UNIVERSITY OF JAMMU

NOTIFICATION
(11/July/ ADP/20)

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

<table>
<thead>
<tr>
<th>Class</th>
<th>Semester</th>
<th>For the Examinations to be held in the year</th>
<th>%age of Change</th>
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<table>
<thead>
<tr>
<th>Course No.</th>
<th>Title</th>
<th>%age of change</th>
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<tbody>
<tr>
<td>301</td>
<td>Strategic Management</td>
<td>More than 75%</td>
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<tr>
<td>311</td>
<td>Consumer Behaviour</td>
<td>More than 75%</td>
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<tr>
<td>312</td>
<td>Services Marketing</td>
<td>More than 75%</td>
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<tr>
<td>313</td>
<td>Integrated Marketing Communication</td>
<td>More than 75%</td>
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<tr>
<td>314</td>
<td>Brand Management</td>
<td>More than 75%</td>
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<tr>
<td>321</td>
<td>Security Analysis and Portfolio Management</td>
<td>More than 75%</td>
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<tr>
<td>322</td>
<td>Management of Financial Services</td>
<td>More than 75%</td>
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<tr>
<td>323</td>
<td>Risk Management and Insurance</td>
<td>More than 75%</td>
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<tr>
<td>331</td>
<td>Strategic Human Resource Management</td>
<td>More than 75%</td>
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<tr>
<td>332</td>
<td>Performance and compensation Management</td>
<td>More than 75%</td>
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<tr>
<td>333</td>
<td>Organisational Change and Intervention Strategies</td>
<td>More than 75%</td>
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<tr>
<td>334</td>
<td>Organizational Psychology</td>
<td>More than 75%</td>
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<tr>
<td>341</td>
<td>Business Process Re-engineering</td>
<td>More than 75%</td>
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<tr>
<td>342</td>
<td>Supply Chain Management</td>
<td>More than 75%</td>
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<tr>
<td>343</td>
<td>Enterprise Resource Planning</td>
<td>More than 75%</td>
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<tr>
<td>344</td>
<td>Management of Technology and Innovation</td>
<td>More than 75%</td>
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</table>
The alternative question papers are required to be set as per the University regulation given as under:-

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

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

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

Sd/-
REGISTRAR

Asst. Registrar (Academics)
MBA Semester – III

Course Title: Strategic Management
Course No. MBA-301
Contact Hours: 45
Duration of Examination: 3 hours
(For the Examination to be held in November 2011, 2012 and 2013)

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

Objective

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

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

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

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

Unit IV & V
Case Study
One case study as a question with 40 percent weightage.

Note for Paper Setting

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

Reference Books
• Strategic Management and Business Policy, Azhar Kazmi, Tata Mc Graw Hill
• Business Policy and Strategic Management: Concepts and Applications, Vipin Gupta, Kamala Gollakota, R. Srinivasan, Prentice Hall India
- Strategic Management: The Indian Context, R Srinivasan, Prentice Hall India
- Strategic Management Theory: An Integrated Approach, Charles Hill, Gareth Jones, Cengage Learning
- Strategic management: competitiveness and globalization: concepts & cases Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Cengage Learning
- Exploring Corporate Strategy: Text & Cases, Johnson, Pearson Education India
Objective

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

Unit I


Unit II


Unit III


Unit IV


Unit V


Note for Paper Setting

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

Suggested readings

- Leon G. Schiffman and Leslie Lazar Kannuk, Consumer Behaviour, Pearson Prantice Hall.
- David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, Tata McGraw Hill, New Delhi
MBA Semester – III

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

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

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

Objective

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V


Note for Paper Setting

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

Suggested readings

- V. Zeithaml, D. Gremler, M. bitner & Ajay Pandit - Services Marketing
- Nimit Chowdhary & Monika Chowdhary – Marketing of Services
- R. Rust, A.J. Zahorik & T. Kenningham – Service Marketing
- Adrian Payne – Essence of Service Marketing
- Ravi Shankar – Services Marketing the Indian Perspective
- Hoffmann – Services Marketing
MBA Semester – III
Course Title: Integrated Marketing Communication
Course No. MBA-313
Contact Hours: 45
Duration of Examination: 3 hours

