**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

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Course Name** | **Code** | **Course Name** |
| MM 301 | Sales & Distribution  Management | POM 301 | Material Management |
| MM 302 | Retail Management | POM 302 | Production planning & control |
| MM 303 | Consumer Behaviour | POM 303 | Total Quality Management |
| FM 301 | Financial Derivatives | HR 301 | Compensation and Benefits Management |
| FM 302 | Financial Markets and Services | HR 302 | Human Resource Planning |
| FM 303 | Behavioural Finance | HR 303 | Strategic HRM |

**List of Electives: Third Semester**

**UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**COURSE DESCRIPTION**

**Title of Course: Project Management Course**

**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.
6. **Project Management** : Case Studies.

Readings :

1. P Chandra : Projects : Planning Analysis : Selection Implementation & Review, Tata McGraw Hill.
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

**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**

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** **4L**

**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).

**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

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

**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, 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

**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 – valuationof interest rate swaps – currency swaps – valuation of currency swaps

**Unit-4**

**Options:** Types of options, option pricing, factors affecting option pricing – call and putoptions 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 ofexotic option. Hedging & Trading strategies involving options, valuation of option: basicmodel, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profitsin options.

**Unit-5**

**Commodity derivatives**: commodity futures market-exchanges for commodity futures inIndia, Forward Market Commissions and regulation-commodities traded – trading andsettlements – physical delivery of commodities

**References:**

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

**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- Private sector banks- New Generation banks- EXIM banks-Insurance companies- 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:**

1. Khan, M.Y. *Financial Services*, Tata Mc Graw Hill, 2010
2. Punithavathy Pandian, *Fianncial Services and Markets*, Vikas PH, 2009.
3. Machiraju, HR, *Indian Financial system*, Vikas PH, 2010.
4. Kothari and Rajesh, *Financial services in India: Concept and Application*, Sage, New Delhi, 2010.
5. Gordon, E & Natarajan, K. *Financial Markets & Services,* Himalaya PH, 2011.
6. Rajesh Kothari, *Financial Services in India*, Sage Publication, 2010.

**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 – Heard 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

**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.

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|  | **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** | | | |  |
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**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 ofPurchasing Strategies. **In sourcing and outsourcing:** Outsourcing decision process, Total cost analysis, Outsourcing Alternatives

**UNIT-II**

**Supplier evaluation selection and measurement:** Identification of supplier sources, Methodsof 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 Inventoryperformance, 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 PlanningDefined, The Value of Decision Rules, Costs, Aggregate planning Strategies, Aggregate Planning Methods.

**UNIT-V**

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

**UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**COURSE DESCRIPTION**

**Title of Course: PRODUCTION PLANNING AND CONTROL**

1. **Course Code: POM -302**
2. **L-T Scheme: 3-1**
3. **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-Jerkins Model.

**UNIT-IV**

**Production order** : Process charts, Production master programme breakdown production orderand 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: Flowproduction 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.

**UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**COURSE DESCRIPTION**

**Title of Course: TOTAL QUEALITY 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.

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| **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. | |  |  |
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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)

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| – 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.

**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

**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

**UNIVERSITY OF ENGINEERING & MANAGEMENT, JAIPUR**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**COURSE DESCRIPTION**

**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)

1. **Basics in HR Planning** – Macro Level Scenario of HRP, Concepts and Process of HRP, Considerations – Technology, Finance, Product Demand. [4L]
2. **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]

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

**Module – II (20 hrs)**

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

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| 6. | **Measurements of HR Planning** – HR Audit, HR Accounting | [4 L] |

1. **7. HR Plan – Implementation Strategies** – Recruitment, Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan. [6L]

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| 8. | **Case Studies on HR Planning** | [4L] |

**Books:**

1. Bennison, M. & Casson, J. : The Manpower Planning Handbook, McGraw Hill.
2. Bell, D. J. : Planning Corporate Manpower, Longman.
3. Bohlander, G., Snell, S., Shermen, 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.

**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**

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