

Second Year Fourth Semester

Sr. No	Course Code	Course Title	L	T	P	Credit
1	MB 401	Corporate Strategy	4	0	0	4
3	MB 402	Major Research Project	0	0	8	4
4	Specialization	Five courses–Three from one specialization and two from another specialization	16	0	0	20
		Total Credits				28

List of Electives: Fourth Semester

Code	Course Name	Code	Course Name
MM403	International Marketing	POM403	Supply Chain and logistics Management
MM404	Service Marketing	POM404	Service Operation Management
MM405	Product and Brand Management	POM405	Quality Management
FM403	Taxation	HR403	Performance Management Systems
FM404	International Finance	HR404	Human Resource Development
FM405	Investment Analysis and Portfolio Management	HR405	International HRM
IT 403	ERP-System Administration		
IT 404	E-Business		
IT 405	Information System Management		

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course : Corporate Strategy

Course Code: MB -401

L-T Scheme: 3L+1T

Course Credits: 4

Course Objectives:

This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

UNIT-I

Business Policy as a study ; Its Nature & Importance , Development & Classification of Business Policy; Mechanism or Policy making.

UNIT-II

Top Management its Responsibilities & tasks . Objectives of Business Characteristics, Classification , types of Objectives and their overall Hierarchy , Setting of Objectives , Key areas involved.

UNIT-III

Corporate Planning ; Concept of long term planning , Strategic Planning (Planning Strategically) , Nature , Process & Importance .

UNIT-IV

Corporate Strategy : Concept , Components , Importance. Strategy Formulation: Concept , Process & Affecting Factors. Strategy Evaluation: Process, Criteria , Environmental Analysis , Resource Analysis .

UNIT-V

Synergy : Concept , Types , evaluation of Synergy. Capability Profiles , Synergy as a Component of Strategy & its Relevance .

Suggested Readings :

1. Peter F. Drucker Management Task & Responsibilities
2. Igor Ansoff Corporate Strategy
3. Gluek & Jauch Corporate Strategy
4. Standard Management Policy

Books:

1. Shiv Mathura and Alfred Kenyon,
2. David Collis and Cynthia Montgomery,
3. Cliff Bowman and David Faulkner,

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: INTERNATIONAL MARKETING

Course Code: MM -403

L-T Scheme: 3L+1T

Course Credits: 4

Course Objectives:

The course provides a thorough understanding of fundamentals of international marketing theory and key concepts. This course will also create an awareness of processes, context and influences associated with International marketing by studying topics like Cultural, Political and legal environment, International differences in consumer behavior, Challenge of managing and delivering high quality service to customers in a cross-cultural context, Developing a Global vision through marketing research, Products and services for international consumer and business markets, Channel and Advertising strategies etc

Course Outcomes:

At the end of the course students are able

1. To explain factors associated with international markets and the impact of different cultural values and belief systems on marketing products.
2. To acquire skills in developing the concepts for different international marketing situations and contexts faced by an organization
3. To apply these marketing plans and strategies to succeed in the dynamic International marketplace

Course contents

Unit I

Introduction: Definition of international marketing, Domestic vs. international marketing, Benefits of international marketing, Process of internationalization, Marketing orientation of a Firm **Trade**

Theories: Basis of international trade, Principles of absolute and relative advantage,
Factor endowment theory

Unit II

Dynamics of World Market: Identifying and satisfying global needs, Coordinating activities and recognizing constraints **Environment of International Marketing: Economic-cultural** – culture and

its characteristics, influence of culture on consumption decisions, cultural universals, **Politico- Legal** – concept of multiplicity of political and legal environment, different political and legal systems

Unit III

International Institutions: (only the objectives) – WTO, World Bank, IMF, ADB, UNCTAD, EEC, SAPTA, NAFTA etc. **International Product Policy:** New product policy, International product life cycle, Product line policies, Branding, packaging and labeling