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

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

Objective

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

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

Note for Paper Setting

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

Suggested readings

- Advertising and Promotion, George E Belch, Michael Belch and Purani, Tata McGraw Hill. 2009
- Advertising and Integrated Brand Promotion, O'Guinn, Allen Semnik, Thompson Publishing
- Advertising Management, Rajeev Batra, John G Myers, David A Aaker, PHI, 2001
- Advertising Communications and Promotion Management, Rossiter and Percy, Tata McGraw Hill.
- Strategic Marketing Communications: New Ways to build and Integrate Communications, Duncan and Tom, Tata McGraw Hill.
- Planning for Power advertising, Halve, Anand, Sage Publications.
- Way we Buy: The Science of Shopping, Underhill, Paco.
MBA Semester – III

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

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

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

Objective

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

UNIT I

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

UNIT II


UNIT III


UNIT IV


UNIT V

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

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

Suggested readings

- David A. Aaker (2008), Managing Brand Equity, Free Press
- David A. Aaker (2009), Building Strong Brands, Free Press
MBA Semester – III

Course Title: Security Analysis and Portfolio Management

Course No. MBA-321
Contact Hours: 45
Duration of Examination: 3 hours

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

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

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

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

UNIT III

UNIT IV

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

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

- Fisher, Donald E and, Jordan Ronald J.
- Preety Singh
- V A Avadhani
- V Gangadhar
- V Gangadhar & Ramesh Babu

Security Analysis and Portfolio Management.
Investment Management.
Security Analysis and Portfolio Management.
Security Analysis and Portfolio Management.
Investment Management.
Objective

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

Unit I

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

Unit II


Unit III

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

Unit IV

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

Unit V

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

Note for Paper Setting

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

- V.K. Bhalla
- M.Y. Khan
- G.S.Batra & R.C. Dangwal
- G.S.Batra
- Renu Sobti

Management of Financial Services
Financial Services
Financial Services – New Innovations
Financial Services and Markets
Banking and Financial Services in India
MBA Semester – III

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

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

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

Objective

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

Unit-I

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

Unit-II

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

Unit-III

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

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

Unit-IV

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


Note for Paper Setting

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

Suggested readings

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

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MBA Semester – III

Course Title: Strategic Human Resource Management  Max. Marks : 100 Marks
Course No. MBA-331
Contact Hours : 45
Duration of Examination : 3 hours

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

Objective

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

UNIT I


UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Note for Paper Setting

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

Books Recommended

- Jeffery R. Mello, Strategic Human Resource Management, Thomson Southern Western publication.
MBA Semester – III

Course Title: Performance and Compensation Management

Course No. MBA-332
Contact Hours: 45
Duration of Examination: 3 hours

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

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

Objective

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

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

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

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

UNIT IV

UNIT V
Note for Paper Setting

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

Books Recommended


MBA Semester – III

Course Title: Organisational Change and Intervention Strategies

Course No. MBA-333
Contact Hours: 45
Duration of Examination: 3 hours

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

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

Objective

To acquaint the students with issues relating to the processes of organizational change and development.
To prepare the students as organizational change facilitators using the knowledge and techniques of behavioural science.

Unit I

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

Unit-II

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

Unit-III


Unit-IV

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

Unit-V

Comprehensive interventions: Confrontation meeting, Grid OD, Survey feedback; Structural interventions: Self-managed teams, work-redesign, Re-
engineering, Quality Circles, Total Quality Management; Fundamental strengths of OD; Future of OD.

Note for Paper Setting

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

Suggested readings

- Schein, Edgar H., Process Consultation – Its role in OD.
- Lawrence, Paul and Lorsch, Developing Organisation Diagnosis and Actions.
MBA Semester – III

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

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

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

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

Unit I

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

Unit II

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

Unit III

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

UNIT IV

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

UNIT V

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

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

Suggested readings

MBA Semester – III

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

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

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

Unit I

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

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

Unit IV
Software Reengineering; General model of software reengineering, SW development levels of abstraction, forward and reverse engineering, Reengineering approaches; Reengineering phases and tasks and hybrid reengineering

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

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

**Suggested readings**


MBA Semester – III

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

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

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

Objective

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Note for Paper Setting

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

MBA Semester – III

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

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

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

Objective

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

Unit I


Unit II


Unit III


Unit IV


Unit V

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

Suggested readings

MBA Semester – III

Course Title: Management of Technology and Innovation

Max. Marks: 100 Marks

Course No. MBA-344
Contact Hours: 45
Duration of Examination: 3 hours

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

Objective

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

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

Note for Paper Setting

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

- Rastogi, P.N., Management of Technology and Innovation: Competing through Technological Excellence, 2009, Sage Publications

- Robert Burgelman, Clayton Christensen, Steven Wheelwright, Strategic Management of Technology and Innovation, Mc Graw hills higher education, 2007


[Signature]