I: Concept of SHRM-- Definition, objectives, scope, functions; Strategic role of SHRM; Difference between traditional HRM and SHRM; Essential elements of SHRM; Approaches to SHRM; Strategic fit; Application of SHRM in changing organization scenario.

Unit II: Human resource planning—Strategic approaches to recruitment and selection; Analysis of selection and recruitment practices of professionally managed companies; Corporate career planning and succession planning; Strategic workforce planning; Understanding and measuring human capital; Talent acquisition; HR outsourcing.

Unit III: Strategic performance development approach. Trends in performance appraisal—self appraisal, competency mapping, balance scorecard; using KPA's for peak performance; Retention strategies— combating job hopping; HR empowerment through performance management

Unit IV: Changing role of training—proactive training management; strategic activities for developing training team; Innovative web based training—m-learning, e-mentoring, e-coaching; Strategic employee empowerment. HR audit and accounting

Unit V: Change management and strategic HRM; Strategies to overcome HR challenges faced by Indian companies; Strategic competencies for HR professionals; Global competitiveness and Strategic HR

References



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

1. Strategic Human Resource Management : By Jeffrey Mello
2. Armstrong's Handbook of Strategic Human Resource Management : By Michael Armstrong



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Database Management and Administration

Course Code: IT 301

L – 4, Credits -4

Objectives: This course will help students to understand how databases can be used to store an Organization's information and to administer the organization's database.

Course Contents

Unit I

Introduction to Database Management Systems (DBMS): Characteristics of Data in Database, DBMS, Advantage of DBMS, Data Abstraction, Data Models, Categories of Users. **Database Architecture:-**Database Logical Storage Structures, Database Physical Storage Structures, Multiplexing database files, Database Memory Structures, Controlling the Database. **Storage Structures:-**Tablespaces and Datafiles Space, Management in Tablespaces. Relational Database Design, Tools and Techniques. Entity Relationship Model, DFD's, Database Normalization

Unit II

Introduction to SQL: SQL data types and literals. Types of SQL commands. SQL Operators and their precedence, Tables>Create, Alter, Rename, Drop, Insert, Update, Delete, Queries and Sub-queries, Arithmetic Operators, Range Searching, Pattern Matching, Viewing sorted Data, Joins, Unions, Intersection, Minus. Aggregate functions, Group Functions, having, Commit, Rollback, Dual Table, Sysdate. Rowid, Rownum, indexes, String Functions-lower, upper, Substr, length, LTRIM, RTRIM, TRIM, LPAD, RPAD, CONCATENATE Function Conversion Functions- to_number, to_char, to_date Date Functions – Add_months, months_between Security Management using grant, revoke and views.

Unit III

Database Administration and Security:-Roles and Responsibilities of DBA, Database User Accounts, Creating a User, Profiles and Users. Database Security Revoke Unnecessary Privileges from PUBLIC, Restrict the Operating System Directories Accessible by the User, Limit Users with Administrative Privileges, Manage Default User Accounts, Implement Standard Password Security Features.



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Unit IV

Backup and Recovery Concepts:- Backup and Recovery Issues, Categories of Failures, Statement Failures, User Process Failure, Network Failure, User Errors, Instance Failure, Instance Recovery, Phases of Instance Recovery, Media Failure, Control Files, Redo Log Files, Multiplexing the Redo Log, Archived Log Files. Recovery Manager (RMAN), Database Recovery (Using RMAN), Database Performance Tuning.

Text Books

1. Silberschatz, A. H. F. Korth, Sudarshan, S. (2005). Database system concepts. 5th Edition Tata McGraw-Hill.
2. R. Elmsari & S. D. Navathe. (2007). Fundamentals of database systems. 5th Edition, Pearson Education.

Reference Books

1. Ivan Bayross, (2009). SQL, PL/SQL- The Programming Language of Oracle, 4th Edition, BPB Publications
2. Koch, G. & Loney, K. (2005). Oracle 9i The complete reference. 1st Edition Tata McGraw-Hill Osborne Media.
3. Freeman, (2002). Oracle 9i RMAN backup & Recovery, 1st Edition, Tata McGraw-Hill Osborne Media.
4. Loney, K and Theriault, M. (2002). Oracle 9i: DBA Handbook. 1st Edition., Tata McGraw-Hill Edition.