Unit IV

International Pricing Strategies: Factors in pricing, Alternative strategies, Forfeiting, Transfer pricing, Dumping, Counter trade **Distribution:** Methods of entry into foreign markets, Foreign market channels, Global logistics **Promotion:** Global promotion mix, Standardized global communication

Unit V

Foreign Exchange: Concepts of spot rate, forward rate, arbitrage, translation; FEMA **Procedure of Foreign Trade and Documentation:** Process of importing and exporting, Documentation (only the purpose) – certificate of origin, bill of lading, mates receipt, letter of credit, line of credit

Case Study

Books:

1. Black & Sundaram: International Marketing: PHI
2. Doole, J. & Lowe, R.: International Marketing Strategy; Thomson
3. Johansson, J.K., TMH
4. Joshi: International Marketing: OUP
5. Keegan: Global Marketing Management: Pearson
6. Lee, K. & Carter, S., Global Marketing management, OUP
7. Onkvisit & Shaw: International Marketing – Analysis & Strategy: Pearson
8. Paul, J., & Kapoor, R, International Marketing, TMH
9. Terpestra & Sarathy: International Marketing: Harcourt College Publish

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR
MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Course Description

Title of Course: Service Marketing

Course Code: MM -404

L-T Scheme: 3L+1T

Course Credits: 4

Course Objectives:

This course describes basics of service marketing with focus on Gaps Model of Service Quality, Consumer Behavior in services, Consumer Expectation & Perception of Service, Understanding Customer Requirements, Aligning Service Design and Standards, Delivering and Performing Service and Managing Service Promises. Students will study the basic fundamentals of services marketing along with emphasis on practical from the corporate world so as to help them apply the fundamentals of the course in the dynamic business world.

Course Outcomes:

At the end of the course students are be able

1. To explain the basic concepts of services marketing
2. To exhibit the skills required in identifying and closing the service gaps existing in a service organization.
3. To apply the skills required in identifying and closing the service gaps existing in a real time situation.

Courses Contents

Unit I

Service Marketing: Introduction, Need and scope of service marketing, Reasons for growth of services, Contribution to economy, Different types of service sectors – traditional and new, Trends in service sector, Impact of technology on different service sectors
Service Concept: Definition, Characteristics of services, Tangibility continuum, Marketing mix for services - product, price, place, promotion, physical evidence, people & process

Unit II

Consumer Behaviour in Service Marketing: Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the

differences among customers **Service Strategy Planning:** Understanding the customer and competition, Positioning services, Service triangle concept

Unit III

Creating the Service Product: Creating service product, Customer value hierarchy, Flower of service, Service product mix, Branding service products **Service Marketing Communications:** Elements of promotional mix for services **Pricing of Services:** Foundations of pricing, How service prices are different, Approaches to pricing

Unit IV

Distributing Services: Distribution in service context, Direct channels, franchising, agents and brokers, electronic channels, Strategies for effective delivery **Designing and Managing Services:** Designing service delivery system, Service blueprinting, Quality function deployment, Customer as co-producer **Managing Demand and Capacity:** Capacity constraints, Demand patterns, Strategies for matching capacity and demand, Wait lines and reservations **Planning the Service Environment:** Physical evidence, Servicescape - types and role, customer response to environment, guidelines for servicescape strategies

Unit V

Managing People: Critical importance of service employees, Problems and difficulties of boundary-spanning roles, Strategies for delivering service quality through people, Service leadership and culture **Service Quality:** Service quality, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality **Different Services:** Nature and characteristics of financial, hospitality, health-care, educational & professional, logistics, entertainment services and their respective marketing-mix analysis **Building Customer Relationships:** Goals of relationship marketing, Understanding customer-firm relationships, Relationship value of customers, Customer profitability segment, Targeting right customers, Relationship development strategies, Relationship challenges, Life-time value

Case Studies

Books:

1. Apte, G.: Service Marketing; OUP
2. Fitzsimmons, J A & Fitzsimmons, M J: Service Management; McGraw Hill
3. Gronroos, C.: Services management and marketing; Wiley
4. Haksever, C., Render, B., Russel, R., Murdick, R.: Service Management and Operations; Pearson
5. Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education
6. Rao, K.R.M.: Services Marketing, Pearson Education
7. Srinivasan R.: Services Marketing; PHI
8. Verma, H.V. : Services marketing, Pearson
9. Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A.: Service Marketing;, TMH

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Course Description

Title of Course: PRODUCT AND BRAND MANAGEMENT

Course Code: MM 405

L-T Scheme: 3L+1T

Course Credits: 4

Course Objectives:

The objective of this course is to familiarise the students with the concepts and strategies involved in product management and branding for effective brand building.

Unit I:

Product Management - Product – Definition, Levels of Product; Definition of Product Management, Scope and Importance; Role of Product Manager; Product Mix and Product Line Strategies; Challenges in Product Management

Unit II:

Product Life Cycle and Marketing Strategies; Product Portfolio Models; Positioning & Perceptual Mapping; Product Management Audit; Future of Product Management

Unit III:

New Product – Categories of New Product; Adoption Process; Diffusion of Innovation; Stages in New Product Development; New Product Demand Forecasting Models; New Product Launch Strategies; New Product Success & Failures- Indian cases

Unit IV:

Brand Management - Concept & Significance of Brands, Types of Brands; Strategic Brand

Management Process & Branding Strategies; Financial and Social Value of Brands; Brand Equity- Components of Brand Equity, Brand Equity Models, Measurement of Brand Equity; Developing and Managing Brands; Brand Extension Strategies; Brand Personality; Brand Essence; Brand Identity-Brand IdentityPrism

Unit V:

Brand Elements; Sensory Branding; Emotional Branding, Brand Positioning- Brand Architecture, Brand Portfolio, Brand Communication; Brand Valuation Methods; Brand Revitalisation; Brand Audit; Global Brands; Successful Indian Brands

References

1. Kevin Lane Keller, *Strategic Brand Management*, Pearson Education, India.
2. K S Chandrasekar, *Product Management- Text and Cases*, Himalaya Publishers
3. Kapferer: *Strategic Brand Management*, Kogan Page, New Delhi, 2012
4. Subrato Sen Gupta: *Brand Positioning*, Tata McGraw Hill, Delhi 2004.
5. Y.L.R Moorthy.: *Brand Management*, Vikas Publication House, New Delhi. 2012
6. Sasikumar and KS Chandrasekar, *Branding Insights*, Himalaya Publishers

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MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: TAXATION

Course Credits: 4

Course Code: FM -403

L-T Scheme: 3L+1T

Learning Objectives

Upon completing the Federal Income Tax Course, participants will be able to: Demonstrate knowledge of the concepts, principles, and rules of taxation of individuals and small businesses; Prepare tax forms for individuals and sole proprietorships; Recognize tax planning opportunities and recommend appropriate tax-saving strategies for decision making; Address tax situations for a variety of taxpayers, such as wage earners, salespersons, owners of small business, professionals, investors, home and rental property owners, farmers, etc

Unit 1

Introduction to Taxation Management -types of Taxes, concept, objectives and factors to be considered for Tax Planning. Tax Planning, Tax Evasion and Tax Avoidance. Tax Planning of Specific Categories of Income, Income from House Property and Income from business are also discussed.

Unit 2

Structure, Taxable and Exempt Incomes, Set-offs - Broad Schema of Income Tax Law, Finance Acts. Rates of Taxes Applicable to Different Types of Taxpayers are also dealt.

Unit 3

Income Tax – Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

Unit 4

Taxation of Salaried Income - definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income are dealt.

Unit 5

Taxation of Capital Gains - meaning of Capital Gains and Capital Losses, types of Assets, meaning of 'Asset Transfer', Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax.