श्रद्धावान लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

MANAGEMENT OF TECHNOLOGY INNOVATION AND CHANGE

Course Code: IT 302

L – 4, Credits -4

Objectives: This course is designed to help students to understand the importance of managing Technology, innovation and change at the firm's level and also at the national level.

Course Contents

Unit I

Technology Management: Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

Unit II

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.

Unit III

Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.

Unit IV

Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

Text Books

1. Hossein Bidgoli. (2010), The Handbook of Technology Management (3 Volume Set), Wiley.
2. Larisa V. Shavinina, (2003), The International Handbook of Innovation, 1st Edition, Elsevier Science, Permagon.

Reference Books



श्रद्धावान् लभते ज्ञानम्

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

1. Tushman, Michael L and Philip Anderson. (2004). Managing Strategic Innovation and Change, 2nd Edition, Oxford University Press.
2. Adair, John. (2011). Leadership for Innovation, 2nd Edition, Kogan Page India Private Limited.
3. Narayanan, V K. Managing Technology and Innovation for Competitive Advantage. 3rd Edition, Pearson Education.
4. Frederick Betz, Managing Technological Innovation, Competitive Advantage from change, 3rd Edition, John Wiley & Sons, Inc. , USA.



UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Business System Analysis & Design

Course Code: IT 303

L – 4, Credits -4

Objectives: The objective of the course is to provide the necessary background and experience in developing a System so that a student can enter in the professional community in the capacity of a system analyst or programmer.

Course Contents

Unit I

Introduction : System Definition and concepts, System Environments and Boundaries. Realtime and distributed systems, Basic principles of successful systems, Structured System Analysis and Design. Systems Analyst : Role and Need of Systems Analyst. Qualifications and responsibilities. System Analysis as a Profession System Development Cycle : Introduction to Systems Development Life Cycle (SDLC). Various phases of SDLC: Study, Analysis, Design, Development, Implementation, Maintenance.

Unit II

Systems documentation consideration: Principles of Systems Documentation, Types of documentation and their importance, Enforcing documentation discipline in an organization System Planning : Data and fact gathering techniques : Interviews, Group Communication Questionnaires, Presentations & Site Visits. Assessing Project Feasibility: Technical, Operational, Economic, Cost Benefits Analysis, Schedule, legal and contractual, Political. Modern Methods for determining system requirements.

Unit III



UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Modular and Structured Design : Module specifications. Top-down and bottom-up design. Module coupling and cohesion. Structure Charts. System Design and Modeling: Process Modeling, logical and physical design, Conceptual Data Modeling: Entity Relationship Analysis, Entity-Relationship Modeling, DFDs, Process Description: Structured English, Decision Tree, Decision Tables. Documentation: Data Dictionary, Recording Data Descriptions. Input and Output: Classification of forms, Input/output forms design. User-interface design, Graphical interfaces. Standards and guidelines for GUI design.

Unit IV

System Implementation and Maintenance : Planning considerations. Conversion methods, procedures and controls. System acceptance criteria. System Evaluation and Performance. Testing and Validation. Preparing User Manual. Maintenance Activities and Issues

Text Books

1. Roger. S. Pressman. (2009). Software Engineering: A Practitioner's Approach, 7th Edition, Tata McGraw Hill, NewDelhi,
2. Kendall, Kenneth E and Julie E. Kendall, (2009). Systems Analysis and Design, 7th Edition, Prentice Hall of India.

Reference Books

1. Jeffrey, L. Whitten and Lonnie D. Bentley. (2004). System and Design Methods. 6th Edition, Tata McGrawHill
2. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich. (2007). Modern Systems Analysis and Design, 5th Edition (2007). Pearson Education.
3. Roger H.L. Chinan, KengSiau, and Bill C. Hardgrave. (2009). Systems Analysis and Design Techniques, Methodologies, Approaches, and Architectures, 1st Edition. Prentice Hall of India.
4. Alan Dennis, Barbara H. Wixom and Roberta M Roth. (2009). Systems Analysis & Design, 4th Edition, Wiley & Sons.