Reference:

- Butler: Multinational Business Finance, Thomson Learning
- Eun & Resnick: International Financial management,
- Tata McGraw-Hill Jeff Madura: International Corporate Finance, Cenage Learning O' Brien: International Finance, OUP

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: INTERNATIONAL FINANCE

Course Code: FM -404

L-T Scheme: 3L+1T

Course Credits: 4

Course Objectives: This course provides students with a comprehensive foundation level of general knowledge, skills and insights about the world of finance and the capacity to analyze those factors that contribute to global and regional financial stability, financial opportunities and prosperity. In the course, students will gain a practical understanding of factors contributing to foreign exchange rate risk, Asian capital markets, global tax management, global investment strategies.

Course Outcomes:

The objective of the course is to provide an understanding of both the key features of foreign exchange markets and the actual problems of multinational corporation within an environment of free flows of foreign capital and floating exchange rates. Our attention will be especially focused on:

- the architecture of foreign exchange markets
- the motivation of participants in foreign exchange markets (arbitrage, speculation, hedging)
- the role of conventions in exchange rates quotation and trading in foreign exchange markets
- the type of foreign exchange operations (spot, forward, FX swaps, currency swaps, futures and option)
- the factors that influence the price of currency derivatives (forward rate, swap points, interest rates, futures price, option premium)

Course Contents

Unit I

International Dimensions of Financial Management : The Emergence of the MNC, Nature of the MNC, Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management 2L

International Monetary System: History of International Monetary System, Present Day Currency Regimes 4L

Unit II

Balance of Payments (BOP): Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP and Economic Performance, Capital Mobility and Capital Account Convertibility. 4L

The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives: The Foreign Exchange Market – Functions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options, Futures, Forwards, Swaps – Foreign Currency Derivatives in India, International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Foreign Exchange Rate Determination. 8L

Unit III

Foreign Exchange Exposure & Risk Management: Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates), Types of exposure Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure : (a) internal hedging strategies. (b) External or market based Hedging strategies. 10L

Unit IV

International Financial Markets : International Banking & Money Market- International banking Services –Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets-Methods of Sourcing, International Bond Market 4L

Unit V

Financial Management of MNCs : Foreign Direct Investment and Cross- Border Acquisitions; Impact of Internationalization on Optimal Financial Structure - Financial Structure of Foreign Affiliates; Multinational Capital Budgeting- Capital Budgeting: An overview- Capital Budgeting for Foreign Projects – Two Foreign Complexities- Parent vs project valuations; Multinational Cash Management- The Management of Multinational Cash Balances- Cash Management Systems in Practice- Transfer Pricing & Related Issues- Blocked Fund

Reading and text books

- Apte, PG : International Financial Management, Tata McGraw Hill.
- Eiteman, Stonehill & Pandey: Multinational Business Finance, Pearson Education
- Eun & Resnick: International Financial management,
- Tata McGraw-Hill Jeff Madura: International Corporate Finance, Cengage Learning O' Brien: International Finance, OUP

Reference:

- Butler: Multinational Business Finance, Thomson Learning

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MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: FM -405

L-T Scheme: 3L+1T

Course Credits: 4

Objective: The objective of this course is to give the students an in-depth knowledge of the theory and practice of Investment decision making process and portfolio management.

Unit I

Introduction to investments - Nature and scope of investment decision - investment planning & policy, investment process – Investment alternatives - Govt. Securities - Money market instruments - equity bonds- mutual funds model derivative instruments - futures - options - commodity futures, index futures - stock futures - hedge funds. Risk and return, Asset allocation and security selection. Impact of fiscal & monetary policy on investments, comparison of investment products.

Unit II

Operations of Indian stock market and Bond markets, new issue market - Book building process- listing-secondarymarket-onlinetrading-dematerialisation-Depositoryservices
- Mechanics of investing - mutual fund types - performance evaluation.

Unit III

Valuation of fixed income securities - Bond valuation and yields - Bonds duration and yield analysis - Term structure theories-Common stock valuation - different valuation models - dividend and value of options, discounted cash flow models, pricing, earnings rating, valuation of options. Binomial option pricing model - Black scholes optionmodel.

Unit IV

Security Analysis - Fundamental Analysis - Economic Analysis - Industry analysis company analysis measuring earnings, forecasting earnings, applied valuation technical analysis – theory – flow theory, efficient market hypothesis.

Unit V

Portfolio-Introduction - Markowitz portfolio theory - mean variance criterion (MVC) – Nature of investment risk - MVC and portfolio selection - portfolio of two risky securities - AS security portfolio - Application of market model in portfolio construction, CAPM, APT - constructing the efficient frontier - constructing the optimum portfolio - portfolio performance evaluation.

References:

1. Portfolio Management, Kevin, Prentice Hall of India
2. Investment Management, Bhalla. V.K, Sultan Chand
3. Security Analysis and Portfolio Management, Fischer, Jordan Pearson.
4. Investment, Bodie, Kane, Marcus, Tata MC Graw Hill.

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: LOGISTICS AND SUPPLYCHAINMANAGEMENT

Course Code: POM -403

L-T Scheme: 3L+1T

Course Credits: 4

COURSE OBJECTIVE :

- Understand the scope and practice of business logistics and supply chain management

UNIT I

INTRODUCTION: Business logistics and supply chain – importance, objectives and drivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy.

UNIT II

MANAGINGFLOWS: Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition.. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption.

UNIT III

INVENTORY AND WAREHOUSING: Inventory–objectives, bullwhip effect, control - Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory.

Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.

UNIT IV

TRANSPORTATIONAND PACKAGING: Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling.

Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNITV

ORGANISATIONAND CONTROL: Organisation Structure – need and development. Organizational – Choices, Orientation and positioning. Interfunctional and interorganisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation.

TEXT BOOKS:

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education,FifthEdition
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education,2007.

REFERENCES:

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process,Tata McGraw Hill, 2010
2. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson.2012.
3. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition,2004.
4. Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications, 2007.
5. Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGrawHill, 2010.

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: SERVICES OPERATIONS MANAGEMENT

Course Code: POM -404

L-T Scheme: 3L+1T

Course Credits: 4

COURSE OBJECTIVE:

To help understand how service performance can be improved by studying services operations management

UNIT I

INTRODUCTION: Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

UNIT II

SERVICE DESIGN: New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling

UNIT III

SERVICE QUALITY: Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality–SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

UNIT IV

SERVICE FACILITY: Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan

metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

UNITV

MANAGING CAPACITY AND DEMAND : Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising ,globalization.

TEXT BOOKS

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition

REFERENCES

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
4. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition,

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MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Course Code: POM -405

L-T Scheme: 3L+1T

Course Credits: 4

Objective: Understand the frame work and importance of Total quality Management Understanding and solving the variation in the process and understanding the concept of zero defect in the operational phase. To have the better understanding in the concept of six sigma methodology and application of advanced Statistical tools for process improvement

Unit I:

Introduction on Total Quality Management, TQM evolution, Concept of Cost of Quality ,TQM strategies, Customer satisfaction, Employees participation, Tools in TQM-Bench Marking, Quality function deployment,Failure mode Effect Analysis, concept of Continuous Process Improvement Overview on ISO 9000 standards and clauses, Importance of TQM in Indian context, successful implementation of TQMin

Unit II:

Statistical Process Control-Importance of SPC,Concept of Normal Distribution,Process Control, briefing and problem solving with 7 QC tools-C&E diagram, process flow Chart, Check Sheet ,Scatter Diagram, ParetoChart, Histogram, Control Chart, Calculation of Acceptance Quality level(AQL),Process Control & process Capability calculation(Cp&CPk),Causes of Process Variability, Estimation on Rejection Percentage, Concept of Seven Advanced QC Tools- Affinity Diagram, Relational Ship Diagram, Tree Diagram, Matrix Diagram, Process decision Programme Chart, Activity Net Work Diagram,PriortisationMatrix

Unit III:

Six Sigma-Origin,Basic concepts, Goals of six Sigma, Concept of root cause Analysis,need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation ,cost of quality at various levels of sigma, Competitive level- concept of

world class, Six Sigma Methodology-DMAIC Approach, SIPOC concept, Voice of Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in Service sector-Successful implementation of six sigma in global companies such as Motorola, GE,Bosch and **in** service sector-case study on Mumbai Dabbawalas

Unit IV:

Six Sigma Improvement Methodologies-Problem Solving Concept, Selection of Improvement projects, Six Sigma Process Models, Shanin Design of Experiments, Taguchi Approach, Applications of DOE, Define phase, Measure and Improve Phase-Phenomenon, Detailing and illustration on DOE tools for problem Solving with examples-Paired Comparison, Product/Process Search, Component Search, Modified Component Search,Multivariate Analysis, Variable Search, Criteria for identifying the cause and root cause

Unit V:

Six Sigma-Improve, Control Phase-root cause validation-Better Vs. Current Estimation approach-Tools used in Improve &Control Phase, Precontrol Charts for on line monitoring of process ,Variation Analysis, Steps in VariationAnalysis,SamplingAnalysis-Introduction to Process Optimization-Stages in Process optimization-Planning, Analysis, Improvement, control- Factorial Analysis, Construction of Math model for process optimization, Concept of Optimal Solution

References

1. ArthiVenkataraman(2000) Journey Towards Zerodefects: Challenges,Best Practices And Testing Models(Wipro),Bangalore
2. Crosby, Philip B(1979) "Quality Is Free" ,Newyork,Mcgraw-Hill Books, FourthEdition
3. Total QualityManagement-SubburajRamaSwamy-TataMcgrawHill-NewDelhi,
4. Dr. S. Ramachandran (2010), "Towards Zero Defects",Chennai, Management Consultant, Management StudyCentre

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: Performance Management system

Course Code: HR – 403

L-T Scheme: 3L+1T

Course Credits: 4

Course Objectives

- By the end of the course, participants will have:
- Shared a common understanding on how performance management systems can be effectively utilised to raise the performance of individuals and teams
- Enhanced their skills in setting clear expectations and objectively measuring individual performance using objectives and competencies as key measures
- Identified and practised some performance management strategies and techniques to enhance the performance and motivation in under-performing and high performing team members.

Unit 1

Introduction to Performance Management: Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes

Unit 2

Theoretical Framework of Performance Management: Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organizational Justice Theory and its Application in Performance Management

Unit 3

An Overview of Performance Management: Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management

Unit 4

Process of Performance Management: Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

Unit 5

Performance Management Planning and Development: Introduction, Performance Management Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: HUMAN RESOURCE DEVELOPMENT

Course Code: HR – 404

L-T Scheme: 3L+1T

Course Credits: 4

Course Objectives: The objective of this course to explain meaning and importance of HRD functions and its scope on industry. The nature of changes in the industry by training, performance appraisal, OD intervention along with management of quality and productivity in HR and business reengineering.

Course Outcomes: This course equips the students at post graduate level such a way that they are ready to face business world in terms of human resources development. During this course, Students would learn about the organization development and employee's development and find the ways and means to improve that.

Course Contents:Module – I (20 hrs)

Human Resource Development : Meaning, Scope and Purpose, HRD Process, Techniques of Assessment of HRD Needs – Organizational Analysis, Task Analysis, Individual Analysis.

[6L]

Strategies of HRD: Organizational Development, Individual Development, Team Development, Organizational Culture Building.

Individual Development through Training: Designing Training Programme; On-the-Job, Off-the-Job; Methods –Lecture, Case Analysis, Role Play, Games, Exercises; Role of Trainer, MDPs, Out-Bound Training.

Evaluation of Training : Need, Principles, Criteria, Technique of Evaluation, Impediments to Effective

Training, Improving Effectiveness of Training.

[4 L]

Module – II (20 hrs)

Individual Development through Non - Training - Job Redesign Programmed; Job Enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Career Planning, Counseling. **[6L]**

Team Development Programmes – Methods and Schemes : Role of Staff and Line Managers in HRD, Quality Circle, Kaizen, Autonomous Small Group Activities [4L]

Competency Management – Planning, Mapping, Measurement [4L]

HRD Experiments and Cases – In India and Other Countries [6L]

]

Books:

1. Desimone, R. L., Werner, J. M. & Harris, D. M. : Human Resource Development, Thomson.
2. Pareek, Udai & Rao, T. V.: Designing and Managing Human Resource Systems, Oxford & IBH.
3. Rajsekharan, N.P. : Competency Web, Universities Press
4. Rao, T. V. : Readings in HRD, Oxford & IBH

UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE DESCRIPTION

Title of Course: INTERNATIONAL HUMAN RESOURCES MANAGEMENT

Course Code: HR – 405

L-T Scheme: 3L+1T

Course Credits: 4

***Objective:** The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations*

Unit I:

Approaches to GHRM – Introduction to IHRM--International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach – the institutionalist Perspective/functions - Globalisation andHRM.

Unit II:

International HRM models –Pooles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM-Internationalization of business – types of global business-Impact of inter country differences on HRM.

Unit III:

International staffing and development –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation – Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments-repatriation.

Unit IV:

Comparative Labor Relations- International Pressures on National Practices- Multinational

Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

Unit V:

HRM in Global Organizations – Ethics in International business- Western and Eastern Management thoughts in the Indian context—Global talent management

References

1. International Business: By K.Aswathappa
2. International Human Resources:By P. SubbaRao
3. International HRM:By DR. NILANJAN SENGUPTA and DR. MOUSUMI S.

ERP-System Administration

Course Code:IT 403

L – 4, Credits -4

Objectives: The basic objective of this course System Administration is to prepare students to learn various aspects of System Administration of ERP.

Course Contents

Unit I

ERP Architecture: Client/Server Architecture, Presentation Layer, Application layer, Database layer, Concepts of Netweaver. Getting Started: Starting the Database and ERP Instances, Stopping ERP Instances and the database, starting the front-end, Using ERP system, Service and Support :-Remote connection, ERP Services ,Essential Services, Support Tools, Solution Manager overview. ERP Installation Concepts.

Unit II

Setting Up the System Landscape:-Initializing the change and Transport System, Tasks of a System Landscape, Configuration of the Transport Management System, Transport Control program tp, Transactions and Menu Paths. Client Administration: Creating New Clients, Local Copy, Remote Copy, Client Transport, Special Functions, Transactions and Menu Paths. R/3 Users Authorizations: Basics, User Maintenance, Authorizations, Personal setting, Internet Users, Information About Users and Authorizations, Central user Administrations, Transactions and Menu Paths. BackgroundProcessing.

Unit III

Update: Update Concepts, Configuring the Update System, Monitoring and Troubleshooting for the Update. Output Configuration and Management: Basics, Configuring Spool work Process, Configuring the Spool Server, configuring the Output devices Landscape, Analysis and Error Correction. Data Archiving: Archive Development kit, Customizing, Control and Analysis. Data Distribution and Transfer

Unit IV

Maintaining Instances: Profile Maintenance, Operation Modes etc. System Monitoring :Server and Process Overviews, User Overviews, System Log, Analyzing runtime errors, Trace Files, Lock Entries, Performance Monitoring, Database Administration, Overview Of Regular Tasks. Monitoring Architecture: Alert Monitor, Customizing the Alert Monitors, Analyzing the Alert Monitors. System Administration: Concepts of System Administration, BASIS Daily Tasks, BASIS Weekly Tasks, BASIS Monthly Tasks, BASIS Annually Tasks, Concept of Backup And Recovery.

Text Books

1. Frank Fose, Liane Will , Sigrid Hagemann. (2011), *SAP Netweaver AS ABAP System Administration*, 4th Edition, SAPPress;
2. Jose Antonio Hernaudz. (2006), *SAP R/3 Administrator's Handbook*, 3rd Edition, Tata McGrawHill,

Reference Books

1. LianWill. (2006), *SAP System Administration*, 2nd Edition, BPB.
2. Marty McCormick, (2008). *Content Integration with SAP Netweaver Portal*, SAPPress
3. Veena Bansal, (2013). *ERP : A Managerial Perspective*, PearsonPublication.
4. Robert E. Parkinsion, John Marneweek Victor Wood. (1999), *Basis Administration for SAP*, PremierPress.

E-Business

Course code: IT 404

L - 4, Credits:4

Objectives: The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

Course Contents

Unit I

Introduction to e-business: Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets.

Unit II

Security Threats to e-business: Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications.

Unit III

Electronic Payment System: Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart, Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.

Unit IV

eBusiness Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet, based Business Models.

Text Books

1. Schneider Gary P. and Perry, James T, (2000). *Electronic Commerce*. 1st Edition, Thomson Learning.
2. Bajaj, Kamlesh K and Nag, Debjani, (1999). *E-Commerce: The Cutting Edge of Business*. 1st Edition, Tata McGraw Hill, Publishing Company Ltd., New Delhi.

Reference Books

1. Treese G. Winfield & Stewart C. Lawrance, (1999). *Designing Systems for Internet Commerce*. 1st Edition.

AddisonWesley.

2. Trepper Charles, (2000). *E-Commerce Strategies*. 1st Edition, Prentice Hall of India,
3. Rehman S.M. & Raisinghania, (2000). *Electronic Commerce Opportunity & Challenges*. 1st Edition, Idea Group Publishing, USA.
4. Knapp C. Michel, (2003). *E-commerce Real Issues & Cases*. 1st Edition, Thomson Learning.

Information System Management

Course Code: IT 405

L - 4, Credits -4

Objectives: The objective of this course is to expose the students to the managerial issues relating to information systems and also understand the role of Business Process Reengineering technique in an organization,

Course Contents

Unit I

Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.

Unit II

Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option. Information Systems for Strategic Advantage: Strategic roles of IS-Breaking Business Barriers
,Reengineering Business Processes Improving Business Quality ,Creating Virtual Company
,Building knowledge Creating Company ,Using Internet Strategically ,Challenges of Strategic IS
,Enterprise ,wide systems and E.-Business applications.

Unit III

Managing Information Systems: Enterprise Management, Information Resource Management, Strategic Management, Operational Management ,Resource Management Technology Management ,Distributed Management. Organizing Planning, IS planning methodologies, Critical Success Factors, Business Systems Planning ,Computer Aided Planning Tools. Security & Ethical Challenges; IS controls ,Facility Controls ,Procedural Controls ,Computer Crime ,Privacy Issues. Aspect of Technology adoption in MIS.

Unit IV

Introduction to BPR: Concept, Need for Reengineering, Benefits, guiding principles ,BPR and performance Improvement, Pitfalls in BPR, Myths of BPR, BPR implementation methodology, BPR

implementation methodology, Change management in BPR – introduction, Nature, process of change, Management of Change in BPR, BPR Experiences in Indian Industry. strategic aspects of BPR.

Text Books

1. James A O'Brien, George M Marakas and Ramesh Behl. (2009). *Management Information Systems*, 9th Edition, Tata McGraw Hill Education, NewDelhi.
2. Michael Hammer and James Champy, (2003). *Reengineering the Corporation: A Manifesto for Business Revolution*, 1st Edition, HarperCollins

References Books

1. Turban, E., McLean, E. and Wetherbe, J. (2000). *Information Technology for Management: Making Connections for Strategic Advantage*. , 2nd Edition, John Wiley and Sons.
2. D.P.Goyal.(2006).*Management Information Systems-Managerial Perspectives*, 2nd Edition, Macmillan, NewDelhi.
3. S.A.Kelkar. (2009). *Management Information Systems-A concise Study*, 2nd Edition, Prentice Hall of India.
4. Nirmalya Bagchi, (2010). *Management Information Systems*, 1st Edition, Vikas Publishing House, NewDelhi